



 **FAYETTEVILLE** ^{NC}

**FY
2022**



RECOMMENDED

ANNUAL BUDGET



ANNUAL BUDGET

FY
2022
RECOMMENDED

MAYOR AND CITY COUNCIL

Mitch Colvin, Mayor

Kathy Jensen, Mayor Pro Tem, District 1

Shakeyla Ingram, District 2

Tisha Waddell, District 3

D.J. Haire, District 4

Johnny Dawkins, District 5

Christopher Davis, District 6

Larry Wright, District 7

Courtney Banks-McLaughlin, District 8

Yvonne Kinston, District 9

CITY MANAGER'S OFFICE

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Adam Lindsay, Assistant City Manager

Jay Toland, Assistant City Manager

Telly C. Whitfield, Assistant City Manager

Rebecca Jackson, Chief of Staff

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Introduction

Budget Message

May 10, 2021

Dear Mayor Colvin and Members of the City Council:

On behalf of the City's Leadership Team and in accordance with the statutes of the State of North Carolina and the City of Fayetteville's charter, it is my honor to submit the proposed budget for fiscal year 2021-2022 (FY 22). This balanced budget proposal continues the significant commitments the City Council has made in setting a vision for the future.



This past year we have all experienced the impacts of the worldwide COVID-19 pandemic. To put a fine point to the impacts, locally more than 28,000 Fayetteville/Cumberland County residents tested positive for COVID-19 and tragically more than 300 have died from the virus. Even closer to our City family, we lost several employees and supported other employees who lost family members.

Locally, our city businesses were shuttered, our beloved Woodpeckers baseball season was cancelled and our signature community events such as the award-winning Dogwood Festival, International Folk Festival, and Dickens Holiday events were suspended. Indeed, the impacts of COVID-19 were and are still being felt.

With more than a little pride, I'm able to say that your City staff met the professional and personal challenges over the last year through teamwork and dedication to public service. Covid-19 forced us to change, like so many other workplaces, how we do business. However, those changes did not deter our commitment and continuity in providing and managing core services. In fact, some of the things we learned will make us more efficient in providing services moving forward.

This recommended budget doesn't fully capture the federal and state funds that have been dedicated to Fayetteville to support our residents and businesses. All told, we have been awarded \$33.7 million in grants as shown in the table below, with an additional expected direct allocation of \$38.25 million in State and Local Assistance under the American Rescue Plan Act of 2021 (ARPA). The guidelines for eligible uses of the ARPA funds have not yet been released.

Community Housing & Small Business Support	\$16.6 M
Transit Support	\$9.0 M
Airport Support	\$5.0 M
City Operations/Public Safety	\$3.1 M

Budget Message

Some of those funds, as marked, were able to be used to offset the City's costs or provide operating support. Others, particularly the community support funding, are funded outside of the operating budgets. Staff looks forward to extensive Council and community engagement as we move forward with identification of the most impactful opportunities for use of additional funds to be received.

Against that backdrop, this recommended budget provides for a continuation of all city services and it supports a variety of new initiatives to move Fayetteville boldly out of the COVID-19 year that was FY 21. Specifically, the proposed FY 22 annual operating budget of \$239,347,070 across all funds is \$5,186,809 more than the original adopted budget for FY 21, an increase of 2.2%. For the General Fund, in particular, the proposed budget is \$187,505,437, an increase of 4.4% over the original adopted budget for the current fiscal year.

Revenue Conditions

Traditionally, three main categories of revenues provide almost three-quarters of the revenues supporting the General Fund. For FY 22, we are fortunate to have emerged from the shadow of the pandemic and are looking forward to a fiscal year with modest growth.

Ad Valorem Property Taxes

The tax rate to support the General Fund is recommended to remain at 49.95 cents per \$100 of assessed valuation. For FY 22, total property tax values supporting General Fund operating budgets are expected to grow by 1.53% over the values projected for the adopted FY 21 budget. On this basis, ad valorem tax revenues of \$72.01 million are projected for the general fund, an increase of \$1.31 million. This year-over-year growth projection, while moderate, serves as an indicator that the local economy is beginning to recover. It has recently been reported that demand in the Fayetteville housing market is among the top five in the nation, leading to expectations for significant construction activity to follow.

Sales Tax Distributions

In developing the FY 21 budget, there was a great level of economic uncertainty across the country as we were experiencing the early months of the pandemic. It was anticipated that there could be declines of as much as 30% for sales tax collections for the April to June quarter of FY 20 fiscal year, with slow recovery through the first half of FY 21. We are fortunate that those anticipated declines did not materialize, likely impacted by the various stimulus payments from the Federal government supporting the economy. Fayetteville ended FY 20 with sales tax revenues 2% above budget and has continued to see year-over-year growth nearing 10% during FY 21. Benefitting from the current growth and expecting a slowing of growth, the FY 22 budget includes sales tax revenues of \$50.62 million, \$7.4 million or 17.2% above the FY 21 budget.

Utility Tax Distributions

Utility tax collections across North Carolina have been impacted by a slowing of sales of electricity which is likely due to the pandemic, and by the impacts of emerging technologies on the tax base for telecommunication and video programming services which mainly apply to land line telephone and cable television services. For FY 22, the budget anticipates utility tax revenues of \$12.57 million, a decline of \$638,000 or 4.8% from the original budget for FY 21.

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 21. The budget does make modifications to several areas, largely through improvements in service delivery and improvements using technology. All of the modifications are designed to support the service demands and needs for a growing city.

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

Goal 1: Safe & Secure Community



- Continues progress on the construction project to relocate Fire Station 4
- \$2.1 million for fire vehicle and apparatus equipment including \$1.0 million for a replacement heavy rescue truck and \$680,000 for a replacement pumper
- \$173,000 for additional radio equipment and \$34,000 for a mobile communications unit to improve communications effectiveness for emergency incidents
- \$32,000 to provide an active assailant training drill and \$68,000 for active shooter protective gear for fire personnel
- \$79,000 to implement a new fire records management system
- Fully funds a Police Administrative Manager added during fiscal year 2021 to sharpen focus on administrative functions and free up senior law enforcement professionals
- Funds a Mental Health Community Liaison and a Homeless Community Coordinator in exchange for two police officer positions to assist officers and help connect individuals with available resources in the community
- \$1.6 million for police vehicle replacements, \$587,000 for purchase, licensing and data storage for replacement body-worn camera equipment with advance capabilities, and \$224,000 for replacement conducted electrical weapons (Tasers)
- \$66,000 for a contracted mental health initiative for officers
- \$70,000 for neighborhood traffic calming measures and speed studies, \$75,000 for neighborhood multi-use lane markings and \$100,000 for improved pedestrian facilities at intersections

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



- \$50,000 to continue the Corridor Revitalization program
- \$100,000 of additional funding for advertising incentives for added flight destinations or services at the Fayetteville Regional Airport
- Provides an additional \$400,000 to construct an 8-Unit T Hangar
- Continues \$100,000 annual support for Fayetteville Cumberland Economic Development Corporation and \$35,353 for the Center for Economic Empowerment and Development
- Continues funding \$220,000 for the management of the downtown Arts and Entertainment District services and programs

Budget Message

- \$110,000 to complete infrastructure improvements at Hurley Plaza at the redevelopment and stadium site
- Continues implementation and support of the Local Small Business Enterprise (LSBE) program

Goal 3: City Investment in Today and Tomorrow



- \$6.6 million in annual pavement preservation funding, including a \$2.0 million investment from fund balance
- \$3.5 million for stormwater watershed studies (including the use of \$3.0 million from the deferred Sunbury Drive project), \$838,000 for a grant match for a proposed project on Wayland Drive, \$400,000 for the drainage assistance program, \$307,000 for the Ray Avenue project, and \$450,000 for spot repairs, easement acquisition and project management
- \$556,000 for sidewalk improvements
- \$454,000 for public street development to pave Greensboro Street
- \$100,000 to continue the bridge preservation programs
- \$75,000 for downtown streetscape improvements
- \$50,000 for thoroughfare streetlights
- \$250,000 to continue the pavement and roadway condition survey and \$250,000 for a street connectivity study
- \$160,000 for contracted construction inspections to facilitate the community-wide installation of MetroNet broadband infrastructure

Goal 4: Desirable Place to Live, Work and Recreate



- \$105,000 of local funding to begin a West Fayetteville bus route extension in fall, 2021
- Funds operating costs for new amenities coming on line, including Jordan Soccer Complex and the Bill Crisp Senior Center
- Continues progress on Parks and Recreation bond projects
- Continues the major Fayetteville Regional Airport terminal renovation project
- \$1.0 million for park, playground and trail improvement projects
- Funds seasonal staffing for lifeguards and pool operations to transition from contracted services
- \$100,000 to initiate a community New Year's Eve Celebration
- \$25,000 for a music education pilot program
- \$20,000 for continuation of the community entry signage program
- \$100,000 to continue the partnership with Cumberland County to fund strategies to assist homeless citizens
- \$40,000 for the balance of the funding commitment for a Student Support Specialist for the Communities in Schools program as advocated by Pathways for Prosperity
- Funds a \$54,000 pilot program to assist the RAPID team with illegal dump site abatement using temporary services

Goal 5: Financially Sound City Providing Exemplary City Services



- Funds \$2.8 million for public safety employee step-plan increases and 3% of mid-point merit pay increases for employees not on step plans
- Funds \$1.6 million for required increases for employer contributions for pension and medical benefits
- Funds \$150,000 for a general employee pay study to assess market-competitiveness of City pay plans
- Adds a Real Estate Officer to assist with property research for rights-of-way and various projects and to assist with the administration of Airport property leases
- Fully funds a Chief of Staff position added during fiscal year 2021 to provide oversight of customer service and administration for the City Manager's Office and sharpen the focus on performance accountability
- Increases funding for organization-wide advertising to \$100,000 and continues funding support for rebranding efforts with a \$25,000 investment
- Fully funds a Contract Compliance Administrator added during fiscal year 2021 for the Purchasing Division
- Invests \$200,000 to implement a Fleet Management Information System and fully funds a Management Analyst added during fiscal year 2021 to improve capacity for management of the City's fleet of vehicles and equipment
- \$23,000 for the biennial resident satisfaction survey and \$10,000 for consulting support for a customer survey
- \$2.0 million for a variety of technology capital projects, including \$590,000 for computer replacements, \$470,000 for City domain migration, \$226,000 additional funding for the replacement revenue management system, \$214,000 for the disaster recovery initiative, and \$148,000 for public safety security compliance
- \$9.2 million for vehicle and equipment fleet replacements, including \$6.5 million in the General Fund

Goal 6: Collaborative Citizen and Business Engagement



- Continues progress on a disparity study of our contracting methods to determine the availability of opportunities for minority- and woman-owned businesses to compete for City business
- Funds a Public Information Specialist for Solid Waste to increase community awareness of solid waste and recycling programs and to enhance litter awareness
- \$48,000 to continue to partner with Friends of the Park for the operations of the Fascinate-U Children's Museum
- \$56,250 in continued funding support for the Airborne and Special Operations Museum
- \$75,000 to partner with the Arts Council of Fayetteville/Cumberland County for community art programs
- \$75,000 for support of community events

Budget Message

- \$35,000 for the second of a two-year partnership with Sustainable Sandhills for an enhanced litter awareness campaign
- \$10,000 of funding support for the Fayetteville Cumberland Reentry Council
- \$17,000 of local funding to initiate a partnership with Fayetteville Technical Community College for a budget operator training program, including scholarship funding

Revenue Highlights

- General property tax rate recommended at 49.95 cents per \$100 of assessed valuation, including 1.42 cents dedicated for parks and recreation projects and bond debt service and 5.07 cents dedicated to the general capital funding plan
- Property tax rate for the Central Business Tax District recommended to remain at 10.0 cents per \$100 of assessed valuation
- Storm water fee recommended to remain at \$6.00 per month
- Residential solid waste fee is recommended to remain at \$225 per year
- Bus fares are recommended to remain at current levels
- Other fee adjustments include minor adjustments to code enforcement, building permit and trade inspection fees to simplify the fee structure with negligible expected revenue impacts
- FY 21 sales taxes expected to be 14.7% above budget, followed by expected 2.1% increase in FY 22
- FY 21 utility tax distributions projected to be 3.5% below budget, followed by continued decline of 1.4% for FY 22
- Payment in lieu of taxes from the Public Works Commission (PWC) is projected to be \$11.85 million in FY 22, 3.5% above the FY 21 payment of \$11.45 million
- FY 22 proposed budget includes \$3.1 million in loan proceeds in the General Fund to purchase vehicles and equipment
- Balances the budget with a \$12.4 million total General Fund fund balance appropriation, including \$2.7 million from fund balance assigned for the general capital funding plan and \$0.7 million from fund balance reserved for the County Recreation District, and \$9.0 million from unassigned fund balance. This represents a 33.2% increase, or \$3.1 million, in the use of unassigned fund balance as compared to the \$9.3 million original fund balance appropriation for FY 21.

What the Future May Bring

What a difference a year makes. Last year we faced an uncertain global future due to COVID-19; embraced and committed to addressing long-standing community issues of diversity, equity and inclusion; all while running a full-service city and providing vital services needed by our residents. On the horizon we are nearing completion of a \$57M renovation of our Fayetteville Regional Airport terminal, and most of our parks and recreation bond projects. We have also just learned of the introduction of an Amazon Delivery Facility to our community.

To continue the forward progress though, the City will need to identify additional resources to take care of a variety of public safety infrastructure needs, identify a sustainable funding source to

address the growing street, sidewalk and stormwater infrastructure needs, and fund various initiatives to remain an employer of choice.

Still, this budget strikes a careful balance in enhancing our services as a major metropolitan area – 6th largest city in the 9th largest state in the most powerful country in history – while also ensuring that we are ready to respond if the unexpected occurs. Specifically, the budget provides for:

- Continuation of the City Council's 12% General Fund fund balance goal that provides the city the flexibility to take advantage of new opportunities, and the funds needed to tackle unexpected issues, such as hurricanes or unexpected economic downturns.
- Projected unassigned fund balance for the General Fund at the conclusion of FY 22 is \$26.2 million and equates to 14.3% of the FY 22 budget expenditures, excluding the County recreation program (policy is 10% and goal is 12%).

I would like to thank the entire City staff for their continued service to our community and assistance in the development of this recommended budget. In particular, I would like to thank Budget and Evaluation Director Tracey Broyles, budget office staff members Kelly Olivera, Birgit Sexton, Gail Suttles-Battle and Shana Guy, Assistant City Managers Adam Lindsay, Jay Toland and Telly Whitfield, and budget committee members Rebecca Jackson, Dwayne Campbell and Jerry Clipp for their work in developing this budget for City Council's consideration. Finally, I'd like to thank the City Council for this opportunity and for providing clear expectations throughout the budget development process.

Additionally, worth noting, the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fayetteville for its annual budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. This award is valid for a period of one year. We believe our current budget continues to conform to program requirements and we are submitting it to the GFOA to determine its eligibility for another award. This is certainly an example of the excellence that abounds in our organization, and I am very pleased that our staff is receiving such accolades from an esteemed organization like the GFOA. It speaks volumes to the competence we have in and amongst our staff.

Respectfully submitted,



Douglas J. Hewett, ICMA-CM
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Fayetteville
North Carolina**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

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 2021 - 2022 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 2021 - 2022 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 2021 - 2022 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.

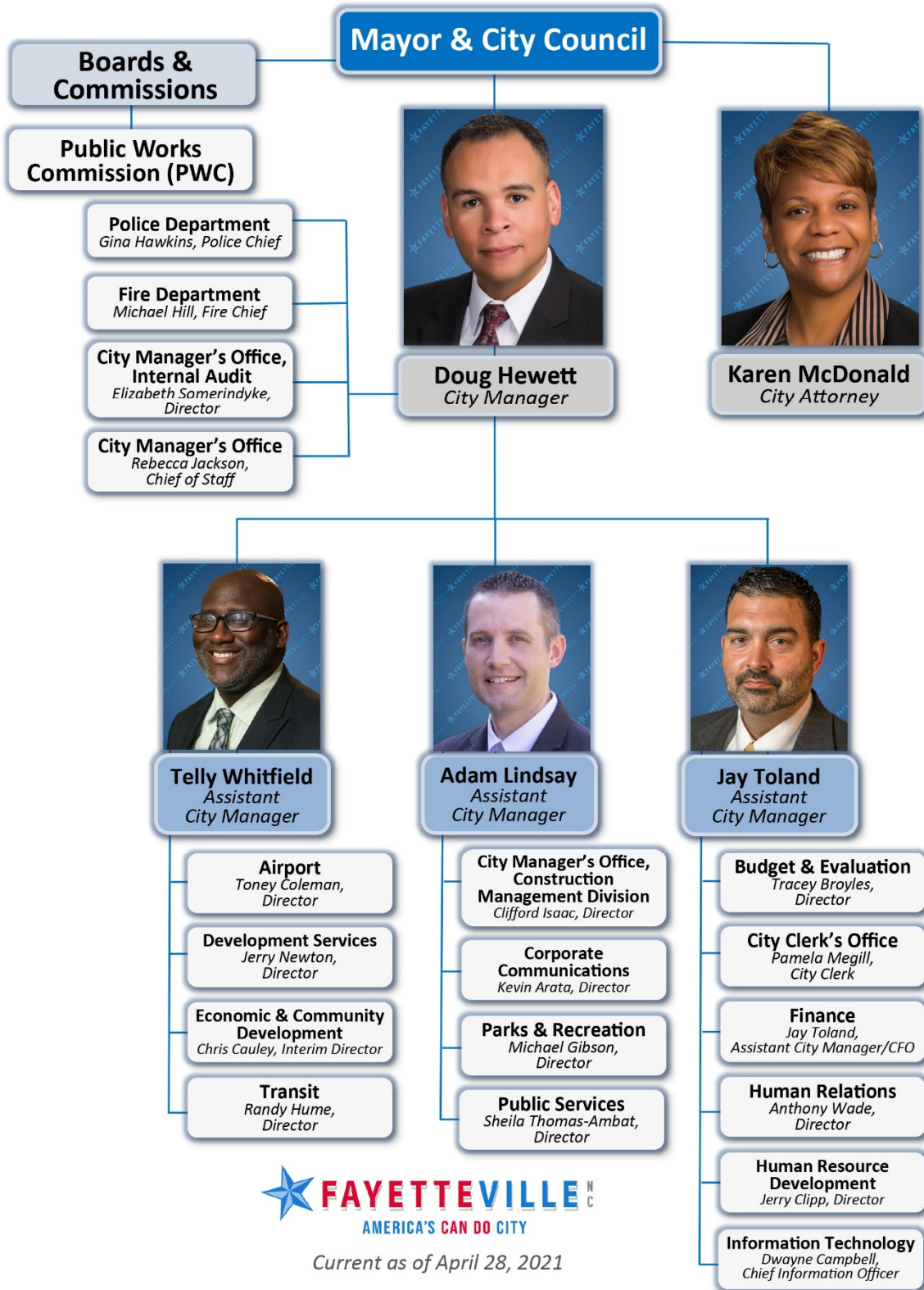
- **Fiscal Information**

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.

Organizational Chart



Governmental Structure and Organization

Form of Government

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

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

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

City Council

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

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

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

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

Terms of office

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

Council meetings

The Fayetteville City Council meets regularly in formal session on the second and fourth Monday of each month. Council meetings are held in the first floor Council Chamber of City Hall, located at 433 Hay St. The City televises regularly scheduled Council meetings live and on playback on FayTV, the City's government access channel. FayTV is available on Spectrum cable on channel 7, and streaming services including Roku, Fire TV, Android TV, and Apple TV. Video content is also available for viewing online on the City's website. All meetings start at 7 p.m. and are open to the public. The Council holds special meetings when necessary; notice of the meeting must be given to the public and media 48 hours before that meeting.

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

Governmental Structure and Organization

Citizen Participation

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

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

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

Profiles of the Mayor and Council

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



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

November 2017 and re-elected in 2019. Prior to that, he served two consecutive terms on City Council as a council member for District 3 from 2013 through 2017 and mayor pro tem from 2015 through 2017.

In 1995, at the age of 21, Mayor Colvin assumed the operational leadership of Colvin Funeral Home, Inc. He still leads the operation today, helping residents in their time of need. Mayor Colvin learned at an early age that being in business is not easy. Over the last 20 years, he has worked to build a strong, community-oriented business, restore goodwill and address remaining legacy issues. Today, his company is a market leader in funeral home service calls. Mayor Colvin believes that hard work and commitment in the face of adversity is crucial to survival in business and life.

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

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

Since his time in elected office, Mayor Colvin has served in the following capacities: Mayor Pro Tem from 2015-2017

- Chairman of the Baseball Committee
- Chairman of the Gateway Committee
- Co-Chair of the Public Works Commission Negotiation Committee
- City of Fayetteville Representative to Fayetteville Area Metropolitan Planning Organization (FAMPO)
- Member of the United States Conference of Mayors
- Member of the North Carolina Mayors Coalition

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

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

In 2021, Mayor Colvin's priorities include:

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

Profiles of the Mayor and Council

- Increase home ownership for city residents

He is also committed to unity in the community by working with other local government organizations on partnerships and projects to improve Fayetteville and Cumberland County. The City and County agreed to an interlocal funding agreement for the new downtown baseball stadium, and PWC also extended a funding agreement with the City on the Franklin Street Parking Deck.

Education:

- John Tyler Mortuary College (Associate of Arts in Funeral Service)
- Fayetteville State University (Bachelor of Arts in Sociology)

Service to the Community:

- Member of Kappa Alpha Psi Fraternity
- Member of Mt. Olive Missionary Baptist Church
- Appointed by Gov. Roy Cooper to the Governor's Crime Commission in 2017
- 2019 Historically Black College and university (HBCU) Living Legend Award Recipient

Accomplishments:

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

Mayor Mitch Colvin
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Mayor Pro Tem Kathy Jensen

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

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

The past seven years on Council, Mayor Pro Tem Jensen has served on many boards and commissions. She was appointed by the Governor to be on the board of the North Carolina Youth Council. She is also very active in the Fayetteville-Cumberland Youth Council that was reactivated in 2014. Her involvement in other boards and commissions includes the Fayetteville-Cumberland Economic Development Commission (FCEDC), Core Value Awards Committee (CVA), Gateways and Corridors Committee, 911 Task Force Committee, Cumberland County Crown Coliseum Board liaison, Fayetteville Police Foundation City liaison, Boards and Commissions Nominating Committee and chair of the Parks and Recreation Bond Committee.

Mayor Pro Tem Jensen is committed to her city; she is a member of Saints Constantine and Helen Greek Orthodox Church, the Junior League of Fayetteville, the Military Officers Wives Association and the Daughters of Penelope. Her care and commitment to her

Profiles of the Mayor and Council

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.

Kathy Jensen
District 1
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Council Member Shakeyla Ingram was elected to represent District 2 on the Fayetteville City Council in November 2019. Born and

raised in District 2, she adds a special perspective and work ethic to her community and the Fayetteville City Council. She became determined to overcome adversity after having experienced poverty as a child. She grew up in a family of small business owners, starting with her grandparents who owned Ramsey Street Barbershop for more than 30 years, which is how she learned the essence of COMMUNITY.

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

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

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

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

Most importantly, she is proud to serve and represent District 2 on the Council.

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



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

elected in November 2019. She has the distinction of serving as the district's first female representative and is committed to

Profiles of the Mayor and Council

representing her district with integrity, transparency and improved communications.

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

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

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

She is the wife of Larry J. Waddell II, the mom of two beautiful daughters, RaVienne and Peyton, and the bonus mom of two handsome sons, Aiden and Aaron.

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



Council Member D. J. Haire is currently serving in his tenth term on the Fayetteville City Council. He served from November 1997 through November 2013, and was reelected as the

District 4 representative in November 2017. His service included serving as Mayor Pro Tem from 2012 to 2013.

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

He has been active in the community and served on several local, state and federal boards, including: chair of the City of Fayetteville's Policy and Construction Committees; North Carolina Child Advocacy Committee; National League of Cities Advisory Council; National League of Cities Community Development Committee; chair of the Seabrook Hills/Broadell Community Watch; member of the North Carolina Notaries Association; life member of the NAACP; voted the Best Of Fayetteville's "Most Respected Politician;" and recipient of the North Carolina "Old North State Award."

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

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

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

He is married to Wendy and they have five daughters. He is a church member at Kingdom Impact Global Ministries, where he serves as

Profiles of the Mayor and Council

a member of the Levite Ministry, Sunday school teacher and a church elder. His family lives in the Seabrook Hills/Broadell Homes community.

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

D. J. Haire
Council Member District 4
709-17 Filter Plant Drive
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dhaire2@nc.rr.com



Council Member Johnny Dawkins, is currently serving his third term on the City Council. He was re-elected as the District 5 representative in November 2017 and November 2019. He previously served on the City Council from 2003 through 2005. He was born and raised in Fayetteville, and later graduated from Wake Forest University in 1981. While at Wake Forest, he created the Brian Piccolo Fund Drive for Cancer Research. This student-led Piccolo Fund Drive has raised 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.

Council Member Dawkins is a member of the Duke Cancer Institute's Brain Tumor Board of Advisors. He has served on the Board of Directors of the Fayetteville Kiwanis Club, on the Deacons Board at Snyder Memorial Baptist Church, on the Fayetteville Technical Community College Foundation Board, on the Fayetteville State University Foundation Board, and on the Care Clinic Foundation Board.

Council Member Dawkins was elected to the North Carolina League of Municipalities Board of Directors in May 2019. Council Member Dawkins also serves as the Chairman of the Mayor's Stormwater Council Committee. As chairman, Dawkins helped create the Drainage Assistance Program for citizens with failing city pipes in private easements.

During the recent COVID-19 pandemic, Council Member Dawkins served on the Council committee to create a City Revolving Loan Program for small businesses, thus saving hundreds of jobs in Fayetteville. Council Member Dawkins is a former City Council Liaison to the Fayetteville Public Works Commission.

Council Member Dawkins also serves as the Chairman of the City of Fayetteville Audit Committee, and is the City Council representative to the Fayetteville Area Metropolitan Planning Organization.

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

Johnny Dawkins
Council Member District 5
433 Hay Street
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jdawkins@ci.fay.nc.us

Profiles of the Mayor and Council



Council Member Christopher Davis was elected to his first term on the Fayetteville City Council as District 6 representative in November

2019. He is medically retired from the Army and serves as the senior pastor at Force of Life Fayetteville Ministry.

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

Council Member Davis was commissioned as a second lieutenant in the Army Corps of Engineers on August 3, 2002. Throughout his military career he served as platoon leader, company executive officer, an engineer embedded combat trainer in support of Operation Enduring Freedom from 2007 to 2008, and company commander of the 174th Route Clearance Company in support of Operation Enduring Freedom from 2009 to 2010. As a result of his leadership and service during his Operation Enduring Freedom deployment from 2009 to 2010, the soldiers of his company were awarded 16 Bronze Stars, 14 Purple Hearts, 6 Army Commendation Medals (with Valor), 70 Combat Action Badges, and over 400 other combat and operational-related awards. He was personally awarded the Bronze Star and Purple Heart medals for wounds sustained from improvised explosive device blasts while

leading route clearance operations in Marjah City, Afghanistan.

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

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

Christopher Davis

District 6

433 Hay Street

Fayetteville, NC 28301

Phone: (910) 433-1992

cgdavis@ci.fay.nc.us



Council Member Larry O.

Wright, Sr. was elected to his fourth consecutive term in November 2019 as District 7 representative to the

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

Profiles of the Mayor and Council

Council Member Wright is a retired military veteran with over 20 years of active service. He retired in 1997 and became the Senior Marketing Director for Sprint Telecommunications (Fort Bragg Region), where he received the National Award for Top Marketing for the Eastern United States.

Council Member Wright has been married to Deborah for 39 years. They have two sons, Larry, Jr. (Kristal) and James Anthony (Latoya), and seven grandchildren.

Council Member Wright has been active in the community for many years and is a proven leader. Here is a list of his professional and civic involvements:

- Military Veteran (Retired)
- Ordained Bishop and Pastor of Heal the Land Outreach Ministries (22 years)
- Chair, 2020 Mayor's External Committee – Diversity, Equity and Inclusion
- Organizer, 2020 City COVID-19 Relief food drives
- Partnered with Ford Foundation to distribute approximately 80,000 face masks throughout Cumberland County during COVID-19 pandemic
- Distributed turkeys, along with other faith leaders, during holiday seasons to residents
- Received 2018 Order of the Long Leaf Pine Award from Governor Roy Cooper
- Stormwater Committee
- Audit Committee
- Homeless and Poverty Recovery Committee
- Former President, Fayetteville-Cumberland County Ministerial Council, supporting efforts to distribute \$1,000 scholarships to 10 student recipients and distribution of care packages to homeless individuals

- PWC Community Advisory Board Member (4 years)
- Member of Shaw University Alumnae Chapter-Fayetteville
- Certified Mentor for Cumberland County School System
- Precinct Chairperson for district
- Cumberland County Veterans Council - City Liaison
- Co-Founder, Pathways for Prosperity
- Fayetteville/Cumberland County Continuum of Care - City Liaison
- Organizer, 2013 Stop the Violence Rally
- Former Representative from City Council, Action Pathways
- Former Board President for a drug and alcohol rehab center (3 years)
- Board Member, Falcon Children's Home (4 years)
- Chairman of Board, Homeless and Hunger Stand Down of Fayetteville (3 years)
- 2012 Religious Leader Award Winner, Fayetteville-Cumberland Human Relations Commission
- Community Watch Organizer
- Cumberland Community Action Program-City Representative

Larry Wright

District 7

P.O. Box 648

Fayetteville, NC 28302

(910) 433-1992

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Council Member Courtney

Banks-McLaughlin was

elected in November 2019 by the residents of District 8 to serve her first term on the

Fayetteville City Council. She hails from Detroit, Michigan and chose Fayetteville as her home in 2009.

Profiles of the Mayor and Council

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

She has demonstrated her zeal and commitment to our community as a small business owner and as an advocate for veterans and their families, along with her community involvement with groups that serve our elderly, homeless and youth. Council Member Banks-McLaughlin leads Girl Scout Troop #1954. She has volunteered with Agape Pregnancy Support Services, Second Harvest Food Bank, and distributed meals to Cumberland County students during the COVID-19 pandemic.

“This pandemic has impacted people across the nation. I am truly thankful for every essential worker,” Council Member Banks-McLaughlin said. “As a mother and an elected official, I’ve witnessed the devastation, including the loss of loved ones. Although the pandemic has shown us not to take people or things for granted, it has also shown us the strength and compassion our communities have for one another. We are in this together and will get through it.”

Council Member Banks-McLaughlin is often present at events throughout the community. She greeted passengers for the inaugural Fayetteville to Dallas-Fort Worth flight on March 5, 2021. Council Member Banks-McLaughlin also viewed the setup activities for the Christmas in the Park event at Arnette Park. She attended the 2020 ribbon cutting ceremony for the Rowan Street Skate Park.

Council Member Banks-McLaughlin serves on the City Council Stormwater and Homeless and Poverty Recovery committees. She is a Council Liaison to: Fayetteville-Cumberland

Advisory Council for People with Disabilities, Fayetteville-Cumberland Parks & Recreation Commission and Fort Bragg Regional Land Use Advisory Commission.

Council Member Banks-McLaughlin is married to Melvin McLaughlin, an 82nd Airborne Division disabled veteran, and is the proud mother of five children and one grandchild. The McLaughlin family are members of Lewis Chapel Missionary Baptist Church, where Banks-McLaughlin serves on the Young Adult Mission.

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

Courtney Banks-McLaughlin
District 8

433 Hay Street
Fayetteville, NC 28301
(910) 433-1992

cbanks-mclaughlin@ci.fay.nc.us



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

November 2019.

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

Council Member Kinston has worked at AT&T Mobility as a Sales and Service Agent for 17 years. She is the Executive Vice president of Communications Workers of America (CWA)

Profiles of the Mayor and Council

3680. She is currently serving a second term as an executive board member of the North Carolina State American Federation of Labor and Congress of Industrial Organizations (AFL–CIO).

In May 2021, Council Member Kinston will be the recipient of the North Carolina A. Phillip Randolph Institute, Inc. (NC APRI) Trailblazer Award. In April 2018, Council Member Kinston completed the Institute for Community Leadership. In June 2018, she received the Communication Worker of America District 3 Karen J. Murphy Woman of the Year Award.

In 2017, Governor Roy Cooper appointed Council Member Kinston as a Commissioner to the North Carolina Commission on Volunteerism and Community Service. Council Member Kinston serves as the Chair for the Governor’s Medallion Award Reception Committee.

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

Kinston has served with the City Council in these ways:

- Audit Committee
- Appointment Committee
- Fayetteville/Cumberland County Continuum of Care
- City Co-Liaison to the Arts Council of Fayetteville/Cumberland County
- Member of the Mayor’s 2020 Internal Committee - Diversity, Equity and Inclusion

- Homeless and Poverty Recovery Committee - helped organize the City’s first COVID-19 Relief Food Drives in July and September 2020.
- Leading initiatives to address hazardous road conditions
- Uses her social media page to share and support City and community related messages
- Attended the March 5, 2021 Fayetteville to Dallas-Fort Worth inaugural flight event and greeted passengers
- Supported passing a resolution for the Fayetteville Police Department Duty to Intervene
- Supported resolution of the Crown Act for City of Fayetteville Employees

Council Member Kinston is the mother of three children: Deja, Noah and David. She is a grandmother of three: London, Lorenzo and Lauren. In addition, Missy Blue is a rescued and adopted family member.

Kinston’s favorite quote:

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” — Maya Angelou

Yvonne Kinston
District 9
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Boards, Committees and Commissions

The Fayetteville City Council has oversight of 26 boards and commissions. The volunteers who are appointed to the boards and commissions serve as the link that connects the public to its governing body and serve as advisors who make recommendations that help shape the policies and programs of Fayetteville.

Members are generally unpaid volunteers who devote many hours of their personal time to these community activities. Anyone living in Fayetteville may serve on a board or commission. Some boards may require appointees to have a special license or meet certain professional requirements.

- **Airport Commission**
The Fayetteville Airport Commission administers the operation and maintenance of the Fayetteville Regional Airport.
- **Animal Control Board**
The City Council makes recommendations for two members to serve on the County Animal Control Board to satisfy the requirement for City resident representation.
- **Audit Committee**
The committee assists the City Council in fulfilling its oversight responsibilities for the financial reporting process, the audit process, systems of internal control, and the City's processes for monitoring compliance with laws and regulations and the code of conduct.
- **Board of Appeals**
The board hears and decides appeals from citizens concerning violations of Chapter 14 Housing, Dwellings and Buildings and violations of Chapter 11 Fire Prevention Code. The board reviews problems and hears appeals for any decision of the taxi inspector, and hears appeals from owners of residential rental property who are required to register due to disorderly activity.
- **Ethics Commission**
The Ethics Commission investigates complaints of ethical lapses. The commission is comprised of five members selected by City Council and specified community organizations.
- **Fair Housing Board**
The board hears fair housing complaints investigated by staff and, on appeal, fair housing violations of Chapter 10 of the Fayetteville City Code.
- **Fayetteville Area Committee on Transit (FACT)**
The committee functions as the liaison between the citizens of Fayetteville and the Fayetteville Area System of Transit (FAST).
- **Fayetteville City Planning Commission**
The commission develops and carries out a long-range, continuing and comprehensive planning program for the orderly growth and development of Fayetteville.
- **Fayetteville City Zoning Commission**
The Zoning Commission is empowered to conduct public hearings for the purpose of making recommendations to the City Council on initial zonings, rezonings and special use permits. This board also hears and decides appeals or requests for variances with regard to the enforcement of any zoning ordinance.

Boards, Committees and Commissions

- **Fayetteville-Cumberland Economic Development Corporation (FCEDC) Board**
The FCEDC board enables Cumberland County, the City of Fayetteville, and The Alliance Foundation to jointly undertake the conduct of economic development activities and services.
- **Fayetteville-Cumberland Human Relations Commission**
The commission studies problems of discrimination in any and all fields of human relationships and encourages fair treatment and mutual understanding among all racial, ethnic, sex and age groups. The commission promotes programs and seeks solutions to these problems.
- **Fayetteville-Cumberland Parks & Recreation Advisory Commission**
The commission advises the City Council on policies and plans to provide adequate parks and recreational facilities for the City of Fayetteville and Cumberland County.
- **Fayetteville Finance Corporation**
The City of Fayetteville Finance Corporation is a nonprofit corporation formed in 1995 to facilitate the issuance of debt to finance City facilities. Members of this board are representatives of the banking and business community and are solicited by staff.
- **Fayetteville Public Works Commission (PWC)**
The commission provides general supervision and management of the electric, water and sewer utilities.
Additional information about the PWC is provided on subsequent pages.
- **Fayetteville Redevelopment Commission**
The commission plans and implements the City's Community Development programs (Community Development Block Grant and HOME Investment Partnership Act) with administrative and technical support provided by the Community Development Department.
- **Historic Resources Commission**
The commission is responsible for reviewing and approving all exterior changes to the designated historic districts and landmark properties, as well as conducting public awareness and education programs concerning historic properties and districts.
- **Joint City and County Appearance Commission**
The Appearance Commission reviews proposed public building and site plans within the city and county on public properties and initiates programs to improve visual quality.
- **Joint City and County Senior Citizens Advisory Commission**
The commission recommends policies and programs to aid the City and County in meeting the needs and aspirations of senior citizens.
- **Linear Park, Inc.**
The corporation assists the City of Fayetteville in the financing, acquisition and improvement of Linear Park.
- **Metropolitan Housing Authority (FMHA)**
The FMHA board establishes administrative policies affecting the organization and conduct of the Authority and substantiates policies to be used as guidelines in carrying out the local housing program.

Boards, Committees and Commissions

- **Millennial Advisory Commission**
The commission advises City Council on issues relevant to the attraction, retention, and engagement of Fayetteville residents between the ages of nineteen and thirty-nine.
- **North Carolina Firemen's Relief Fund Board of Trustees**
The Board of Trustees is responsible for oversight of the expenditure of funds derived from the provisions of N.C.G.S. §58-84-35.
- **Personnel Review Board**
The board hears post-termination appeals of regular full-time employees.
- **Public Arts Commission**
The commission reviews and comments on public art projects proposed or offered to the City of Fayetteville for placement on City-controlled property.
- **Stormwater Advisory Board**
The board provides guidance and advice to the City Council pertaining to the stormwater management program, including but not limited to, program activities, functions, systems, management and funding.
- **Wrecker Review Board**
The board reviews problems and hears appeals for any decision of the wrecker inspector.

For additional information, please contact the Executive Assistant to the City Council by phone at 433-1992 or by email at boards@ci.fay.nc.us.

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

Public Works Commission (PWC)

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

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

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

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

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

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

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

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

Boards, Committees and Commissions

distribution circuits to deliver power to approximately 83,000 customers. The highest peak demand of the PWC was 499 MW, occurring in February 2015. The total energy requirement for fiscal year 2020 was over 2,026,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 58 million gallons. In fiscal year 2020, the system treated approximately 23.6 million gallons per day on average, with a peak day of 33.5 million gallons per day. The overall system peak day of 42 million gallons occurred in 1999. The utility

serves approximately 90,000 water customers plus approximately 7,200 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 2020, the average combined discharge from both plants was 31 million gallons per day. Approximately 89,500 sewer customers are served through 1,300 miles of sanitary sewer mains and 82 sanitary sewer lift stations.



ANNUAL BUDGET

FY
2022

RECOMMENDED

Policies and Goals

City's Strategic Plan and Performance Results

Strategic Planning Process and Framework

As the City of Fayetteville continues to grow and thrive, the City Council looks to chart a course with a strategic plan, which articulates a vision for our community's future that will ensure vitality and sustainability. The City is guided by a comprehensive strategic planning process. The City Council meets annually to refine the items that comprise the City's strategic plan and to ensure that it is reflective of the changing needs of our growing community.

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



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



City's Strategic Plan and Performance Results

Citizen Engagement and Input

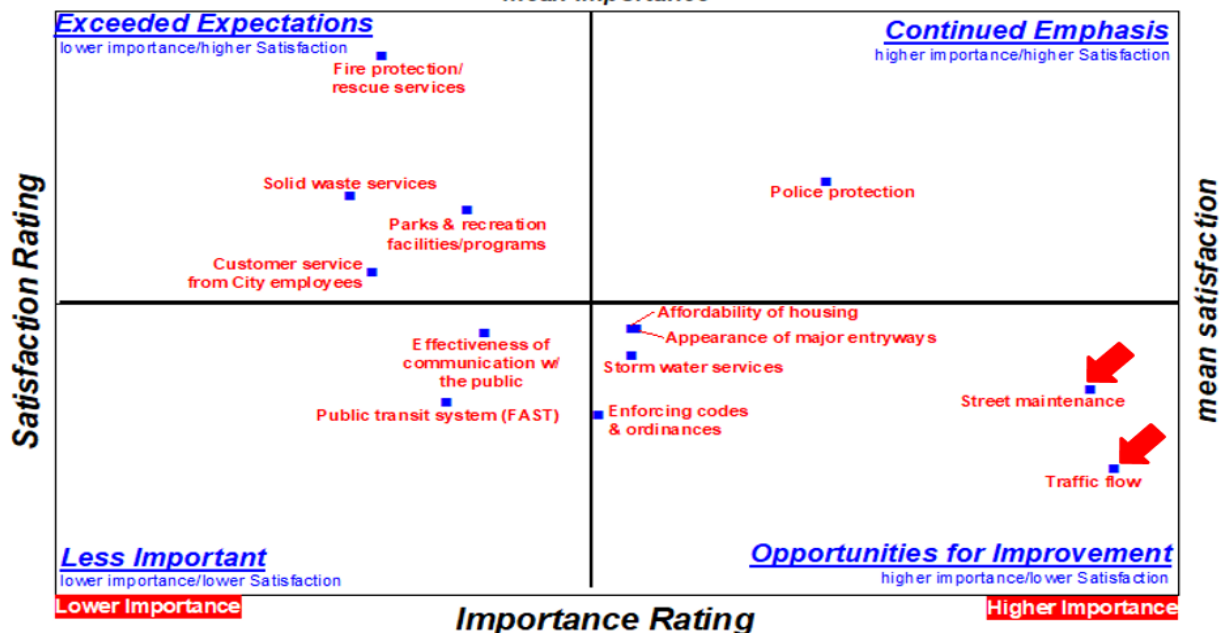
The City of Fayetteville administered a survey to residents during the fall of 2019 as part of the ongoing strategic planning process. The purpose of the survey was to help ensure that the City's priorities continue to match the needs and desires of residents. The information provided is used to improve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

Key findings from the citizen survey included:

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

City of Fayetteville Resident Survey Importance-Satisfaction Assessment Matrix *-Major Categories of City Services-*

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



City's Strategic Plan and Performance Results

Staff Engagement and Input

In fiscal year 2019, the City conducted an Employee Opinion Survey to obtain information to assist in decision-making. The employee survey is conducted biennially. The City anticipates results from fiscal year 2021 in late spring, 2021. The top and bottom ranking areas from the fiscal year 2019 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.

Feedback from employees is also received at the annual Employee Engagement and Empowerment (E3) Summit. Due to pandemic safety concerns, the annual summit in August, 2020 was cancelled. A review of the last E3 Summit is included below. A total of 48 employees participated, representing all departments.

The overarching purpose of the meeting was to connect people with purpose, and to identify specific improvement opportunities to enable high performance and customer service excellence.

Presentations were given which outlined the City's vision, mission, values, strategic plan, strategic goals, objectives, and key performance indicators, and the structure of City government. The City's Historic Properties Manager, also provided a brief history of the City.

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

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

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

City's Strategic Plan and Performance Results

Strategic Plan Development and Framework

In February 2021, City Council met in a two-day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. The Council worked to confirm the City's strategic planning framework, including the **City's 10- year vision statement, mission and core values.** Council also identified the City's **five-year goals** with focused strategic objectives for each of the goal areas. To move the needle in each goal area, Council focused on community outcomes and identified **FY 2022 Targets For Action (TFA)** that outline specific action plans to be achieved in prioritized strategic initiatives. The City measures results with a focus on accountability and transparency through a holistic, citywide performance management program designed to optimize service to the community.

MISSION

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



VISION 2032

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



CORE VALUES



**We, the Mayor, City Council, Managers, Supervisors and Employees
serve with RESPECT to safeguard and enhance the public
trust in City government**

Goals



Safe & Secure
Community



Desirable Place to
Live, Work & Recreate



Responsive City Government
Supporting a Diverse and
Viable Economy



Financially Sound City Providing
Exemplary City Services



City Investment in Today
and Tomorrow



Collaborative Citizen &
Business Engagement

City's Strategic Plan and Performance Results

The City of Fayetteville FY 2027 Goals and Targets for Action

FY 2027 Goals	Obj. #	Strategic Objective		Prioritized FY 2022 Targets For Action
Goal 1: Safe and Secure Community.	1.1	Fully prepare for emergency and disaster response		
	1.2	Ensure traffic and pedestrian safety		
	1.3	Ensure low incidents of property and violent crime		
	1.4	Engage citizens in community watch and safety events		
Goal 2: Responsive City Government Supporting a Diverse and Viable Economy.	2.1	Ensure a diverse City tax base	2.1.1	Execute Opportunity Zone Plan
	2.2	Invest in community places to ensure revitalization and increase quality of life		
	2.3	Leverage partnerships for job creation and retention, with focus on local and regional workforce to increase per capita income		
	2.4	Sustain a favorable development climate to encourage business growth	2.4.1	Execute redevelopment and business growth plan for Murchison Road, Bragg Blvd with beautification of City Gateways

City's Strategic Plan and Performance Results

FY 2027 Goals	Obj. #	Strategic Objective		Prioritized FY 2022 Targets For Action
Goal 3: City Investment in Today and Tomorrow.	3.1	Enhance City street connectivity, traffic flow and stormwater systems	3.1.1	Develop funding plan for infrastructure <i>(Combined public safety and public services)</i>
	3.2	Manage the City's future growth and strategic land use		
	3.3	Sustain a favorable development and business climate through timely and accurate construction review and building inspection services		
	3.4	Revitalize neighborhoods with effective code enforcement and violations abatement	3.4.1	Develop and Implement Council Policy to Incentivize Positive Property Ownership
	3.5	Increase our smart city capacity	3.5.1	Build Smart City Capacity

FY 2027 Goals	Obj. #	Strategic Objective		Prioritized FY 2022 Targets For Action
Goal 4: Desirable Place to Live, Work and Recreate.	4.1	Maintain public transportation investments with high quality transit and airport services		
	4.2	Enhance diverse recreation, leisure and cultural opportunities	4.2.1	Parks and Recreation Master Plan implementation with access for diverse needs
	4.3	Improve mobility and connectivity through sidewalk, trails and bike lanes investments		
	4.4	Provide a clean and beautiful community with increased green spaces	4.4.1	Reduce litter and illegal dumping
	4.5	Ensure a place for people to live in great neighborhoods	4.5.1	Implement residential revitalization efforts
			4.5.2	Complete Housing Study and implement affordable housing strategy
	4.6	Reduce poverty and homelessness	4.6.1	Strategy to address poverty and homelessness

City's Strategic Plan and Performance Results

FY 2027 Goals	Obj. #	Strategic Objective		Prioritized FY 2022 Targets For Action
Goal 5: Financially sound City Providing Exemplary City Services.	5.1	Ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities	5.1.1	Implement strategies to engage Council, staff and citizens in finance, budget and performance reporting
	5.2	Identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies		
	5.3	Promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services		

FY 2027 Goals	Obj. #	Strategic Objective		Prioritized FY 2022 Targets For Action
Goal 6: Collaborative Citizen & Business Engagement.	6.1	Ensure collaborative relationships with the business community, local governments, military, and stakeholders	6.1.1	Develop a strategy to maximize a relationship with the military
			6.1.2	Conduct a Disparity Study
	6.2	Ensure trust and confidence in City government through transparency & high quality customer service		
	6.3	Inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment	6.3.1	Develop a strategy to educate and engage citizens

City's Strategic Plan and Performance Results

Strategic Plan Implementation and Performance Results

The City's strategic planning model aligns programs and spending with long-term goals. It is an organizational roadmap that also provides transparency and accountability for results.



City Council and staff will work to execute the City's Strategic Plan and report progress to City Council and the public throughout the fiscal year. The City's performance program identifies strategic and operational **Key Performance Indicators (KPI)** and aligns the KPI to the City Council's strategic plan. Several elements to the performance program are included below:

- City Council championed the commitment for the City to be a High Performing Organization with the adoption of a resolution. The City of Fayetteville is committed to:
 - ✓ Visionary leadership with strategic planning at all levels of organization
 - ✓ Satisfied and engaged workforce
 - ✓ Satisfied and engaged customers, suppliers, partners and collaborators
 - ✓ Demonstrable results with Key Performance Indicators (KPI) at all levels (Strategic & Operational)
 - ✓ Continuous improvement

City's Strategic Plan and Performance Results

- A Target For Action (TFA) performance report is produced quarterly and presented to Council and the public. Using a Work Breakdown Structure and project management methodology, staff holds itself accountable to meet targeted completion dates for critical actions throughout the fiscal year. The report helps Council, staff and residents track progress on TFA's.
- A Strategic Performance Scorecard is produced annually and presented to Council and the public. The Performance Scorecard KPI cascade from the City Goal Objectives and focus on community outcomes.
- The City initiated the PerformanceStat program in FY 2020. PerformanceStat is a monthly senior leadership briefing designed to report results of operational KPI's. Every department is required to brief and participate in discussions. City departments identify and monitor program objectives and KPI's, which also are aligned to the City's Goal Objectives. The briefing includes trends, peer city reviews and project management results. PerformanceStat has increased collaboration among departments and the use of data and results to drive and inform decisions. It has also identified opportunities for improvement.
- The City produces KPI dashboards and shares them via the Open Data Portal on the City's website.
- City staff trains in lean methodology to continuously improve processes. "QuEST Projects" are deployed where necessary, representing a focus on Quality, Education and Sustainability Together.
- The City's DAT (Data Analytics Team) meets regularly to cross collaborate on data analytic projects and develop data standards. The team often works with the City's community partners and collaborators to broaden the scope for data analytic and research projects.

Strategic Plan and Performance Program Results:

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



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

Overview

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

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 2021 budget dedicates an equivalent of 5.07 cents of the City's 49.95 cent ad valorem tax rate (10.2 percent) to the CFP. The recommended fiscal year 2022 budget continues the same funding model for the CFP.
- Additionally, an equivalent of 1.42 cents of the 49.95 cent ad valorem tax rate (2.84 percent) is dedicated to fund parks and recreation improvement projects and debt service on \$35 million of general obligation bonds authorized by voters on the March, 2016 bond referendum.

Financial Policies

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

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

Risk Management

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

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

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ANNUAL BUDGET

**FY
2022**

RECOMMENDED

Budget Overview

Summary of Revenues and Expenditure Appropriations

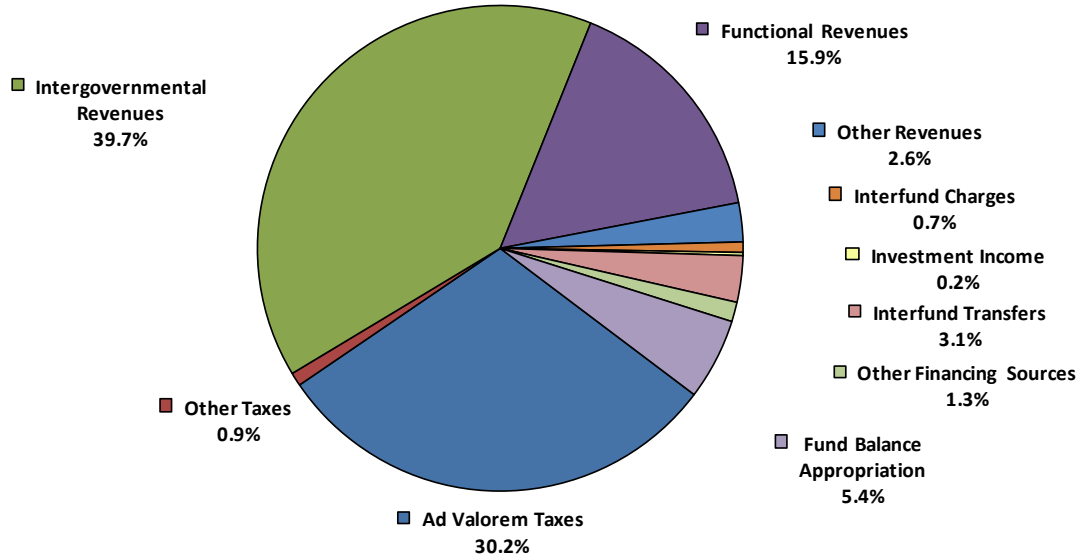
Funds Reported in Annual Budget Ordinance

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
Ad Valorem Taxes	\$ 70,643,946	\$ 70,907,997	\$ 72,172,441	\$ 0
Other Taxes	2,017,932	1,987,705	2,075,600	0
Intergovernmental Revenues	93,705,273	92,613,027	94,911,259	0
Functional Revenues	34,033,792	37,375,080	38,186,022	0
Other Revenues	5,129,565	5,815,622	6,193,715	0
Interfund Charges	1,604,486	1,691,325	1,792,736	0
Investment Income	1,820,916	571,686	506,541	0
Interfund Transfers	5,531,031	6,318,559	7,506,827	0
Other Financing Sources	3,300,000	3,288,945	3,087,996	0
Fund Balance Appropriation	0	13,590,315	12,913,933	0
Total Revenues and Other Financing Source:	\$217,786,941	\$234,160,261	\$ 239,347,070	\$ 0
Personnel Services	\$111,950,358	\$123,021,671	\$ 125,476,112	\$ 0
Operating Expenditures	28,499,498	32,956,387	34,386,723	0
Contract Services	10,950,352	12,976,615	12,990,339	0
Capital Outlay	6,723,626	7,940,126	9,153,343	0
Transfers to Other Funds	31,134,184	26,739,357	23,290,155	0
Debt Service	13,424,955	14,752,788	16,108,207	0
Other Charges	13,699,644	15,773,317	17,942,191	0
Total Expenditures and Other Financing Use	\$216,382,617	\$234,160,261	\$ 239,347,070	\$ 0

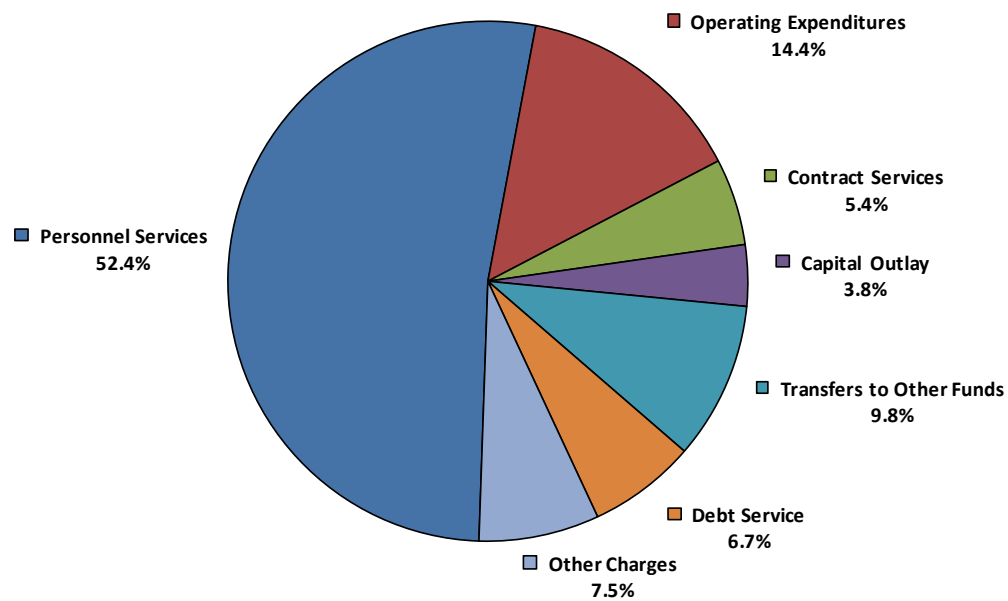
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2021-22 Recommended Budget Revenues and Other Financing Sources



2021-22 Recommended Budget Expenditures and Other Financing Uses



Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
General Fund				
Ad Valorem Taxes	\$ 70,420,789	\$ 70,707,150	\$ 72,013,601	\$ 0
Other Taxes	1,386,447	1,347,200	1,434,100	0
Intergovernmental Revenues	85,070,418	84,091,353	86,774,831	0
Functional Revenues	5,538,078	6,609,211	6,752,091	0
Other Revenues	3,667,044	3,113,678	3,267,036	0
Investment Income	1,172,345	196,295	34,195	0
Interfund Transfers	1,344,024	993,112	1,730,323	0
Proceeds from Loans	2,806,977	3,288,945	3,087,996	0
Fund Balance Appropriation	0	9,317,041	12,411,264	0
Total Revenues and Other Financing Sources	\$171,406,122	\$179,663,985	\$ 187,505,437	\$ 0
Central Business Tax District Fund				
Ad Valorem Taxes	\$ 148,795	\$ 168,730	\$ 158,840	\$ 0
Investment Income	3,477	625	1,000	0
Interfund Transfers	139,274	139,274	139,274	0
Fund Balance Appropriation	0	4,064	3,593	0
Total Revenues and Other Financing Sources	\$ 291,546	\$ 312,693	\$ 302,707	\$ 0
Emergency Telephone System Fund				
Intergovernmental Revenues	\$ 919,978	\$ 963,133	\$ 978,606	\$ 0
Investment Income	10,684	1,339	137	0
Interfund Transfers	0	0	0	0
Fund Balance Appropriation	0	30,495	22,980	0
Total Revenues and Other Financing Sources	\$ 930,662	\$ 994,967	\$ 1,001,723	\$ 0
Lake Valley Drive MSD Fund				
Ad Valorem Taxes	\$ 74,362	\$ 32,117	\$ 0	\$ 0
Investment Income	498	100	0	0
Fund Balance Appropriation	0	331	0	0
Total Revenues and Other Financing Sources	\$ 74,860	\$ 32,548	\$ 0	\$ 0
LEOSSA Fund				
Interfund Charges	\$ 1,604,486	\$ 1,691,325	\$ 1,792,736	\$ 0
Investment Income	102,044	34,750	75,000	0
Total Revenues and Other Financing Sources	\$ 1,706,530	\$ 1,726,075	\$ 1,867,736	\$ 0

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
Parking Fund				
Intergovernmental Revenues	\$ 16,100	\$ 0	\$ 0	\$ 0
Functional Revenues	354,215	625,362	734,512	0
Other Revenues	210	0	0	0
Investment Income	6,104	0	0	0
Interfund Transfers	390,735	557,600	500,369	0
Proceeds from Loans	493,023	0	0	0
Fund Balance Appropriation	0	70,000	0	0
Total Revenues and Other Financing Sources	\$ 1,260,387	\$ 1,252,962	\$ 1,234,881	\$ 0

PWC Assessment Fund				
Other Revenues	\$ 1,287,214	\$ 2,561,200	\$ 2,744,000	\$ 0
Investment Income	401,853	330,000	390,000	0
Total Revenues and Other Financing Sources	\$ 1,689,067	\$ 2,891,200	\$ 3,134,000	\$ 0

Airport Fund				
Intergovernmental Revenues	\$ 1,718,492	\$ 1,598,225	\$ 1,129,500	\$ 0
Functional Revenues	4,005,069	3,290,099	3,407,949	0
Other Revenues	27,258	9,800	27,499	0
Investment Income	78,353	5,142	4,500	0
Fund Balance Appropriation	0	3,103,491	476,096	0
Total Revenues and Other Financing Sources	\$ 5,829,172	\$ 8,006,757	\$ 5,045,544	\$ 0

Solid Waste Fund				
Intergovernmental Revenues	\$ 506,300	\$ 468,379	\$ 465,428	\$ 0
Functional Revenues	11,890,627	14,135,216	14,385,688	0
Other Revenues	59,597	130,000	141,600	0
Investment Income	8,066	625	369	0
Interfund Transfers	979,748	586,553	326,605	0
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 13,444,338	\$ 15,320,773	\$ 15,319,690	\$ 0

Stormwater Fund				
Intergovernmental Revenues	\$ 10,572	\$ 0	\$ 0	\$ 0
Functional Revenues	11,215,430	11,346,210	11,505,741	0
Other Revenues	16,330	0	12,700	0
Investment Income	37,492	2,810	1,340	0
Fund Balance Appropriation	0	1,064,893	0	0
Total Revenues and Other Financing Sources	\$ 11,279,824	\$ 12,413,913	\$ 11,519,781	\$ 0

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
Transit Fund				
Other Taxes	\$ 631,485	\$ 640,505	\$ 641,500	\$ 0
Intergovernmental Revenues	5,463,413	5,491,937	5,562,894	0
Functional Revenues	1,030,373	1,368,982	1,400,041	0
Other Revenues	71,912	944	880	0
Investment Income	0	0	0	0
Interfund Transfers	2,677,250	4,042,020	4,810,256	0
Total Revenues and Other Financing Sources	\$ 9,874,433	\$ 11,544,388	\$ 12,415,571	\$ 0
Total Revenues and Other Financing Sources				
Funds Reported in Annual Budget Ordinance	\$217,786,941	\$234,160,261	\$ 239,347,070	\$ 0

Funds Reported in Internal Service Fund Financial Plans

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
Fleet Maintenance Fund				
Interfund Charges	\$ 7,011,476	\$ 7,400,216	\$ 7,796,414	\$ 0
Other Revenues	55,498	0	0	0
Investment Income	5,441	0	0	0
Total Revenues and Other Financing Sources	\$ 7,072,415	\$ 7,400,216	\$ 7,796,414	\$ 0
Risk Management Fund				
Intergovernmental Revenues	\$ 26,962	\$ 0	\$ 10,000	\$ 0
Other Revenues	122,179	188,540	170,893	0
Interfund Charges	17,320,012	19,213,872	20,000,788	0
Employee Benefit Contributions	3,855,289	4,253,000	4,369,000	0
Investment Income	434,451	200,000	218,400	0
Interfund Transfers	358,008	354,914	351,820	0
Fund Balance Appropriation	0	552,776	1,163,180	0
Total Revenues and Other Financing Sources	\$ 22,116,901	\$ 24,763,102	\$ 26,284,081	\$ 0
Total Revenues and Other Financing Sources				
Funds Reported in Financial Plans	\$ 29,189,316	\$ 32,163,318	\$ 34,080,495	\$ 0

Summary of Expenditure Appropriations By Fund

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	\$ 6,883,903	\$ 6,523,703	\$ 6,381,142	\$ 0
Operations	113,536,343	123,768,841	129,767,466	0
Support Services & Administration	15,340,438	19,725,813	19,986,610	0
Other Appropriations	29,718,846	29,645,628	31,370,219	0
Total General Fund	\$165,479,530	\$ 179,663,985	\$ 187,505,437	\$ 0
Central Business Tax District Fund	\$ 287,146	\$ 312,693	\$ 302,707	\$ 0
Emergency Telephone System Fund	\$ 840,965	\$ 994,967	\$ 1,001,723	\$ 0
Lake Valley Drive MSD Fund	\$ 82,500	\$ 32,548	\$ 0	\$ 0
LEOSSA Fund	\$ 1,087,981	\$ 1,726,075	\$ 1,867,736	\$ 0
Parking Fund	\$ 1,162,040	\$ 1,252,962	\$ 1,234,881	\$ 0
PWC Assessment Fund	\$ 1,689,067	\$ 2,891,200	\$ 3,134,000	\$ 0
Airport Fund	\$ 9,691,199	\$ 8,006,757	\$ 5,045,544	\$ 0
Solid Waste Fund	\$ 13,569,193	\$ 15,320,773	\$ 15,319,690	\$ 0
Stormwater Fund	\$ 12,641,774	\$ 12,413,913	\$ 11,519,781	\$ 0
Transit Fund	\$ 9,851,222	\$ 11,544,388	\$ 12,415,571	\$ 0
Total Annual Budget Ordinance	\$216,382,617	\$ 234,160,261	\$ 239,347,070	\$ 0
Funds Reported in Internal Service Fund Financial Plans				
Fleet Maintenance Fund	\$ 6,991,458	\$ 7,400,216	\$ 7,796,414	\$ 0
Risk Management Fund	\$ 20,250,428	\$ 24,763,102	\$ 26,284,081	\$ 0
Total Internal Service Fund Financial Plan	\$ 27,241,886	\$ 32,163,318	\$ 34,080,495	\$ 0
Subtotal All Funds	\$243,624,503	\$ 266,323,579	\$ 273,427,565	\$ 0
Less: Intrabudget Transfers	(5,879,458)	(6,673,473)	(7,858,647)	0
Less: Interfund Charges	(25,935,974)	(28,305,413)	(29,589,938)	0
Total All Funds	\$211,809,071	\$ 231,344,693	\$ 235,978,980	\$ 0

Intrabudget Transfers

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
General Fund				
From Central Business Tax District Fund	\$ 41,449	\$ 66,838	\$ 56,597	\$ 0
From Lake Valley Drive MSD Fund	82,500	32,548	0	0
From Parking Fund	158,726	158,726	158,726	0
From Risk Management Fund	1,051,768	735,000	1,515,000	0
Total General Fund	\$ 1,334,443	\$ 993,112	\$ 1,730,323	\$ 0
Central Business Tax District Fund				
From General Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 0
Total Central Business Tax District Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 0
LEOSSA Fund				
Interfund Charges	\$ 1,604,486	\$ 1,691,325	\$ 1,792,736	\$ 0
Total LEOSSA Fund	\$ 1,604,486	\$ 1,691,325	\$ 1,792,736	\$ 0
Parking Fund				
From General Fund	\$ 390,735	\$ 557,600	\$ 500,369	\$ 0
Total Parking Fund	\$ 390,735	\$ 557,600	\$ 500,369	\$ 0
Solid Waste Fund				
From General Fund	\$ 979,748	\$ 586,553	\$ 326,605	\$ 0
Total Solid Waste Fund	\$ 979,748	\$ 586,553	\$ 326,605	\$ 0
Transit Fund				
From General Fund	\$ 2,677,250	\$ 4,042,020	\$ 4,810,256	\$ 0
Total Transit Fund	\$ 2,677,250	\$ 4,042,020	\$ 4,810,256	\$ 0
Fleet Maintenance Fund				
Interfund Charges	\$ 7,011,476	\$ 7,400,216	\$ 7,796,414	\$ 0
Total Fleet Maintenance Fund	\$ 7,011,476	\$ 7,400,216	\$ 7,796,414	\$ 0
Risk Management Fund				
Interfund Charges	\$ 17,320,012	\$ 19,213,872	\$ 20,000,788	\$ 0
From General Fund	358,008	354,914	351,820	0
Total Risk Management Fund	\$ 17,678,020	\$ 19,568,786	\$ 20,352,608	\$ 0
Transfers from General Fund	\$ 4,545,015	\$ 5,680,361	\$ 6,128,324	\$ 0
Transfers from Other Funds	\$ 1,334,443	\$ 993,112	\$ 1,730,323	\$ 0
Interfund Charges	\$ 25,935,974	\$ 28,305,413	\$ 29,589,938	\$ 0
Total Intrabudget Transfers	\$ 31,815,432	\$ 34,978,886	\$ 37,448,585	\$ 0

FY2021-22 Expenditure Appropriations By Fund By Category

	Personnel Services	Operating Expenditures	Contract Services	Capital Outlay	Transfers to Other Funds	Debt Service	Other Charges	Total
Funds Reported in Annual Budget Ordinance								
General Fund	\$ 105,463,095	\$ 24,110,796	\$ 8,521,593	\$ 6,968,178	\$ 18,660,674	\$ 13,817,245	\$ 9,963,856	\$ 187,505,437
Central Business Tax District Fund	0	25,000	220,990	0	56,597	0	120	302,707
Emergency Telephone System Fund	112,104	814,833	74,786	0	0	0	0	1,001,723
Lake Valley Drive MSD Fund	0	0	0	0	0	0	0	0
LEOSSA Fund	1,365,800	0	0	0	0	0	501,936	1,867,736
Parking Fund	0	153,420	686,711	75,000	158,726	127,494	33,530	1,234,881
PWC Assessment Fund	0	0	0	0	0	0	3,134,000	3,134,000
Airport Fund	1,934,195	1,787,556	161,093	0	460,000	0	702,700	5,045,544
Solid Waste Fund	4,928,547	4,042,645	2,172,959	2,098,165	0	1,233,163	844,211	15,319,690
Stormwater Fund	3,724,383	878,608	776,489	0	3,130,058	930,305	2,079,938	11,519,781
Transit Fund	7,947,988	2,573,865	375,718	12,000	824,100	0	681,900	12,415,571
Total Annual Budget Ordinance	\$ 125,476,112	\$ 34,386,723	\$ 12,990,339	\$ 9,153,343	\$ 23,290,155	\$ 16,108,207	\$ 17,942,191	\$ 239,347,070
Funds Reported in Internal Service Fund Financial Plans								
Fleet Maintenance Fund	\$ 219,203	\$ 7,488,072	\$ 47,000	\$ 0	\$ 0	\$ 0	\$ 42,139	\$ 7,796,414
Risk Management Fund	477,507	23,628,473	327,751	0	1,515,000	0	335,350	26,284,081
Total Internal Service Fund Financial Plans	\$ 696,710	\$ 31,116,545	\$ 374,751	\$ 0	\$ 1,515,000	\$ 0	\$ 377,489	\$ 34,080,495
Total All Funds	\$ 126,172,822	\$ 65,503,268	\$ 13,365,090	\$ 9,153,343	\$ 24,805,155	\$ 16,108,207	\$ 18,319,680	\$ 273,427,565

Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	60.2	62.2	62.2	0.0
Operations	1,166.9	1,164.3	1,165.8	0.0
Support Services & Administration	110.5	111.5	112.5	0.0
Other Appropriations	0.2	0.2	0.2	0.0
Total General Fund	1,337.8	1,338.2	1,340.7	0.0
Airport Fund				
Operations	24.0	24.0	24.5	0.0
	24.0	24.0	24.5	0.0
Emergency Telephone System Fund				
Operations	1.2	1.3	1.3	0.0
	1.2	1.3	1.3	0.0
Solid Waste Fund				
Operations	74.8	75.8	77.4	0.0
	74.8	75.8	77.4	0.0
Stormwater Fund				
Operations	51.9	52.4	52.8	0.0
	51.9	52.4	52.8	0.0
Transit Fund				
Operations	122.0	122.0	125.0	0.0
	122.0	122.0	125.0	0.0
Total Annual Budget Ordinance	1,611.7	1,613.7	1,621.7	0.0
Funds Reported in Internal Service Fund Financial Plans				
Fleet Maintenance Fund				
Support Services & Administration	1.0	1.0	2.0	0.0
	1.0	1.0	2.0	0.0
Risk Management Fund				
Support Services & Administration	5.6	5.5	5.5	0.0
	5.6	5.5	5.5	0.0
Total Internal Service Fund Financial Plans	6.6	6.5	7.5	0.0
Multi-Year Special Revenue Funds *				
Federal and State Financial Assistance Fund				
Community Investment	11.8	8.8	8.8	0.0
Operations	1.0	1.0	19.0	0.0
	12.8	9.8	27.8	0.0
Total Multi-Year Special Revenue Funds	12.8	9.8	27.8	0.0
Multi-Year Capital Project Funds *				
Support Services & Administration	4.0	5.0	5.0	0.0
Total Multi-Year Capital Project Funds	4.0	5.0	5.0	0.0
Total All Funds *	1,635.1	1,635.0	1,662.0	0.0

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

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

Authorized Staffing by Department

Authorized Regular Positions - Full-Time Equivalents	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget
Community Investment				
Economic & Community Development	16.0	13.0	13.0	0.0
Development Services	53.0	55.0	55.0	0.0
Human Relations	3.0	3.0	3.0	0.0
	72.0	71.0	71.0	0.0
Operations				
Airport	24.0	24.0	24.5	0.0
Fire & Emergency Management	326.0	326.0	345.0	0.0
Parks, Recreation & Maintenance	164.0	162.0	162.0	0.0
Police	605.5	605.5	606.5	0.0
Public Services	200.3	201.3	202.8	0.0
Transit	122.0	122.0	125.0	0.0
	1,441.8	1,440.8	1,465.8	0.0
Support Services & Administration				
Budget and Evaluation	5.1	5.1	5.1	0.0
City Attorney's Office	8.0	8.0	8.0	0.0
City Manager's Office	21.9	23.9	24.9	0.0
Corporate Communications	9.0	9.0	8.0	0.0
Finance	27.0	27.0	29.0	0.0
Human Resource Development	18.0	18.0	18.0	0.0
Information Technology	29.0	29.0	29.0	0.0
Mayor, Council and City Clerk	3.0	3.0	3.0	0.0
	121.0	123.0	125.0	0.0
Other Appropriations	0.2	0.2	0.2	0.0
Total All Departments	1,635.0	1,635.0	1,662.0	0.0

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

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



ANNUAL BUDGET

**FY
2022**

RECOMMENDED

Fund Summaries

Fund Accounting

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

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

Governmental Funds

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

- **General Fund** - The General Fund is the principal fund of the City of Fayetteville. This fund accounts for all financial transactions except those more appropriately recorded in another fund. This fund includes the majority of city services including police, fire, emergency communications, inspections, streets, parks, recreation, and administrative functions. Revenues come from intergovernmental revenues, property taxes, user fees, permits and licenses, internal transfers, and other sources of revenue.
- **Central Business Tax District Fund** - The Central Business Tax District Fund is used to account for municipal service district taxes levied on properties in the downtown area. Proceeds fund the promotion and economic redevelopment of the downtown area.
- **City of Fayetteville Finance Corporation** - The Finance Corporation acquires assets through the issuance of revenue bonds and then leases those assets to the City. Lease payments received from the City, as well as debt service related to the assets are recorded in this fund. There is no current activity for this fund.
- **Emergency Telephone System Fund** - The Emergency Telephone System Fund is a special revenue fund used to account for local proceeds from state-collected service charges on voice communication services, which are legally restricted to expenditures associated with providing enhanced 911 services.
- **LEOSSA Fund** - The Law Enforcement Officers Special Separation Allowance Fund is used to account for funds transferred from the General Fund to provide retirement benefits for retired police officers. Retired police officers that are eligible for this benefit receive a monthly allowance from this fund.
- **Lake Valley Drive MSD Fund** - The Lake Valley Drive MSD Fund was established in 2011 to account for taxes levied on properties in the Lake Valley Drive Municipal Service District. Proceeds are used to repay an interfund loan from the General Fund to pay for drainage improvements that benefited the properties in the municipal service district. The municipal service district is to be abolished June 30, 2021 due to repayment of the loan.

Fund Accounting

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

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments on a cost reimbursement basis.

- **Fleet Maintenance Fund** - The Fleet Maintenance Fund is used to account for the accumulation and allocation of costs associated with repair and maintenance of City vehicles and equipment. These costs are billed to the departments receiving the services. Transit vehicle and equipment repairs are funded directly in the Transit Fund. Costs for acquisition of vehicles and equipment are funded in department operating budgets.
- **Risk Management Fund** - The Risk Management Fund is used to account for revenues and expenses associated with providing health, property, fleet and general liability, and workers' compensation coverage for the City.

Department/Fund Relationships

DEPARTMENTS	GOVERNMENTAL FUNDS							
	General Fund	Central Business Tax District	City Finance Corp.	Emergency Telephone System Fund	LEOSSA Fund	Lake Valley Dr. MSD Fund	Parking Fund	PWC Assessment Fund
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	\$							
Corporate Communications	\$							
Finance	\$							
Human Resources Development	\$							
Information Technology	\$							
Mayor, Council & City Clerk	\$							
Other Appropriations:								
Other Appropriations	\$		\$		\$	\$		\$

Department/Fund Relationships

DEPARTMENTS	PROPRIETARY FUNDS					
	ENTERPRISE FUNDS				INTERNAL SERVICE FUNDS	
	Airport Fund	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						
Corporate Communications						
Finance					\$	\$
Human Resources Development						\$
Information Technology						
Mayor, Council & City Clerk						
Other Appropriations:						
Other Appropriations						

General Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
Revenues					
Ad Valorem Taxes					
Current Year Taxes	\$ 69,884,651	\$ 70,182,050	\$ 70,900,217	\$ 71,187,901	\$ 0
Prior Years Taxes	300,876	315,000	531,000	558,000	0
Penalties & Interest	235,262	210,100	250,900	267,700	0
	\$ 70,420,789	\$ 70,707,150	\$ 71,682,117	\$ 72,013,601	\$ 0
Other Taxes					
Vehicle License Tax	\$ 630,246	\$ 637,900	\$ 654,210	\$ 640,200	\$ 0
Privilege License Tax	14,060	17,600	12,900	18,000	0
Vehicle Gross Receipts	742,141	691,700	753,300	775,900	0
	\$ 1,386,447	\$ 1,347,200	\$ 1,420,410	\$ 1,434,100	\$ 0
Intergovernmental Revenues					
Federal	\$ 1,983,800	\$ 177,474	\$ 1,958,132	\$ 207,740	\$ 0
State					
Sales Taxes	45,332,265	43,206,154	49,578,128	50,624,034	0
Utility Taxes	12,899,835	13,203,900	12,743,400	12,565,700	0
Street Aid (Powell Bill)	5,228,789	5,171,153	4,978,921	5,099,497	0
Other	1,297,193	1,020,224	1,009,754	1,065,110	0
Local					
PWC Payment In Lieu of Tax	\$ 11,098,087	\$ 11,450,867	\$ 11,450,867	\$ 11,853,127	\$ 0
PWC - Other	2,200,000	4,200,000	4,200,000	0	0
Other	5,030,449	5,661,581	4,843,663	5,359,623	0
	\$ 85,070,418	\$ 84,091,353	\$ 90,762,865	\$ 86,774,831	\$ 0
Functional Revenues					
Permits and Fees	\$ 1,946,370	\$ 2,002,250	\$ 2,260,125	\$ 2,228,496	\$ 0
Property Leases	455,277	468,112	455,890	460,289	0
Public Services Fees	404,081	402,940	398,715	400,710	0
Development Services Fees	64,921	58,400	75,200	69,200	0
Public Safety Services	1,217,397	1,306,447	1,157,571	1,236,428	0
Parks & Recreation Fees	1,086,110	1,992,606	598,469	1,971,680	0
Other Fees and Services	363,922	378,456	370,225	385,288	0
	\$ 5,538,078	\$ 6,609,211	\$ 5,316,195	\$ 6,752,091	\$ 0
Other Revenues					
Refunds & Sundry	\$ 853,004	\$ 324,748	\$ 401,725	\$ 501,786	\$ 0
Indirect Cost Allocation	2,378,917	2,531,500	2,448,500	2,520,200	0
Special Use Assessments	309,634	127,450	75,500	86,750	0
Sale of Assets & Materials	125,489	129,980	656,300	158,300	0
	\$ 3,667,044	\$ 3,113,678	\$ 3,582,025	\$ 3,267,036	\$ 0
Investment Income	\$ 1,172,345	\$ 196,295	\$ 140,500	\$ 34,195	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 1,344,024	\$ 993,112	\$ 995,637	\$ 1,730,323	\$ 0
Proceeds from Loans	2,806,977	3,288,945	3,850,578	3,087,996	0
	\$ 4,151,001	\$ 4,282,057	\$ 4,846,215	\$ 4,818,319	\$ 0
Fund Balance Appropriation	\$ 0	\$ 9,317,041	\$ 0	\$ 12,411,264	\$ 0
Total Revenues and Other Financing Sources	\$ 171,406,122	\$ 179,663,985	\$ 177,750,327	\$ 187,505,437	\$ 0

General Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Expenditures</u>					
Personnel Services	\$ 96,192,190	\$ 103,830,441	\$ 100,905,005	\$ 105,463,095	\$ 0
Operating Expenditures	19,877,593	22,767,277	22,907,717	24,110,796	0
Contract Services	6,043,315	8,036,192	8,976,337	8,521,593	0
Capital Outlay	4,355,722	6,303,369	9,489,865	6,968,178	0
Transfers to Other Funds	17,577,346	16,514,024	19,354,229	18,660,674	0
Debt Service	11,887,217	13,063,214	12,334,775	13,817,245	0
Other Charges	9,546,147	9,149,468	10,144,810	9,963,856	0
Total Expenditures and Other Financing Uses	\$ 165,479,530	\$ 179,663,985	\$ 184,112,738	\$ 187,505,437	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Development Services	\$ 3,867,937	\$ 4,725,850	\$ 4,456,612	\$ 4,753,313	\$ 0
Economic & Community Development	2,662,441	1,446,767	1,767,848	1,279,001	0
Human Relations	353,525	351,086	342,172	348,828	0
	\$ 6,883,903	\$ 6,523,703	\$ 6,566,632	\$ 6,381,142	\$ 0
Operations					
Fire & Emergency Management	\$ 28,972,241	\$ 32,026,482	\$ 31,972,722	\$ 32,631,368	\$ 0
Parks, Recreation & Maintenance	19,164,889	21,544,783	21,880,427	23,152,779	0
Police	51,194,974	55,156,645	55,516,682	55,502,948	0
Public Services	14,204,239	15,040,931	16,036,911	18,480,371	0
	\$ 113,536,343	\$ 123,768,841	\$ 125,406,742	\$ 129,767,466	\$ 0
Support Services & Administration					
Budget and Evaluation	\$ 518,979	\$ 513,374	\$ 523,907	\$ 533,056	\$ 0
Corporate Communications	835,458	891,873	1,109,976	1,131,998	0
City Manager's Office	2,386,230	2,383,213	2,605,758	2,756,964	0
City Attorney's Office	1,155,351	1,339,379	1,377,786	1,383,069	0
Finance	2,449,404	3,283,183	3,424,349	3,189,559	0
Human Resource	1,144,737	1,380,019	1,261,269	1,527,397	0
Information Technology	5,933,023	8,727,413	8,768,834	8,234,629	0
Mayor, Council & City Clerk	917,256	1,207,359	1,167,403	1,229,938	0
	\$ 15,340,438	\$ 19,725,813	\$ 20,239,282	\$ 19,986,610	\$ 0
Other Appropriations	\$ 29,718,846	\$ 29,645,628	\$ 31,900,082	\$ 31,370,219	\$ 0
Total Expenditures and Other Financing Uses	\$ 165,479,530	\$ 179,663,985	\$ 184,112,738	\$ 187,505,437	\$ 0

Central Business Tax District Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 148,342	\$ 168,380	\$ 169,927	\$ 158,140	\$ 0
Prior Years Taxes	129	100	354	350	0
Penalties & Interest	324	250	350	350	0
	\$ 148,795	\$ 168,730	\$ 170,631	\$ 158,840	\$ 0
Investment Income	\$ 3,477	\$ 625	\$ 1,000	\$ 1,000	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274	\$ 0
	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274	\$ 0
Fund Balance Appropriation	\$ 0	\$ 4,064	\$ 0	\$ 3,593	\$ 0
Total Revenues and Other Financing Sources	\$ 291,546	\$ 312,693	\$ 310,905	\$ 302,707	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	25,000	25,000	26,272	25,000	0
Contract Services	220,636	220,800	220,870	220,990	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	41,449	66,838	68,384	56,597	0
Debt Service	0	0	0	0	0
Other Charges	61	55	120	120	0
Total Expenditures and Other Financing Uses	\$ 287,146	\$ 312,693	\$ 315,646	\$ 302,707	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Economic & Community Development	\$ 287,146	\$ 312,693	\$ 315,646	\$ 302,707	\$ 0
	\$ 287,146	\$ 312,693	\$ 315,646	\$ 302,707	\$ 0
Total Expenditures and Other Financing Uses	\$ 287,146	\$ 312,693	\$ 315,646	\$ 302,707	\$ 0

Emergency Telephone System Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
State - E911 Tax	\$ 919,978	\$ 963,133	\$ 963,133	\$ 978,606	\$ 0
	\$ 919,978	\$ 963,133	\$ 963,133	\$ 978,606	\$ 0
Investment Income	\$ 10,684	\$ 1,339	\$ 1,525	\$ 137	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 30,495	\$ 0	\$ 22,980	\$ 0
Total Revenues and Other Financing Sources	\$ 930,662	\$ 994,967	\$ 964,658	\$ 1,001,723	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 86,259	\$ 109,498	\$ 99,070	\$ 112,104	\$ 0
Operating Expenditures	749,954	803,719	838,664	814,833	0
Contract Services	4,752	81,750	71,451	74,786	0
Capital Outlay	0	0	342,560	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 840,965	\$ 994,967	\$ 1,351,745	\$ 1,001,723	\$ 0
<u>Expenditures By Function</u>					
Operations					
Police	\$ 840,965	\$ 994,967	\$ 1,351,745	\$ 1,001,723	\$ 0
	\$ 840,965	\$ 994,967	\$ 1,351,745	\$ 1,001,723	\$ 0
Total Expenditures and Other Financing Uses	\$ 840,965	\$ 994,967	\$ 1,351,745	\$ 1,001,723	\$ 0

Lake Valley Drive MSD Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 74,362	\$ 32,117	\$ 32,517	\$ 0	\$ 0
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	0	0	0	0	0
	\$ 74,362	\$ 32,117	\$ 32,517	\$ 0	\$ 0
Investment Income	\$ 498	\$ 100	\$ 100	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 331	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 74,860	\$ 32,548	\$ 32,617	\$ 0	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	82,500	32,548	33,527	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 82,500	\$ 32,548	\$ 33,527	\$ 0	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 82,500	\$ 32,548	\$ 33,527	\$ 0	\$ 0
Total Expenditures and Other Financing Uses	\$ 82,500	\$ 32,548	\$ 33,527	\$ 0	\$ 0

LEOSSA Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Interfund Charges					
Employee Benefits	\$ 1,604,486	\$ 1,691,325	\$ 1,705,400	\$ 1,792,736	\$ 0
	\$ 1,604,486	\$ 1,691,325	\$ 1,705,400	\$ 1,792,736	\$ 0
Investment Income	\$ 102,044	\$ 34,750	\$ 71,000	\$ 75,000	\$ 0
Total Revenues and Other Financing Sources	\$ 1,706,530	\$ 1,726,075	\$ 1,776,400	\$ 1,867,736	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 1,087,981	\$ 1,222,000	\$ 1,210,500	\$ 1,365,800	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	504,075	0	501,936	0
Total Expenditures and Other Financing Uses	\$ 1,087,981	\$ 1,726,075	\$ 1,210,500	\$ 1,867,736	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 1,087,981	\$ 1,726,075	\$ 1,210,500	\$ 1,867,736	\$ 0
Total Expenditures and Other Financing Uses	\$ 1,087,981	\$ 1,726,075	\$ 1,210,500	\$ 1,867,736	\$ 0

Parking Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
State - Other	\$ 16,100	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 16,100	\$ 0	\$ 0	\$ 0	\$ 0
Functional Revenues					
Parking Fees	\$ 219,970	\$ 432,323	\$ 213,223	\$ 607,180	\$ 0
Parking Violations	88,741	134,155	31,305	65,684	0
Other Fees & Services	45,504	58,884	53,375	61,648	0
	\$ 354,215	\$ 625,362	\$ 297,903	\$ 734,512	\$ 0
Other Revenues					
Refunds & Sundry	\$ 210	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 210	\$ 0	\$ 0	\$ 0	\$ 0
Investment Income	\$ 6,104	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 390,735	\$ 557,600	\$ 831,968	\$ 500,369	\$ 0
Proceeds from Loans	\$ 493,023	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 883,758	\$ 557,600	\$ 831,968	\$ 500,369	\$ 0
Fund Balance Appropriation	\$ 0	\$ 70,000	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 1,260,387	\$ 1,252,962	\$ 1,129,871	\$ 1,234,881	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 46,020	\$ 0	\$ 0
Operating Expenditures	88,306	181,535	136,311	153,420	0
Contract Services	471,624	654,743	606,765	686,711	0
Capital Outlay	433,781	120,000	166,316	75,000	0
Transfers to Other Funds	158,726	158,726	158,726	158,726	0
Debt Service	4,166	127,446	127,447	127,494	0
Other Charges	5,437	10,512	4,602	33,530	0
Total Expenditures and Other	\$ 1,162,040	\$ 1,252,962	\$ 1,246,187	\$ 1,234,881	\$ 0
<u>Expenditures By Function</u>					
Operations					
Public Services	\$ 1,162,040	\$ 1,252,962	\$ 1,246,187	\$ 1,234,881	\$ 0
	\$ 1,162,040	\$ 1,252,962	\$ 1,246,187	\$ 1,234,881	\$ 0
Total Expenditures and Other Financing Uses	\$ 1,162,040	\$ 1,252,962	\$ 1,246,187	\$ 1,234,881	\$ 0

PWC Assessment Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Other Revenues					
Special Use Assessments	\$ 1,287,214	\$ 2,561,200	\$ 1,950,000	\$ 2,744,000	\$ 0
	\$ 1,287,214	\$ 2,561,200	\$ 1,950,000	\$ 2,744,000	\$ 0
Investment Income	\$ 401,853	\$ 330,000	\$ 300,000	\$ 390,000	\$ 0
Total Revenues and Other Financing Sources	\$ 1,689,067	\$ 2,891,200	\$ 2,250,000	\$ 3,134,000	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	1,689,067	2,891,200	2,250,000	3,134,000	0
Total Expenditures and Other Financing Uses	\$ 1,689,067	\$ 2,891,200	\$ 2,250,000	\$ 3,134,000	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 1,689,067	\$ 2,891,200	\$ 2,250,000	\$ 3,134,000	\$ 0
Total Expenditures and Other Financing Uses	\$ 1,689,067	\$ 2,891,200	\$ 2,250,000	\$ 3,134,000	\$ 0

Airport Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 1,670,514	\$ 1,598,225	\$ 2,648,225	\$ 1,129,500	\$ 0
State	47,978	0	438	0	0
	\$ 1,718,492	\$ 1,598,225	\$ 2,648,663	\$ 1,129,500	\$ 0
Functional Revenues					
Property Leases	\$ 2,037,675	\$ 1,986,088	\$ 1,466,821	\$ 1,473,912	\$ 0
Franchise Fees	1,300,487	818,170	1,279,275	1,331,237	0
Landing Fees	274,323	154,818	132,807	257,890	0
Public Safety Reimbursements	211,181	209,115	209,115	209,115	0
Other Fees & Services	181,403	121,908	142,223	135,795	0
	\$ 4,005,069	\$ 3,290,099	\$ 3,230,241	\$ 3,407,949	\$ 0
Other Revenues					
Refunds & Sundry	\$ 27,258	\$ 9,800	\$ 22,358	\$ 23,699	\$ 0
Sale of Assets & Materials	0	0	9,775	3,800	0
	\$ 27,258	\$ 9,800	\$ 32,133	\$ 27,499	\$ 0
Investment Income	\$ 78,353	\$ 5,142	\$ 4,508	\$ 4,500	\$ 0
Fund Balance Appropriation	\$ 0	\$ 3,103,491	\$ 0	\$ 476,096	\$ 0
Total Revenues and Other Financing Sources	\$ 5,829,172	\$ 8,006,757	\$ 5,915,545	\$ 5,045,544	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 1,730,838	\$ 1,852,822	\$ 1,736,847	\$ 1,934,195	\$ 0
Operating Expenditures	1,150,400	1,695,503	1,543,796	1,787,556	0
Contract Services	118,115	204,261	203,826	161,093	0
Capital Outlay	134,503	115,000	165,000	0	0
Transfers to Other Funds	5,880,955	3,451,371	420,100	460,000	0
Debt Service	0	0	0	0	0
Other Charges	676,388	687,800	681,300	702,700	0
Total Expenditures and Other Financing Uses	\$ 9,691,199	\$ 8,006,757	\$ 4,750,869	\$ 5,045,544	\$ 0
<u>Expenditures By Function</u>					
Operations					
Airport	\$ 9,691,199	\$ 8,006,757	\$ 4,750,869	\$ 5,045,544	\$ 0
	\$ 9,691,199	\$ 8,006,757	\$ 4,750,869	\$ 5,045,544	\$ 0
Total Expenditures and Other Financing Uses	\$ 9,691,199	\$ 8,006,757	\$ 4,750,869	\$ 5,045,544	\$ 0

Solid Waste Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 31,592	\$ 0	\$ 1,741	\$ 0	\$ 0
State	167,203	159,874	156,713	156,133	0
Local	307,505	308,505	308,400	309,295	0
	\$ 506,300	\$ 468,379	\$ 466,854	\$ 465,428	\$ 0
Functional Revenues					
Residential Solid Waste Fees	\$ 11,619,049	\$ 13,868,500	\$ 13,807,810	\$ 14,114,800	\$ 0
Property Leases	221,506	202,461	216,654	219,533	0
Other Fees & Services	50,072	64,255	45,801	51,355	0
	\$ 11,890,627	\$ 14,135,216	\$ 14,070,265	\$ 14,385,688	\$ 0
Other Revenues					
Refunds & Sundry	\$ 10,767	\$ 0	\$ 25,000	\$ 25,000	\$ 0
Sale of Assets & Materials	48,830	130,000	165,003	116,600	0
	\$ 59,597	\$ 130,000	\$ 190,003	\$ 141,600	\$ 0
Investment Income	\$ 8,066	\$ 625	\$ 7,614	\$ 369	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 979,748	\$ 586,553	\$ 734,170	\$ 326,605	\$ 0
Proceeds from Loans	0	0	3,307,800	0	0
	\$ 979,748	\$ 586,553	\$ 4,041,970	\$ 326,605	\$ 0
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 13,444,338	\$ 15,320,773	\$ 18,776,706	\$ 15,319,690	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 4,013,554	\$ 4,748,507	\$ 4,421,810	\$ 4,928,547	\$ 0
Operating Expenditures	3,760,775	4,173,946	7,283,904	4,042,645	0
Contract Services	2,690,662	2,843,092	2,909,931	2,172,959	0
Capital Outlay	1,775,747	1,378,237	1,667,967	2,098,165	0
Transfers to Other Funds	0	116,821	116,821	0	0
Debt Service	613,358	628,663	643,479	1,233,163	0
Other Charges	715,097	1,431,507	742,415	844,211	0
Total Expenditures and Other Financing Uses	\$ 13,569,193	\$ 15,320,773	\$ 17,786,327	\$ 15,319,690	\$ 0
<u>Expenditures By Function</u>					
Operations					
Public Services	\$ 13,569,193	\$ 15,320,773	\$ 17,786,327	\$ 15,319,690	\$ 0
	\$ 13,569,193	\$ 15,320,773	\$ 17,786,327	\$ 15,319,690	\$ 0
Total Expenditures and Other Financing Uses	\$ 13,569,193	\$ 15,320,773	\$ 17,786,327	\$ 15,319,690	\$ 0

Stormwater Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 8,260	\$ 0	\$ 2,545	\$ 0	\$ 0
State	2,312	0	407	0	0
	\$ 10,572	\$ 0	\$ 2,952	\$ 0	\$ 0
Functional Revenues					
Stormwater Fees	\$ 11,178,085	\$ 11,340,710	\$ 11,255,880	\$ 11,376,050	\$ 0
Stormwater Services	6,465	5,500	3,150	3,700	0
Street Sweeping - NCDOT	30,880	0	62,996	125,991	0
	\$ 11,215,430	\$ 11,346,210	\$ 11,322,026	\$ 11,505,741	\$ 0
Other Revenues					
Refunds & Sundry	\$ 3,370	\$ 0	\$ 54,078	\$ 0	\$ 0
Sale of Assets & Materials	12,960	0	40,868	12,700	0
	\$ 16,330	\$ 0	\$ 94,946	\$ 12,700	\$ 0
Investment Income	\$ 37,492	\$ 2,810	\$ 1,503	\$ 1,340	\$ 0
Fund Balance Appropriation	\$ 0	\$ 1,064,893	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 11,279,824	\$ 12,413,913	\$ 11,421,427	\$ 11,519,781	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 2,279,868	\$ 3,619,738	\$ 3,057,800	\$ 3,724,383	\$ 0
Operating Expenditures	669,437	822,827	789,746	878,608	0
Contract Services	1,071,403	562,802	1,251,602	776,489	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	7,307,267	6,064,781	6,064,781	3,130,058	0
Debt Service	920,214	933,465	933,465	930,305	0
Other Charges	393,585	410,300	402,300	2,079,938	0
Total Expenditures and Other Financing Uses	\$ 12,641,774	\$ 12,413,913	\$ 12,499,694	\$ 11,519,781	\$ 0
<u>Expenditures By Function</u>					
Operations					
Public Services	\$ 12,641,774	\$ 12,413,913	\$ 12,499,694	\$ 11,519,781	\$ 0
	\$ 12,641,774	\$ 12,413,913	\$ 12,499,694	\$ 11,519,781	\$ 0
Total Expenditures and Other Financing Uses	\$ 12,641,774	\$ 12,413,913	\$ 12,499,694	\$ 11,519,781	\$ 0

Transit Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Other Taxes					
Vehicle License Tax	\$ 631,485	\$ 640,505	\$ 655,510	\$ 641,500	\$ 0
	\$ 631,485	\$ 640,505	\$ 655,510	\$ 641,500	\$ 0
Intergovernmental Revenues					
Federal	\$ 4,731,791	\$ 4,761,819	\$ 6,046,411	\$ 4,832,894	\$ 0
State	731,622	730,118	0	730,000	0
	\$ 5,463,413	\$ 5,491,937	\$ 6,046,411	\$ 5,562,894	\$ 0
Functional Revenues					
Bus Fares	\$ 718,052	\$ 978,186	\$ 126,330	\$ 1,013,785	\$ 0
Contract Transportation	62,948	90,859	0	89,109	0
Property Leases	152,420	201,552	162,608	198,533	0
Other Fees & Services	96,953	98,385	98,544	98,614	0
	\$ 1,030,373	\$ 1,368,982	\$ 387,482	\$ 1,400,041	\$ 0
Other Revenues					
Refunds & Sundry	\$ 50,586	\$ 944	\$ 341	\$ 880	\$ 0
Sale of Assets & Materials	21,326	0	0	0	0
	\$ 71,912	\$ 944	\$ 341	\$ 880	\$ 0
Investment Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 2,677,250	\$ 4,042,020	\$ 4,216,370	\$ 4,810,256	\$ 0
	\$ 2,677,250	\$ 4,042,020	\$ 4,216,370	\$ 4,810,256	\$ 0
Total Revenues and Other Financing Sources	\$ 9,874,433	\$ 11,544,388	\$ 11,306,114	\$ 12,415,571	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 6,559,668	\$ 7,638,665	\$ 6,963,498	\$ 7,947,988	\$ 0
Operating Expenditures	2,178,033	2,486,580	2,245,779	2,573,865	0
Contract Services	329,845	372,975	361,954	375,718	0
Capital Outlay	23,873	23,520	36,367	12,000	0
Transfers to Other Funds	85,941	334,248	1,046,536	824,100	0
Debt Service	0	0	0	0	0
Other Charges	673,862	688,400	651,980	681,900	0
Total Expenditures and Other Financing Uses	\$ 9,851,222	\$ 11,544,388	\$ 11,306,114	\$ 12,415,571	\$ 0
<u>Expenditures By Function</u>					
Operations					
Transit	\$ 9,851,222	\$ 11,544,388	\$ 11,306,114	\$ 12,415,571	\$ 0
	\$ 9,851,222	\$ 11,544,388	\$ 11,306,114	\$ 12,415,571	\$ 0
Total Expenditures and Other Financing Uses	\$ 9,851,222	\$ 11,544,388	\$ 11,306,114	\$ 12,415,571	\$ 0

Fleet Maintenance Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Interfund Charges					
Fleet Maintenance Services	\$ 7,011,476	\$ 7,400,216	\$ 7,625,017	\$ 7,796,414	\$ 0
	\$ 7,011,476	\$ 7,400,216	\$ 7,625,017	\$ 7,796,414	\$ 0
Other Revenues					
Refunds & Sundry	\$ 55,498	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 55,498	\$ 0	\$ 0	\$ 0	\$ 0
Investment Income	\$ 5,441	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 7,072,415	\$ 7,400,216	\$ 7,625,017	\$ 7,796,414	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 119,705	\$ 119,612	\$ 308,216	\$ 219,203	\$ 0
Operating Expenditures	6,650,150	7,218,604	7,032,793	7,488,072	0
Contract Services	55,402	8,000	185,727	47,000	0
Capital Outlay	137,140	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	29,061	54,000	98,281	42,139	0
Total Expenditures and Other Financing Uses	\$ 6,991,458	\$ 7,400,216	\$ 7,625,017	\$ 7,796,414	\$ 0
<u>Expenditures By Function</u>					
Support Services & Administration					
Finance	\$ 6,991,458	\$ 7,400,216	\$ 7,625,017	\$ 7,796,414	\$ 0
	\$ 6,991,458	\$ 7,400,216	\$ 7,625,017	\$ 7,796,414	\$ 0
Total Expenditures and Other Financing Uses	\$ 6,991,458	\$ 7,400,216	\$ 7,625,017	\$ 7,796,414	\$ 0

Risk Management Fund Summary

	2019-20 Actual	2020-21 Original Budget	2020-21 Estimate	2021-22 Recommended Budget	2021-22 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 26,962	\$ 0	\$ 0	\$ 10,000	\$ 0
	\$ 26,962	\$ 0	\$ 0	\$ 10,000	\$ 0
Other Revenues					
Refunds & Sundry	\$ 122,179	\$ 188,540	\$ 147,196	\$ 170,893	\$ 0
	\$ 122,179	\$ 188,540	\$ 147,196	\$ 170,893	\$ 0
Interfund Charges					
Workers' Compensation	\$ 2,095,143	\$ 2,150,000	\$ 2,133,000	\$ 2,169,000	\$ 0
Employee Benefits	13,959,903	15,365,000	14,309,000	16,104,000	0
Property & Liability	1,264,966	1,698,872	1,717,112	1,727,788	0
	\$ 17,320,012	\$ 19,213,872	\$ 18,159,112	\$ 20,000,788	\$ 0
Employee Benefit Contributions	\$ 3,855,289	\$ 4,253,000	\$ 3,932,700	\$ 4,369,000	\$ 0
Investment Income	\$ 434,451	\$ 200,000	\$ 221,400	\$ 218,400	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 358,008	\$ 354,914	\$ 354,914	\$ 351,820	\$ 0
	\$ 358,008	\$ 354,914	\$ 354,914	\$ 351,820	\$ 0
Fund Balance Appropriation	\$ 0	\$ 552,776	\$ 0	\$ 1,163,180	\$ 0
Total Revenues and Other Financing Sources	\$ 22,116,901	\$ 24,763,102	\$ 22,815,322	\$ 26,284,081	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 431,912	\$ 474,778	\$ 456,382	\$ 477,507	\$ 0
Operating Expenditures	18,499,784	23,171,647	20,230,290	23,628,473	0
Contract Services	260,370	326,229	321,608	327,751	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	1,051,768	735,000	735,000	1,515,000	0
Debt Service	0	0	0	0	0
Other Charges	6,594	55,448	6,825	335,350	0
Total Expenditures and Other Financing Uses	\$ 20,250,428	\$ 24,763,102	\$ 21,750,105	\$ 26,284,081	\$ 0
<u>Expenditures By Function</u>					
Support Services & Administration					
Finance	\$ 3,014,580	\$ 3,705,454	\$ 3,321,361	\$ 3,622,200	\$ 0
Human Resource Development	17,235,848	21,057,648	18,428,744	22,661,881	0
	\$ 20,250,428	\$ 24,763,102	\$ 21,750,105	\$ 26,284,081	\$ 0
Total Expenditures and Other Financing Uses	\$ 20,250,428	\$ 24,763,102	\$ 21,750,105	\$ 26,284,081	\$ 0

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, 2020	\$55,480,931	\$77,306	\$689,961	\$935
FY21 Estimated Revenues and Other Sources	177,750,327	310,905	964,658	32,617
FY21 Estimated Expenditures and Other Uses *	(183,533,248)	(315,646)	(1,351,745)	(33,527)
Less: Fund Balance To Be Restricted for County Recreation at 6/30/21	(1,441,025)	0	0	0
Less: Fund Balance To Be Assigned for General Capital Funding Plan at 6/30/21	(5,812,693)	0	0	0
Less: Fund Balance To Be Assigned for Stadium Funding Plan at 6/30/21	(3,908)	0	0	0
Less: Fund Balance To Be Assigned for Parks & Recreation Capital Funding Plan at 6/30/21	(6,914,352)	0	0	0
Projected Available Fund Balance at June 30, 2021	\$35,526,032	\$72,565	\$302,874	\$25
FY22 Estimated Revenues and Other Sources	175,094,173	299,114	978,743	0
FY22 Estimated Expenditures and Other Uses *	(187,069,238)	(302,707)	(1,001,723)	0
Plus: FY22 Use of Fund Balance Restricted for County Recreation	681,292	0	0	0
Plus: FY22 Use of Fund Balance Assigned for General Capital Funding Plan	2,686,673	0	0	0
Plus: FY22 Use of Fund Balance Assigned for Stadium Funding Plan	2,115	0	0	0
Less: FY22 Increase in Fund Balance Assigned for Parks & Recreation Capital Funding Plan	(436,199)	0	0	0
Less: Future Planned Use of Fund Balance for FY23 Operating Budget	(252,000)	0	0	0
Projected Available Fund Balance at June 30, 2022	\$26,232,848	\$68,972	\$279,894	\$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

			PWC Assessment Fund	Airport Fund
	LEOSSA Fund	Parking Fund		
Available Fund Balance at June 30, 2020	\$6,789,254	\$224,300	\$0	\$3,135,815
FY21 Estimated Revenues and Other Sources	1,776,400	1,129,871	2,250,000	5,915,545
FY21 Estimated Expenditures and Other Uses *	(1,210,500)	(1,246,187)	(2,250,000)	(4,750,869)
Plus: Parking Fund Receivable at 6/30/20	0	45,900	0	0
Plus: Airport Unusual Federal CARES Act Receivable at 6/30/20	0	0	0	1,415,434
Less: Fund Balance to be Restricted for Parking Deck Capital Reserve at 6/30/21	0	(147,678)	0	0
Projected Available Fund Balance at June 30, 2021	\$7,355,154	\$6,206	\$0	\$5,715,925
FY22 Estimated Revenues and Other Sources	1,867,736	1,234,881	3,134,000	4,569,448
FY22 Estimated Expenditures and Other Uses *	(1,365,800)	(1,208,957)	(3,134,000)	(5,045,544)
Less: FY22 Increase in Fund Balance To Be Restricted for Parking Deck Capital Reserve	0	(25,924)	0	0
Projected Available Fund Balance at June 30, 2022	\$7,857,090	\$6,206	\$0	\$5,239,829

** 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, 2020	(\$217,489)	\$2,040,866	(\$2,057,204)	(\$42,520)
FY21 Estimated Revenues and Other Sources	18,776,706	11,421,427	11,306,114	7,625,017
FY21 Estimated Expenditures and Other Uses *	(17,786,327)	(12,499,694)	(11,306,114)	(7,625,017)
Plus: Transit Federal Receivables and Solid Waste FEMA/State Receivables Expected to be Paid in FY21	202,962	0	2,073,434	0
Projected Available Fund Balance at June 30, 2021	\$975,852	\$962,599	\$16,230	(\$42,520)
FY22 Estimated Revenues and Other Sources	15,319,690	11,519,781	12,514,571	7,796,414
FY22 Estimated Expenditures and Other Uses *	(15,244,349)	(9,851,843)	(12,514,571)	(7,796,414)
Plus: Solid Waste and Stormwater FEMA/State Receivables Expected to be Paid in FY22	743,079	64,379	0	0
Projected Available Fund Balance at June 30, 2022	\$1,794,272	\$2,694,916	\$16,230	(\$42,520)

* 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.

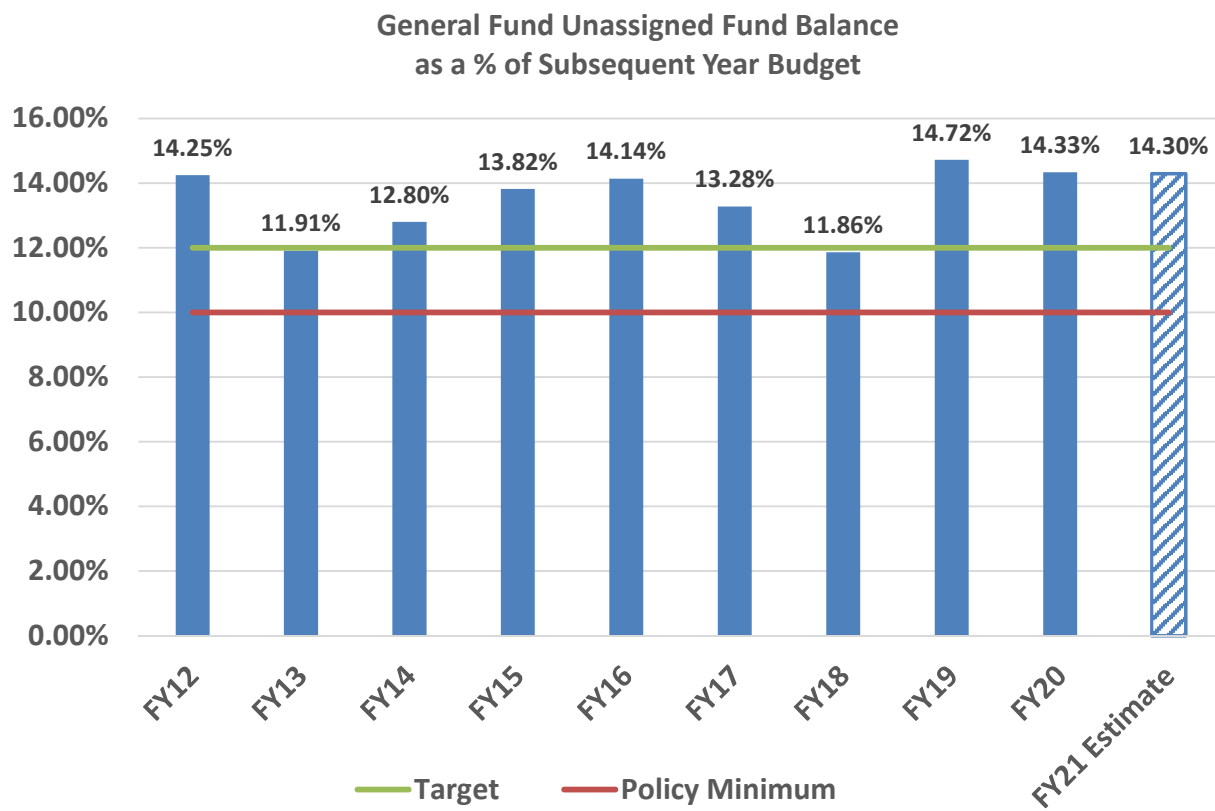
** Negative available fund balance for the Fleet Maintenance Fund reflects the initial cash outlay for the purchase of inventory which had not yet been distributed through work orders for billing to departments.

Fund Balance Projections

	Risk Management Fund
Available Fund Balance at June 30, 2020	\$22,967,603
FY21 Estimated Revenues and Other Sources	22,815,322
FY21 Estimated Expenditures and Other Uses *	(21,750,105)
Projected Available Fund Balance at June 30, 2021	\$24,032,820
FY22 Estimated Revenues and Other Sources	25,120,901
FY22 Estimated Expenditures and Other Uses *	(25,956,785)
Projected Available Fund Balance at June 30, 2022	\$23,196,936

** 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





ANNUAL BUDGET

**FY
2022**

RECOMMENDED

Community Investment

Portfolio Overview E-2

Development Services..... E-4

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

Human Relations E-19

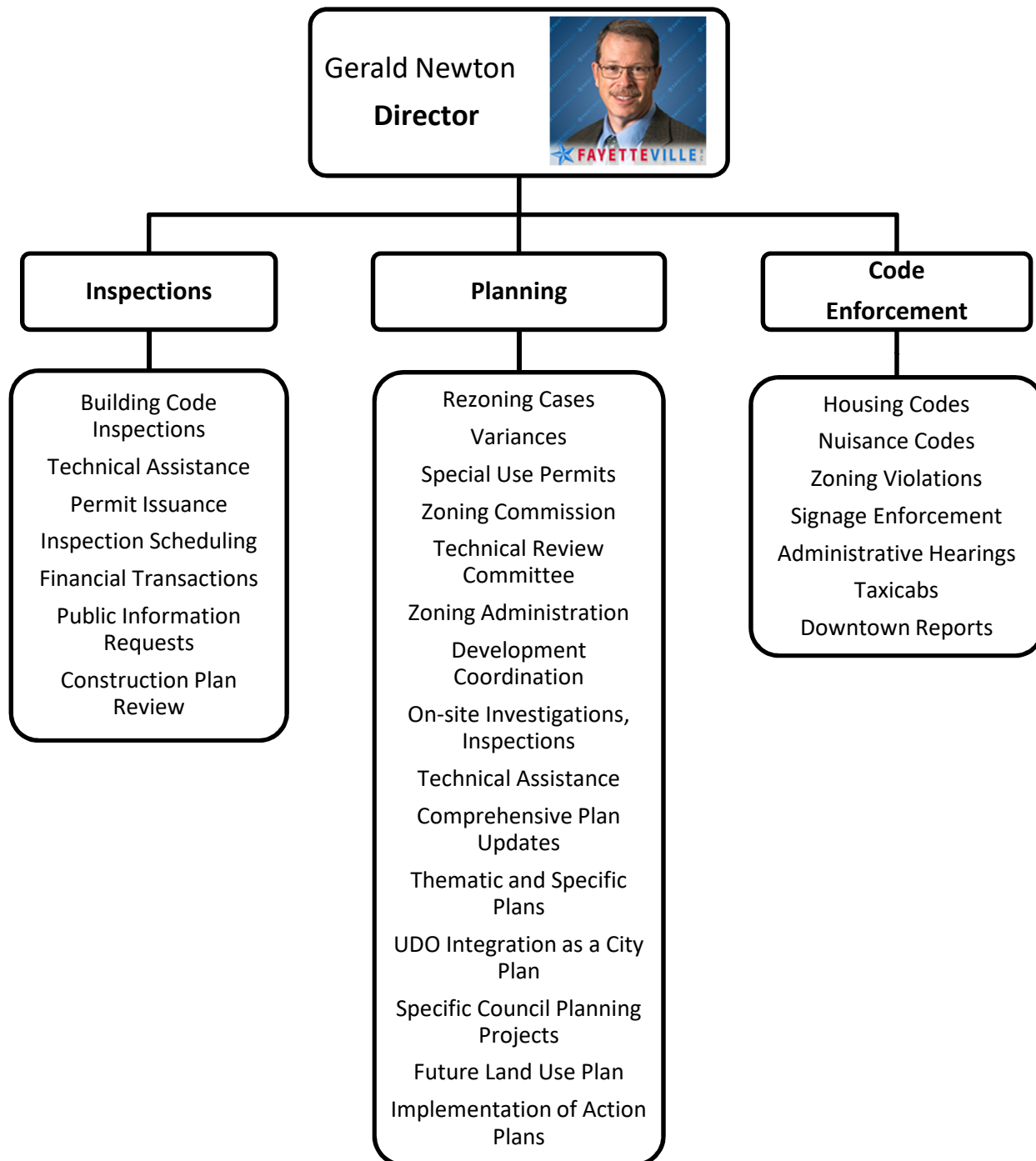
Community Investment

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Department					
Development Services	\$3,867,937	\$4,725,850	\$4,753,313	\$0	0.6%
Economic and Community Development	2,949,587	1,759,460	1,581,708	0	-10.1%
Human Relations	353,525	351,086	348,828	0	-0.6%
Total Expenditures	\$7,171,049	\$6,836,396	\$6,683,849	\$0	-2.2%
Expenditures by Type					
Personnel Services	\$4,112,279	\$4,638,419	\$4,749,726	\$0	2.4%
Operating	302,802	448,284	410,561	0	-8.4%
Contract Services	982,567	1,097,537	991,410	0	-9.7%
Capital Outlay	0	37,692	66,000	0	75.1%
Transfers to Other Funds	1,623,201	316,112	258,371	0	-18.3%
Debt Service	0	0	0	0	0.0%
Other Charges	150,200	298,352	207,781	0	-30.4%
Total Expenditures	\$7,171,049	\$6,836,396	\$6,683,849	\$0	-2.2%
Funding Sources					
General Fund					
General Fund Functional Revenues	2,092,981	1,930,523	2,088,574	0	8.2%
Other General Fund Funding	4,790,922	4,593,180	4,292,568	0	-6.5%
General Fund Subtotal	6,883,903	6,523,703	6,381,142	0	-2.2%
Central Business Tax District	287,146	312,693	302,707	0	-3.2%
Total Funding Sources	\$7,171,049	\$6,836,396	\$6,683,849	\$0	-2.2%

Community Investment

					% Change vs 2020-21
Full-Time Equivalent Positions by Department	2019-20 <u>Actual</u>	2020-21 Original <u>Budget</u>	2021-22 Recommended <u>Budget</u>	2021-22 Adopted <u>Budget</u>	Original <u>Budget</u>
Development Services	53.0	55.0	55.0	0.0	0.0%
Economic and Community Development	4.2	4.2	4.2	0.0	0.0%
Human Relations	3.0	3.0	3.0	0.0	0.0%
Total Authorized FTEs	60.2	62.2	62.2	0.0	0.0%

Development Services



DEPARTMENT MISSION

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

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

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

Program: Code Enforcement

General Fund \$1,513,034 / 16.6 FTEs

Purpose Statement:

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

Highlights:

- Worked with other city staff and departments to create and initiate the Reduce and Prevent Illegal Dumping (RAPID) Code Enforcement team that is removing illegal solid waste dumping throughout the city.
- Worked safely through the pandemic with small and significant modifications to inspection techniques and processes without a single Code Enforcement staff member losing work due to COVID-19 related illness.
- Seamless transition of management with promotions to supervisors and division managers after long-term employees' retirements.
- Removal of tons of illegal dumping and dilapidated mobile homes through effective code enforcement actions.
- Use of Property Owner permissions and Administrative Search warrants to investigate private properties.

City Goal:

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

Development Services

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of code enforcement cases per FTE	1,201.09	1,077.00	1,000.00
# of code enforcement violation cases	13,212.00	12,314.00	14,000.00
# of voluntary demolition cases in response to code enforcement action	20.00	50.00	50.00
% of proactive code enforcement cases	72.00%	69.50%	69.00%

Program: Inspections

General Fund \$2,130,758 / 25.7 FTEs

Purpose Statement:

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

Highlights:

- During COVID-19, all services continued resulting in increased year-to-year inspections and revenues.
- Live Remote Inspections and Code Enforcement (Live RICE) allowed no delay of services using existing technology to safely inspect.
- Internal promotions of two inspectors to supervisor positions.
- Online plan review provides customers and stakeholders accountability for accurate work.

City Goal:

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

Objective:

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

Development Services

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of permits issued	7,935.00	8,000.00	9,800.00
# of plan reviews (all trades)	1,596.00	1,600.00	1,700.00
% of all inspections completed within the established level of service	99.00%	100.00%	100.00%
% of construction plans reviewed within the established level of service	98.00%	100.00%	100.00%
% of permits issued within the established level of service	98.00%	100.00%	100.00%
Permitting and inspections customer satisfaction survey rating	N/A	100.00%	100.00%

Program: Planning

General Fund \$1,109,521 / 12.7 FTEs

Purpose Statement:

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

Highlights:

- Designated as 2020 Tree City USA.
- City Council adoption of the first comprehensive land use plan and map done by the City.
- Adoption and beginning implementation of the Central Campbellton Neighborhood Plan, and the Murchison Road/Bragg Boulevard Area Plan.
- Review and beginning changes to Historic District activities and services through report of best practices presented to City Council.
- Adoption of over 40 text changes to conform the City Ordinances to the new N.C.G.S. § 160D.

City Goal:

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

Objective:

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

Development Services

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of Planning/Zoning positions per 10,000 population	7.00	12.50	13.00
% of inspections conducted relative to the Special Used Permits and zoning conditions placed upon a property 1-year after their legislative approval	100.00%	100.00%	100.00%
% of plans reviewed within established deadlines	100.00%	100.00%	100.00%
% of staff recommendations accepted by City Council	93.00%	90.00%	90.00%

Development Services

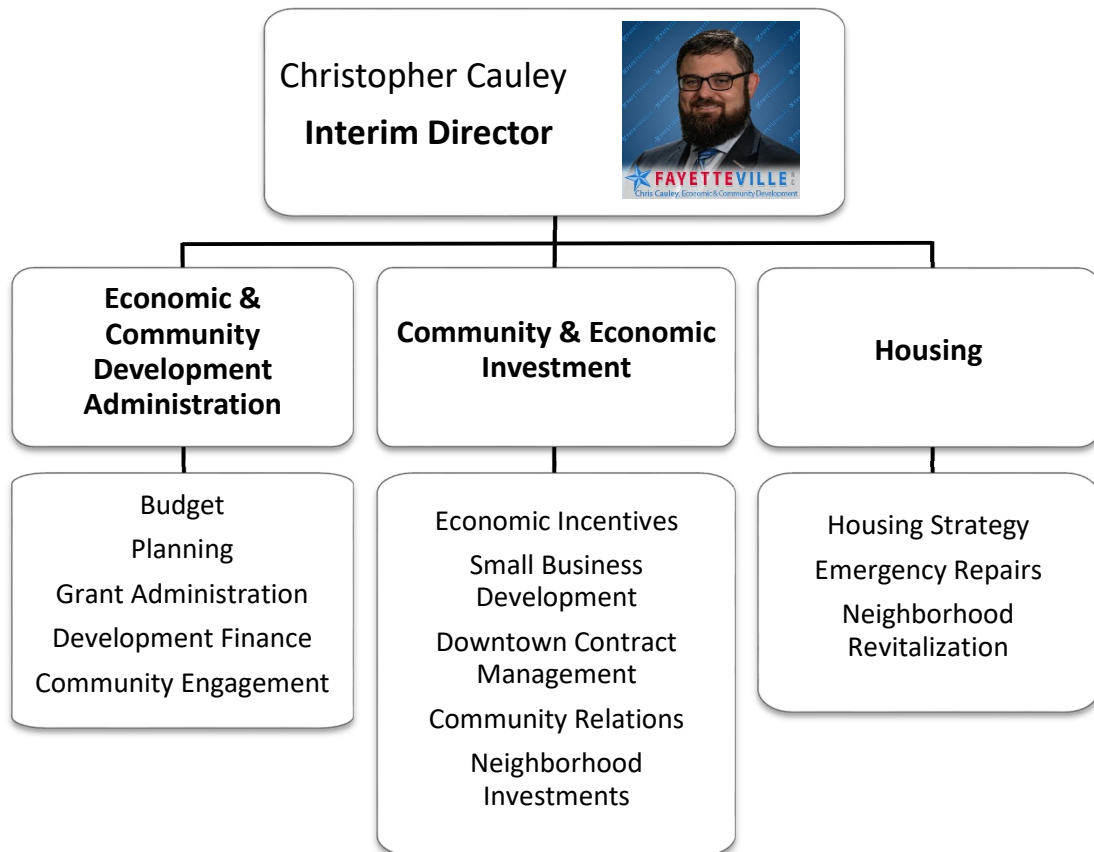
	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Code Enforcement	\$1,197,710	\$1,540,706	\$1,513,034	\$0	-1.8%
Inspections	1,716,039	2,032,908	2,130,758	0	4.8%
Planning	954,188	1,152,236	1,109,521	0	-3.7%
Total Expenditures	\$3,867,937	\$4,725,850	\$4,753,313	\$0	0.6%
Expenditures by Type					
Personnel Services	\$3,443,400	\$3,988,301	\$4,094,095	\$0	2.7%
Operating	214,183	321,612	285,420	0	-11.3%
Contract Services	209,987	364,570	291,573	0	-20.0%
Capital Outlay	0	37,692	66,000	0	75.1%
Transfers to Other Funds	0	10,000	12,500	0	25.0%
Debt Service	0	0	0	0	0.0%
Other Charges	367	3,675	3,725	0	1.4%
Total Expenditures	\$3,867,937	\$4,725,850	\$4,753,313	\$0	0.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,084,361	\$1,921,365	\$2,079,416	\$0	8.2%
Other General Fund Funding	1,783,576	2,804,485	2,673,897	0	-4.7%
General Fund Subtotal	3,867,937	4,725,850	4,753,313	0	0.6%
Total Funding Sources	\$3,867,937	\$4,725,850	\$4,753,313	\$0	0.6%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	53.0	55.0	55.0	0.0	0.0%

Development Services

BUDGET HIGHLIGHTS

- During FY 2021, two Code Enforcement Administrator (Housing) positions were reclassified to Code Enforcement Administrator (RAPID) positions.
- The proposed FY 2022 budget includes the reclassification of the Chief Zoning Administrator to a Code Enforcement Administrator (Zoning); an exchange to fund a previously frozen Plans Examiner position and freeze a Building Inspector position; and, \$32,000 for temporary services for a pilot initiative for illegal dump site remediation for the RAPID program.
- Personnel includes \$103,320 for employee pay adjustments, \$18,976 for medical benefit rate adjustments, and \$37,118 for retirement rate adjustments.
- Operating includes \$89,212 for vehicle maintenance and fuel; \$39,850 for telephone services; \$33,200 for official notices and other advertising; \$31,345 for employee training and development and local mileage reimbursements; \$21,960 for printing and postage expenditures; \$18,970 for global positioning system and other software maintenance and licensing; \$13,800 for memberships, dues and subscriptions; \$13,600 for general supplies and food; \$11,461 for photo copier services; \$9,600 for uniforms; and \$2,422 for computer equipment for the Plans Examiner position.
- Contract Services includes \$194,000 for lot cleanings and demolitions, \$61,103 for the City's share of the local funding match for the Fayetteville Area Metropolitan Planning Organization, \$21,600 for tipping fees for illegal dump site clean-up, \$9,200 for a variety of small contract services, and \$5,670 for data searches and background checks.
- Capital includes \$66,000 for three vehicle replacements.
- Transfers to Other Funds includes \$12,500 for local matching funds for a North Carolina Office of Historic Preservation grant.

Economic and Community Development



Economic and Community Development

DEPARTMENT MISSION

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

Program: Community & Economic Investment

General Fund \$1,046,105 / 1.5 FTEs

Central Business Tax District \$302,707 / 0.0 FTEs

Purpose Statement:

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

Highlights:

- The Economic and Community Development staff provided business support services and technical assistance to include assessments, referrals, market opportunities, and direct financial assistance to over 250 new and existing small businesses.
- The Department sponsored 38 low and moderate-income Fayetteville Technical Community College (FTCC) students continuing their education by assisting with the payment of tuition, books and other related school expenses. Additional sponsorship grants are expected with some funds remaining to assist at least five students.
- Continued to offer a gap loan and various matching grant programs to provide direct financial assistance and support the development, expansion and retention of small businesses. The primary focus for the year was retaining existing small businesses with COVID-19 recovery grants, assisting over 55 businesses that retained over 190 jobs.
- Approved 70 small business programs, with others in process, resulting in over 285 jobs being retained by the small businesses being assisted.
- Partnered with the Salvation Army to assist with providing daily meals for approximately 30,000 residents experiencing homelessness despite COVID-19 restrictions. Assisted over 20,000 residents, as of March 2021, with a monthly average of over 2,400.
- Efforts through the Homeless Client Assistance Program have reunited four individuals with their families. This program also pays for bus passes for homeless residents to travel in the city; however, due to COVID-19 the bus fares were waived city-wide for riders. The program bought \$1,000 in supplies for the homeless residents with savings from bus passes.

Economic and Community Development

- Partnered with the Salvation Army to support the White Flag night program. This program allows residents experiencing homelessness the ability to escape the cold when the temperature, with wind chill, reached 32 degrees or below. During FY 2021, there were a total of 39 White Flag nights; on 23 of those nights, the HOPE Center on Person Street was opened to serve as an overflow shelter to accommodate residents and ensure social distancing. Preparing for 40 White Flag nights in FY 2022.
- Invested \$75,000 to remodel and modernize the HOPE Center for continued shelter operations, in anticipation of a new community partner to operate the center.
- Continued funding of the Homeless Management Information Services (HMIS) defined by the interlocal government agreement between the City and the County. This technology system is used to collect client-level information and data on the provision of housing and services to homeless individuals, families, and persons at risk of homelessness. The current HMIS software agreement and collaboration ensures our compliance with the U.S. Department of Housing and Urban Development (HUD) data collection, management, and reporting standards.
- Expanded HMIS data collection with four new agency partners. These efforts prevent duplication of services, and ensure equity of resources to residents with the greatest need.
- Support of the Coordinated Entry program has resulted in over 1,000 contacts requesting assistance per month. Three-fourths of individuals seeking aid are assisted immediately over the telephone, with only one-third having to leave a voicemail. Only 5% of the applicants completed the request online. Support from the four-person team resulted in a connection of services for the health homes initiative and prevention of homelessness with mortgage, rental, and utility assistance.
- Homeless prevention and assistance support offered through the partnership with Connections of Cumberland County has resulted in eight households being assisted with intensive case management to prevent eviction or disconnection of services. Seven of those households were female head of households below the 30% median household income level. This activity has been impacted by COVID-19 restrictions as this agency has not been able to provide the intensive case management component. Connections of Cumberland County has distributed \$500,000 in COVID-19 homeless prevention resources.

City Goal:

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

Objective:

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

Economic and Community Development

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of jobs created as a result of a small business grant or loan through Community Development programs	10.00	5.00	8.00
# of jobs retained as a result of a small business grant or loan through Community Development programs	249.00	280.00	100.00
# of loan and grant applications approved to assist small businesses through Community Development programs	42.00	70.00	25.00

Program: Economic & Community Development Administration

General Fund \$159,214 / 1.7 FTEs

Purpose Statement:

This program involves the departmental management of programs funded through the General Fund and the United States Department of Housing and Urban Development (HUD) funded programs. It includes the general management, planning, oversight and coordination of programs. Specific tasks include: HUD reporting, consolidated planning, compliance and monitoring, fiscal and budgetary management, and Integrated Disbursement Information Systems (IDIS) data management; the administration of the City's General Fund Community Investment programs; and, the coordination and support of the Fayetteville Redevelopment Commission. This budget represents the General Fund support of the City's Community Development Block Grant (CDBG) and HOME Investment Partnership Grant (HOME).

Highlights:

- The Economic & Community Development Department continues to manage Federal, State, and locally funded programs successfully by completing all draws and submitting the required reports error free and by the due dates. Funded Programs include Community Development Block Grant (CDBG): \$1,534,192; HOME Investment Partnership Grant (HOME): \$904,982; City General Funds for Corridor Revitalization: \$100,000; Community Development Block Grant (CDBG-CV)-Round 1: \$902,653; and Community Development Block Grant (CDBG-CV)-Round 3: \$943,468.
- The City of Fayetteville and the Fayetteville Metropolitan Housing Authority received a FY 2020 Choice Neighborhoods Planning Grant in the amount of \$450,000 to support the development of a comprehensive neighborhood transformation plan for Murchison Townhouses in the Murchison Road Corridor neighborhood.
- Department staff continues to leverage existing funds and seek other funding opportunities to expand services to the citizens of Fayetteville.

City Goal:

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

Economic and Community Development

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of Community Development federal grant reports completed per year	6.00	6.00	6.00
% Community Development federal grant reports and draws submitted error free	100.00%	100.00%	100.00%
% of Community Development federal grant reports submitted by due date	100.00%	100.00%	100.00%
Meeting CDBG 1.5 timeliness test of spent funds by statutory deadline (May 2)	Yes	Yes	Yes

Program: Housing

General Fund \$73,682 / 1.0 FTEs

Purpose Statement:

This program is designed to develop, recommend, and implement programs to increase home ownership opportunities and to improve the condition of the city's housing stock. The overall goal is to provide decent, safe, sanitary, and affordable housing for low-to-moderate income citizens.

Highlights:

- The Economic and Community Development Department continues administering Federal funds to increase the supply of affordable housing in the city and partnered with Fayetteville Area Habitat for Humanity, Inc. to construct 31 single family homes in the Central Campbellton area and Oakridge Estates subdivision. Habitat continues to be a valued partner in efficiently producing new affordable housing units in the city and providing homeownership to qualified families who may not otherwise own homes.
- Federal funds are used to eliminate slum and blight throughout the community; seven structures have been demolished based upon requests from property owners.
- The Economic and Community Development Department administers various housing programs to provide emergency repair and rehabilitation of homes occupied by low-to-moderate income residents and assisted 13 low-to-moderate income residents. Partnership with Fayetteville Urban Ministry also assists dozens of low income homeowners with emergency repairs.
- The Water and Sewer Program continues to serve low-to-moderate income homeowners with assessment and connection fee assistance, with 18 households assisted to date and two more projected for a yearly total of 20 households assisted. Nine households were assisted with paying a portion of the plumber's fee for connection to water and sewer services. A total of \$44,100 was invested to ensure residents have clean water and safe sanitary sewer system access.
- During the first round of COVID-19 funding, three organizations were allocated and distributed \$465,000 for rental, mortgage, and utility assistance. The funding assisted 250 households with 201

Economic and Community Development

being female head of households. Residents could apply for 3 months of assistance for rent, mortgage, or utility assistance not to exceed \$2,000.

- During the second round of COVID-19 funding, the City allocated and distributed funds to nine organizations. As of April 2021, all of the allocated \$700,000 in assistance has been expended. Residents could apply for three months of assistance for rent, mortgage and/or utility assistance not to exceed \$2,000. A significant majority of the households assisted were low income female head of households.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of blighted structures demolished	17.00	7.00	15.00
# of units fully rehabilitated	1.00	5.00	5.00
# of units that were provided emergency repairs	38.00	26.00	50.00

Objective:

To increase homeownership opportunities through homebuyer education and counseling classes.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of participants completing homebuyer education and counseling classes	80.00	80.00	80.00

Objective:

To increase the supply of affordable housing.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of homeless in HUD Annual Point In Time Count	297.00	297.00	297.00
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	23.00	24.00	10.00
# of total available beds for the homeless in Cumberland County	384.00	384.00	384.00

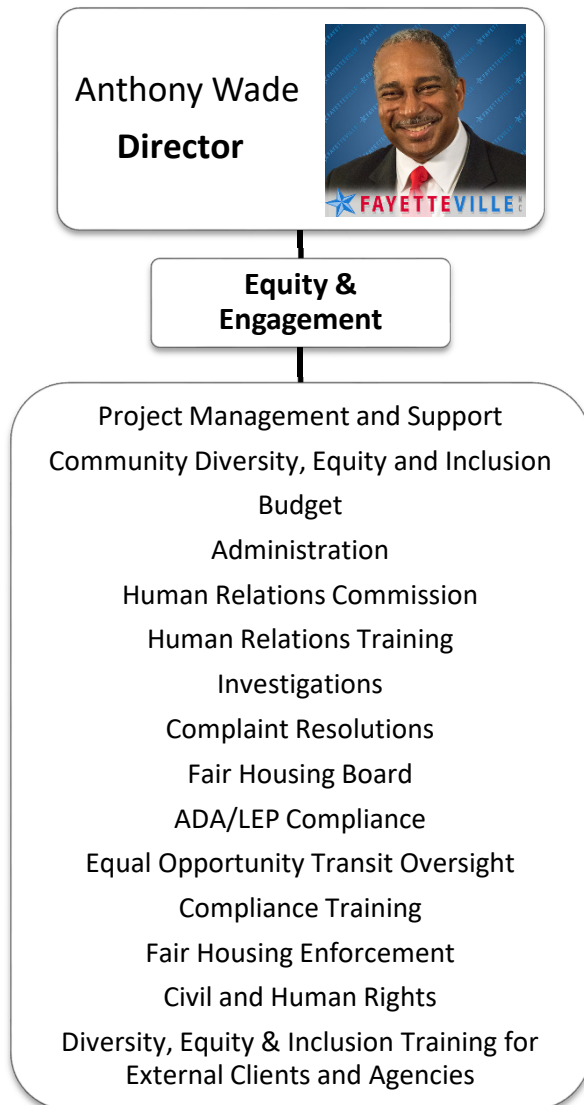
Economic and Community Development

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Community & Economic Investment	\$2,533,137	\$1,493,986	\$1,348,812	\$0	-9.7%
Economic & Community Development Administration	136,580	153,001	159,214	0	4.1%
Housing	279,870	112,473	73,682	0	-34.5%
Total Expenditures	\$2,949,587	\$1,759,460	\$1,581,708	\$0	-10.1%
Expenditures by Type					
Personnel Services	\$357,128	\$353,606	\$361,993	\$0	2.4%
Operating	64,680	92,558	90,411	0	-2.3%
Contract Services	772,035	730,790	697,660	0	-4.5%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	1,623,201	306,112	245,871	0	-19.7%
Debt Service	0	0	0	0	0.0%
Other Charges	132,543	276,394	185,773	0	-32.8%
Total Expenditures	\$2,949,587	\$1,759,460	\$1,581,708	\$0	-10.1%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,662,441	1,446,767	1,279,001	0	-11.6%
General Fund Subtotal	2,662,441	1,446,767	1,279,001	0	-11.6%
Central Business Tax District	287,146	312,693	302,707	0	-3.2%
Total Funding Sources	\$2,949,587	\$1,759,460	\$1,581,708	\$0	-10.1%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	4.2	4.2	4.2	0.0	0.0%

Economic and Community Development

BUDGET HIGHLIGHTS

- Personnel includes \$5,990 for employee pay adjustments, \$1,449 for medical benefit rate adjustments, and \$3,384 for retirement rate adjustments.
- Operating costs includes \$20,000 for community signage; \$8,750 for general supplies and food; \$8,678 for travel, training and local mileage reimbursements; \$5,370 for telephone, postage, and printing; \$5,250 for advertising; \$3,400 for memberships, dues and subscriptions; and \$25,000 for parking utilities funded by the Central Business Tax District (CBTD).
- Contract Services funded by the General Fund includes \$196,226 for the Campbell Soup incentive, \$70,000 for the Goodyear incentive, \$21,023 for the Springhill Suites tax incentive, \$60,000 for a potential new performance-based economic development incentive, \$100,000 for the Joint Homeless Initiative between the City and County, \$26,621 for the youth internship program, and \$2,800 for a Community Voices facilitator. Contract Services funded by the CBTD include \$990 for tax collection fees and \$220,000 to contract for the management of the downtown Arts and Entertainment District services and programs.
- Other Charges includes \$100,000 for the Fayetteville Cumberland Economic Development Commission, \$40,000 for Pathways for Prosperity to provide funding to Communities in Schools to support a Student Support Specialist position, \$35,353 for the Center of Economic Empowerment and Development (CEED), and \$10,000 for Fayetteville Cumberland Reentry Council.
- Transfers to Other Funds includes a \$139,274 transfer from the General Fund to support the CBTD fund, \$50,000 for the Commercial Corridor Revitalization project, and a \$56,597 transfer to the General Fund from the Central Business Tax District for financing costs associated with the Franklin Street deck (\$47,172) and Segra Stadium (\$9,425).
- A total of \$4,960 is budgeted for the Community Voices program.
- Grant-funded program and personnel expenses for 8.8 FTEs are not reflected in this budget.



Human Relations

DEPARTMENT MISSION

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

Program: Equity and Engagement

General Fund \$348,828 / 3.0 FTEs

Purpose Statement:

The Equity & Engagement Program focuses on quality of life issues for our residents associated with compliance with the City's Human Relations Ordinance as well as state and federal laws promoting fair and equitable treatment. The program provides numerous services including oversight for the City's Fair Housing Ordinance, and Equal Opportunity and Civil Rights compliance activities. It also provides oversight of the Americans with Disabilities Act (ADA) and Limited English Proficiency (LEP) Policy which the City of Fayetteville is required to comply with under federal law. The program provides administrative staff support for the Fair Housing Board, which acts as an administrative hearing board under the City's Fair Housing Ordinance. In collaboration with the Human Relations Commission, the Equity & Engagement program addresses issues related to human relations while encouraging fair treatment and understanding among residents. The program provides education, information, and training in the areas of Fair Housing, Title II of the Civil Rights Act of 1964 and limited English proficiency, the Americans With Disabilities Act, employment, sexual harassment, cultural competencies, and other related topics for individuals, businesses, and organizations in public, private, non-profit, and educational sectors. Additionally, in collaboration with the Human Relations Commission, the program promotes recognition of formal and informal community leaders, businesses, and organizations that contribute to harmonious relations, and social justice in our community.

Highlights:

- Diversity, Equity and Inclusion Training: Human Relations developed a DEI (Diversity, Equity and Inclusion) staff and professional development training module for its "Partnering with Business" initiative for organizations in the public, private, nonprofit, higher education, and military sectors. The module has already been utilized by the Commanding General and more than 100 senior leadership and executive level members of the 82nd Airborne Division.
- Community Engagement: During the pandemic, the Department continued to provide virtual community and human relations sessions for building and sustaining welcoming and inclusive community environments. The department's "The Hate U Give" Film Screening and Community Engagement Series is an ongoing City-sponsored experiential learning experience that ignites discussion around the film in facilitated dialogue groups and serves as an excellent way to engage residents in discussions involving DEI, youth, family, bias, and police/community relations. Over 150 individuals participated in these virtual sessions during the pandemic.

- **Multilingual Assistance:** Human Relations provides multilingual assistance to city and county government efforts to facilitate resident safety awareness in emergency management and disaster preparedness situations ranging from warnings during hurricane season to the current pandemic. Staff continues to provide these services for the Emergency Operation Centers, providing information through broadcast and social media platforms to ensure residents are aware of information that may save lives. The department continues to provide inter-departmental assistance with bilingual outreach including, but not limited to, creating Spanish language flyers in support of the City Economic & Community Development Department's efforts to inform limited English proficient individuals and underserved communities of its COVID assistance program that provides qualified city residents impacted by the pandemic with rent, utilities, and mortgage payment assistance.
- **Fair Housing:** Human Relations and the Fair Housing Board continued its collaboration with Alliance Health on providing fair housing training in Fayetteville for its client service providers. More than 139 providers have been trained on the City's fair housing ordinance and related federal laws.
- **Outreach Efforts:** The department initiated an awareness campaign of the City's ordinances, programs, and services through the Fort Bragg Military Spouses Facebook page with over 8,000 followers. The page disseminates weekly informational posts that involve updates on human relations, fair housing, and other related diversity, equity, and inclusion issues.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of participants receiving at least a 20% increase in pre/post testing knowledge for Human Relations educational events	95.00%	95.00%	95.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of participants indicating they are very satisfied or satisfied with educational events per the Human Relations customer survey	95.00%	95.00%	95.00%

Human Relations

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of Human Relations educational events	10.00	10.00	10.00
% of Human Relations educational event participant survey responses indicating satisfied or very satisfied	95.00%	95.00%	95.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of Human Relations Community Event participants	2,988.00	350.00	350.00
# of Human Relations Community Events	29.00	10.00	10.00
# of outreach materials distributed through social media, informational materials, or staff outreach at Human Relations Community Events	70,252.00	2,500.00	2,500.00
# of volunteer hours spent on Human Relations Community Events and outreach opportunities	356.00	250.00	250.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of cases: landlord/tenant, fair housing, fair employment	13.00	5.00	5.00
# of Human Relations staff hours spent handling resident requests for assistance and/or investigating complaints	70.00	50.00	50.00
# of landlord/tenant, fair housing, fair employment, and other assistance resident requests to Human Relations	443.00	300.00	300.00
% of Human Relations resident assistance requests responded to within two business days	95.00%	95.00%	95.00%

Human Relations

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Equity and Engagement	353,525	351,086	348,828	0	-0.6%
Total Expenditures	\$353,525	\$351,086	\$348,828	\$0	-0.6%
Expenditures by Type					
Personnel Services	\$311,751	\$296,512	\$293,638	\$0	-1.0%
Operating	23,939	34,114	34,730	0	1.8%
Contract Services	545	2,177	2,177	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	17,290	18,283	18,283	0	0.0%
Total Expenditures	\$353,525	\$351,086	\$348,828	\$0	-0.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$8,620	\$9,158	\$9,158	\$0	0.0%
Other General Fund Funding	344,905	341,928	339,670	0	-0.7%
General Fund Subtotal	353,525	351,086	348,828	0	-0.6%
Total Funding Sources	\$353,525	\$351,086	\$348,828	\$0	-0.6%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	3.0	3.0	3.0	0.0	0.0%

Human Relations

BUDGET HIGHLIGHTS

- Personnel includes \$8,313 for employee pay adjustments, \$1,035 for medical benefit rate adjustments, and \$2,743 for retirement rate adjustments.
- Operating includes \$7,530 for expenses for the Annual Community Recognition Awards Reception, \$7,702 for travel, training and local mileage reimbursements, \$4,900 for supplies, \$4,200 for advertising expenditures, \$3,781 for memberships, dues, and subscriptions, \$3,000 for food for various committee and commission meetings, and \$1,687 for photo copier services.
- Contract Services includes \$2,000 for sign language and Limited English Proficiency interpreting, \$100 for expenses for the Annual Community Recognition Awards Reception, and \$77 for pre-employment screening.
- Other Charges includes \$9,158 for a projected scholarship, \$5,500 for the City's contribution for the United Way's 2-1-1 program and \$3,550 for community engagement events.
- A total of \$16,788 is budgeted for the annual reception, projected to be funded by ticket sales and donations of \$9,158, and General Fund support of \$7,630.



ANNUAL BUDGET

FY
2022

RECOMMENDED

Operations

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Parks, Recreation & Maintenance F-20

Police F-28

Public Services F-37

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Operations

	2019-20	2020-21	2021-22	2021-22	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2020-21</u>
Expenditures by Department		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Airport	\$9,691,199	\$8,006,757	\$5,045,544	\$0	-37.0%
Fire	28,972,241	32,026,482	32,631,368	0	1.9%
Parks, Recreation & Maintenance	19,164,889	21,544,783	23,152,779	0	7.5%
Police	52,035,939	56,151,612	56,504,671	0	0.6%
Public Services	41,577,246	44,028,579	46,554,723	0	5.7%
Transit	9,851,222	11,544,388	12,415,571	0	7.5%
Total Expenditures	\$161,292,736	\$173,302,601	\$176,304,656	\$0	1.7%

Expenditures by Type					
Personnel Services	\$95,279,508	\$104,912,676	\$106,556,838	\$0	1.6%
Operating	24,258,732	26,913,846	28,154,310	0	4.6%
Contract Services	8,236,648	9,210,471	9,281,782	0	0.8%
Capital Outlay	6,664,678	7,684,409	9,062,343	0	17.9%
Transfers to Other Funds	21,002,719	17,746,228	14,749,015	0	-16.9%
Debt Service	2,983,527	3,093,574	3,654,962	0	18.1%
Other Charges	2,866,924	3,741,397	4,845,406	0	29.5%
Total Expenditures	\$161,292,736	\$173,302,601	\$176,304,656	\$0	1.7%

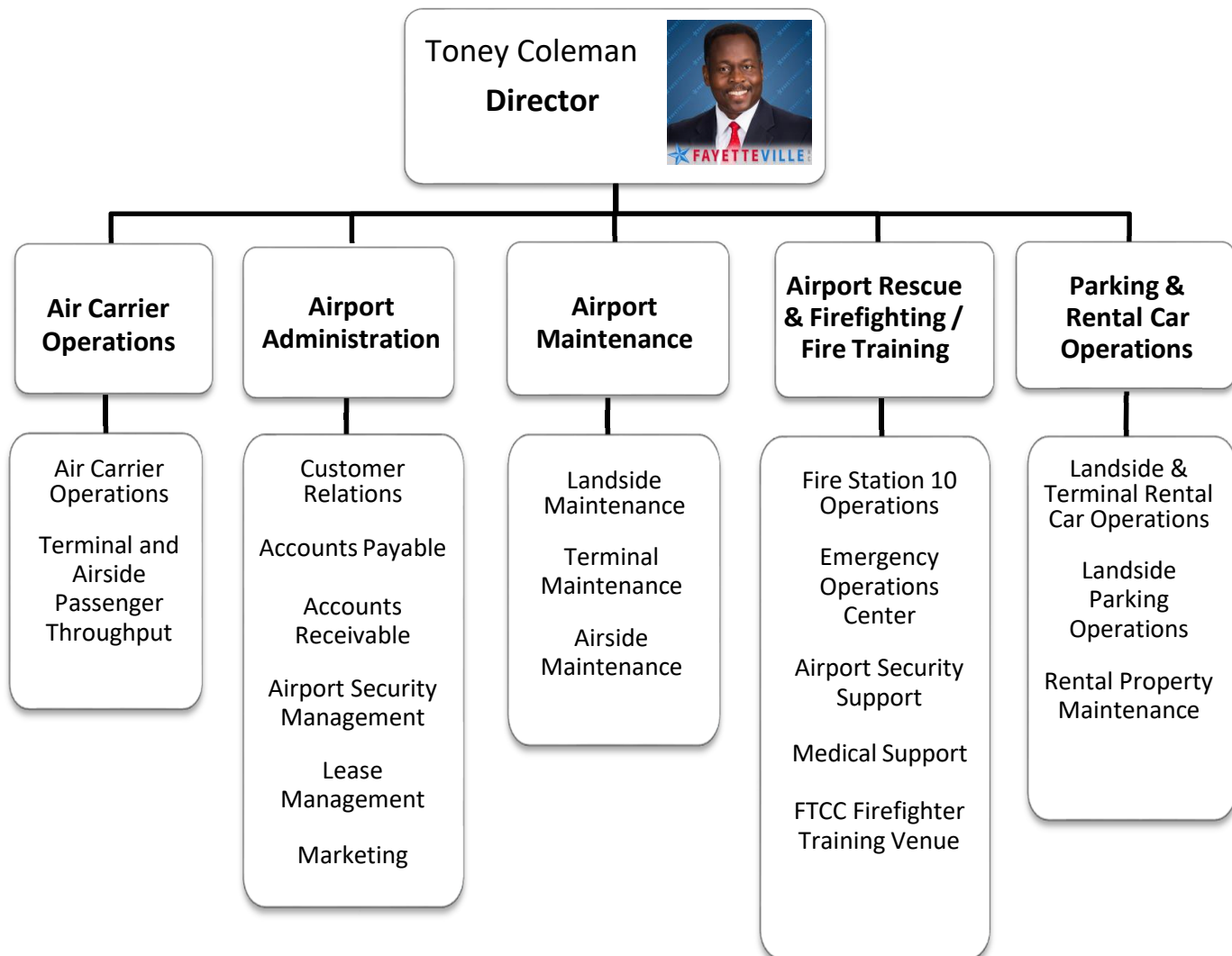
Operations

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	13,927,580	15,316,754	15,048,665	0	-1.8%
Other General Fund Funding	99,608,763	108,452,087	114,718,801	0	5.8%
General Fund Subtotal	113,536,343	123,768,841	129,767,466	0	4.8%
Airport Fund	9,691,199	8,006,757	5,045,544	0	-37.0%
Emergency Telephone System Fund	840,965	994,967	1,001,723	0	0.7%
Environmental Services Fund	13,569,193	15,320,773	15,319,690	0	0.0%
Parking Fund	1,162,040	1,252,962	1,234,881	0	-1.4%
Stormwater Fund	12,641,774	12,413,913	11,519,781	0	-7.2%
Transit Fund	9,851,222	11,544,388	12,415,571	0	7.5%
Total Funding Sources	\$161,292,736	\$173,302,601	\$176,304,656	\$0	1.7%

Full-Time Equivalent Positions by Department

Airport	24.0	24.0	24.5	0.0	2.1%
Fire	326.0	326.0	327.0	0.0	0.3%
Parks, Recreation & Maintenance	164.0	162.0	162.0	0.0	0.0%
Police	604.5	604.5	605.5	0.0	0.2%
Public Services	200.3	201.3	202.8	0.0	0.7%
Transit	122.0	122.0	125.0	0.0	2.5%
Total Authorized FTEs	1,440.8	1,439.8	1,446.8	0.0	0.5%

Airport



DEPARTMENT MISSION

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

Program: Air Carrier Operations

Airport Fund \$1,752,440 / 9.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To design and maintain Fayetteville Regional Airport terminal improvements that aid in passenger inbound and outbound processing, throughput at screening checkpoints, and general circulation throughout the terminal complex.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of enplaned and deplaned passengers	334,596.00	212,048.00	440,000.00
% of residents very satisfied or satisfied with the condition and usability of the Fayetteville Regional Airport per the biennial City Resident Satisfaction Survey	70.00%	70.00%	65.00%
Average # of daily flights	24.00	24.00	26.00
Load factor (percentage of seats sold)	68.00%	54.20%	70.00%

Airport

Program: Airport Administration

Airport Fund \$1,546,007 / 6.5 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
Passenger Facility Charge revenue	\$736,795.65	\$452,587.05	\$969,000.00

Program: Airport Maintenance

Airport Fund \$427,197 / 2.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of total aircraft operations (takeoffs and landings)	32,220.00	32,797.00	35,000.00

Program: Airport Rescue and Fire Fighting/Fire Training

Airport Fund \$734,487 / 6.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of Airport Fire Station 10 three minute response tests met	100.00%	100.00%	100.00%

Airport

Program: Parking and Rental Car Operation

Airport Fund \$226,704 / 1.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% change in annual parking revenue at Fayetteville Regional Airport	(34.28%)	(48.60%)	0.84%
% change in annual rental car revenue at Fayetteville Regional Airport	(26.42%)	(1.71%)	4.25%

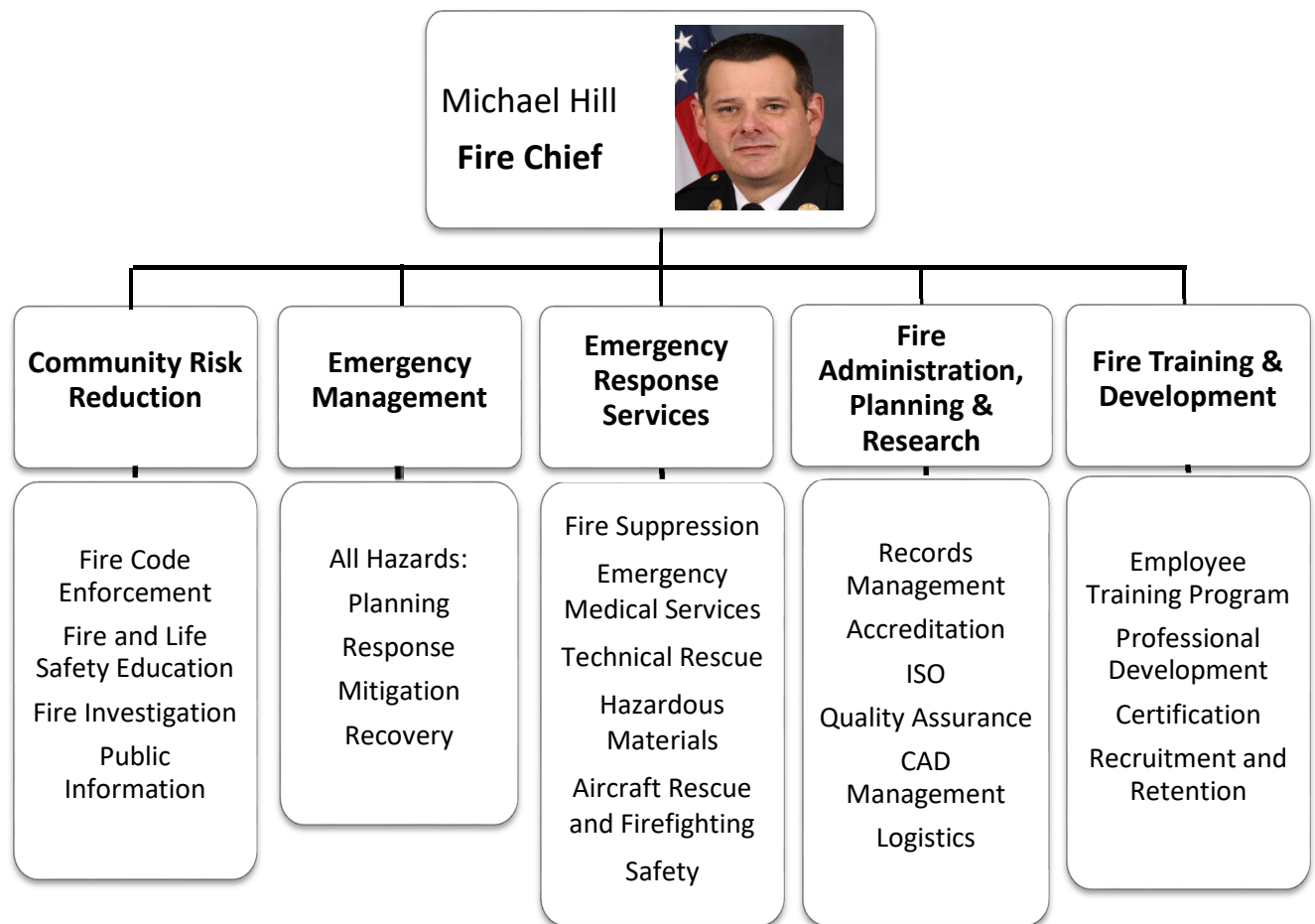
Airport

	2019-20	2020-21	2021-22	2021-22	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2020-21</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Expenditures by Program					
Air Carrier Operations	\$1,479,940	\$1,697,527	\$1,752,440	\$0	3.2%
Airport Administration	6,653,258	4,494,443	1,546,007	0	-65.6%
Airport Maintenance	360,323	522,250	427,197	0	-18.2%
Airport Rescue and Fire Fighting/Fire Training	673,221	722,035	734,487	0	1.7%
Non-Program Expenditures	340,403	350,678	358,709	0	2.3%
Parking and Rental Car Operation	184,054	219,824	226,704	0	3.1%
Total Expenditures	\$9,691,199	\$8,006,757	\$5,045,544	\$0	-37.0%
Expenditures by Type					
Personnel Services	\$1,730,838	\$1,852,822	\$1,934,195	\$0	4.4%
Operating	1,150,400	1,695,503	1,787,556	0	5.4%
Contract Services	118,115	204,261	161,093	0	-21.1%
Capital Outlay	134,503	115,000	0	0	-100.0%
Transfers to Other Funds	5,880,955	3,451,371	460,000	0	-86.7%
Debt Service	0	0	0	0	0.0%
Other Charges	676,388	687,800	702,700	0	2.2%
Total Expenditures	\$9,691,199	\$8,006,757	\$5,045,544	\$0	-37.0%
Funding Sources					
Airport Fund	9,691,199	8,006,757	5,045,544	0	-37.0%
Total Funding Sources	\$9,691,199	\$8,006,757	\$5,045,544	\$0	-37.0%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	24.0	24.0	24.5	0.0	2.1%

Airport

BUDGET HIGHLIGHTS

- Personnel includes \$47,820 for employee pay adjustments, \$8,280 for medical benefit rate adjustments, \$15,156 for retirement rate adjustments, and \$40,447 for an estimated 50% share of a Real Estate Officer position in the Public Services department, to be based on actual hours worked on Airport leases.
- Operating includes \$558,989 for utilities and stormwater fees; \$338,158 for maintenance of Airport facilities; \$300,000 for advertising; \$158,675 for supplies; \$155,865 for vehicle and equipment maintenance and fuel; \$109,331 for insurance and claim settlements; \$51,000 for parking lot, runway, and taxiway maintenance; \$27,950 for travel and training; \$11,017 for memberships and dues; \$15,000 for uniforms; \$14,099 for telephone, postage, printing and photo copier services; \$10,000 for smartboards; and \$37,472 for replacement computer equipment.
- Contract Services includes \$71,000 for technical consulting, \$31,832 for landscaping and tree removal services, \$13,000 for security screenings, \$5,000 for wildlife control, \$32,000 for unanticipated contract service requirements, \$3,831 for contracted garbage collection, \$4,000 for a variety of smaller and miscellaneous contracted services, and \$430 for medical services.
- Transfers include \$60,000 to the Airport Capital Project Fund to fund terminal renovations data infrastructure and \$400,000 additional for the construction of an 8 unit T-Hangar.
- Other Charges includes \$458,900 for reimbursements to the General Fund for police services and \$223,200 for indirect cost allocations, \$15,000 for fuel inventory, \$5,000 for community relations, and \$600 for employee relations.
- Non-program expenditures include charges not directly attributable to a specific program including indirect cost allocations, retiree benefits, and insurance and claim settlements.



Fire

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 \$1,093,471 / 11.0 FTEs

Purpose Statement:

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

Highlights:

- Created virtual public education teaching tools for middle and high school grades that can be accessed online.
- Fire Safe Fayetteville initiative was created to combine public education programs to raise community awareness and to support the City Council goal of a Safe and Secure City.
- Created virtual consultation fire inspections for institutional facilities during COVID.
- Began conducting street surveys to verify and validate actual occupancies to data in Firehouse Records Management Software (RMS).
- Created digital forms for use by both staff and public for smoke alarm requests.
- Transitioned to Integrated Document Technology (IDT) utilizing Bluebeam software for 100% digital plan review.
- Thirteen arrests were made for incendiary fires through joint investigations with the Fayetteville Police Department.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of fire incidents occurring in inspectable occupancies	42.00	40.00	35.00
# of fire inspections conducted	7,927.00	7,000.00	7,500.00
% of residents very satisfied or satisfied with enforcement of fire code per the biennial City Resident Satisfaction Survey	54.00%	55.00%	60.00%
Average # of inspections conducted per fire inspector	1,132.00	1,000.00	1,071.00

Objective:

To increase the incidents in which smoke detectors provide early notification by increasing the number of installed and maintained smoke detectors in residential properties.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
# of fires where smoke detectors alerted occupants	40.00	45.00	35.00
# of smoke detectors installed	360.00	900.00	1,000.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
# of Fire Department public education events	601.00	1,000.00	1,500.00
# of fires originating in the cooking area or kitchen	78.00	75.00	75.00
% of residents very satisfied or satisfied with City efforts to prevent fires per the biennial City Resident Satisfaction Survey	59.00%	60.00%	65.00%

Program: Emergency Management

General Fund \$311,820 / 2.0 FTEs

Purpose Statement:

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

Highlights:

- Ongoing recovery and public assistance projects for Hurricane Matthew and Hurricane Florence were overshadowed by civil unrest and the coronavirus (SARS-CoV-2) pandemic.
- The division collaborated with the Cumberland County Local Emergency Planning Committee (LEPC) to conduct and participate in two grant-funded hazardous materials exercises that promoted interoperability among multiple private and public agencies.
- The department continued public and disaster outreach to assist Hoke County, Cumberland County, Cargill, Cardinal Health, Cape Fear Valley Medical Center, and the Cape Fear Community Emergency Response Team (CERT).
- The department collaborated with Cumberland County Emergency Services, Fayetteville State University, and North Carolina Emergency Management to sponsor an Incident Command System

Fire

for Executive/Senior Officials Course (G-402). The local offering made it possible for City staff to receive quality disaster training and network with public partners in the classroom without traveling.

- The department coordinated the first virtual City Coordination Center during the threat of Hurricane Isaias in August of 2020.
- The department collaborated with Cape Fear CERT to offer the first Cape Fear CERT Teen course.
- The department acquired a full-time FTE as the City's new security coordinator.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
# of citizens attending emergency management public outreach events	10,214.00	11,000.00	12,000.00
# of Emergency Management exercises and drills conducted	12.00	9.00	10.00

Program: Emergency Response Services

General Fund \$29,226,847 / 299.0 FTEs

Purpose Statement:

The Emergency Response Services Program encompasses a full range of emergency services, including fire suppression, emergency medical services (basic level), hazardous materials response, and technical rescue. These services are not only provided within Fayetteville, but are extended throughout the state of North Carolina under automatic aid, mutual aid, and contractual agreements.

Highlights:

- The department responded to 20,442 calls for service in CY 2020, a decrease of 30% from CY 2019. 63% of these calls were for medical responses including vehicle accidents.
- The department completed Respiratory Fit Testing of all emergency response personnel as mandated by OSHA Occupational Safety and Health Standards, 29 C.F.R § 1910.134 (2021).
- The department began the design phase for the Fire Station # 4 relocation project at Bragg Blvd and Blanton Rd.
- The department administered Naloxone to 153 patients between January 1, 2020 to December 31, 2020.

- The department responded to 249 cardiac arrest calls in CY 2020, with 8 patients making a full recovery. All defibrillators were replaced through a grant funded by the Federal Emergency Management Agency (FEMA).

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of building fire calls coded 111 where fire was confined to the room of origin	138.00	95.00	100.00
90th percentile total first response time for emergency calls	444.00 seconds	450.00 seconds	480.00 seconds
Average Actual dollar loss/save ratio	97.25%	90.00%	92.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of actual fires per 1,000 population	4.07	4.00	3.00
# of fire inspections completed per 1,000 population	39.00	33.00	36.00
# of Total Fire Department calls for service	20,461.00	29,000.00	29,000.00
# of total Fire Department calls for service per 1,000 population	97.96	150.00	150.00
% of residents very satisfied or satisfied with the overall quality of fire protection and rescue services per the biennial City Resident Satisfaction Survey	86.00%	85.00%	90.00%

Program: Fire Administration, Planning and Research

General Fund \$1,473,743 / 10.0 FTEs

Purpose Statement:

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

Fire

Highlights:

- The department's Annual Compliance Report (ACR) was approved and accepted by the Center for Public Safety Excellence (CPSE) in FY 2020.
- Response performance measures were revised to reflect Community Risk Reduction Zones.
- Fire Department Strategic Plan objectives were tracked quarterly to ensure progress.
- The Fire and Emergency Services Self-Assessment Manual was completed in accordance with upcoming reaccreditation.
- Five (5) administrative vehicles were replaced in accordance with the adopted vehicle replacement schedule.
- The department added eighteen (18) firefighter positions funded by the Staffing for Adequate Fire and Emergency Response (SAFER) grant awarded by the Federal Emergency Management Agency (FEMA).

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
% of requirements/performance measures met for ISO Classification Rating (Fire)	100.00%	100.00%	100.00%

Program: Fire Training and Development

General Fund \$525,487 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- COVID-19 precautions were implemented for all agency training.
- Training highlights for 2020 include:
 - 20 candidates were hired to attend the Fire Academy.
 - 26 candidates received NC Firefighter I and II certifications.
 - 34 incumbents advanced through the Firefighter Step plan.
 - 38 new driver operators completed the FFD Driver/Operator Qualification program.
 - 41 firefighters received Emergency Medical Technician (EMT) recertification.
 - 17 additional firefighters received their initial EMT certification.
 - 7 new Hazardous Materials Technician certifications were issued.
- Recruitment outreach from July 2020 through December 2020 received interest in employment from 500 males and 155 females.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of female firefighters	4.80%	5.00%	7.00%
% of Fire personnel obtaining 240 hrs. of established training goal	85.00%	90.00%	100.00%
% of minority firefighters	18.20%	20.00%	22.00%

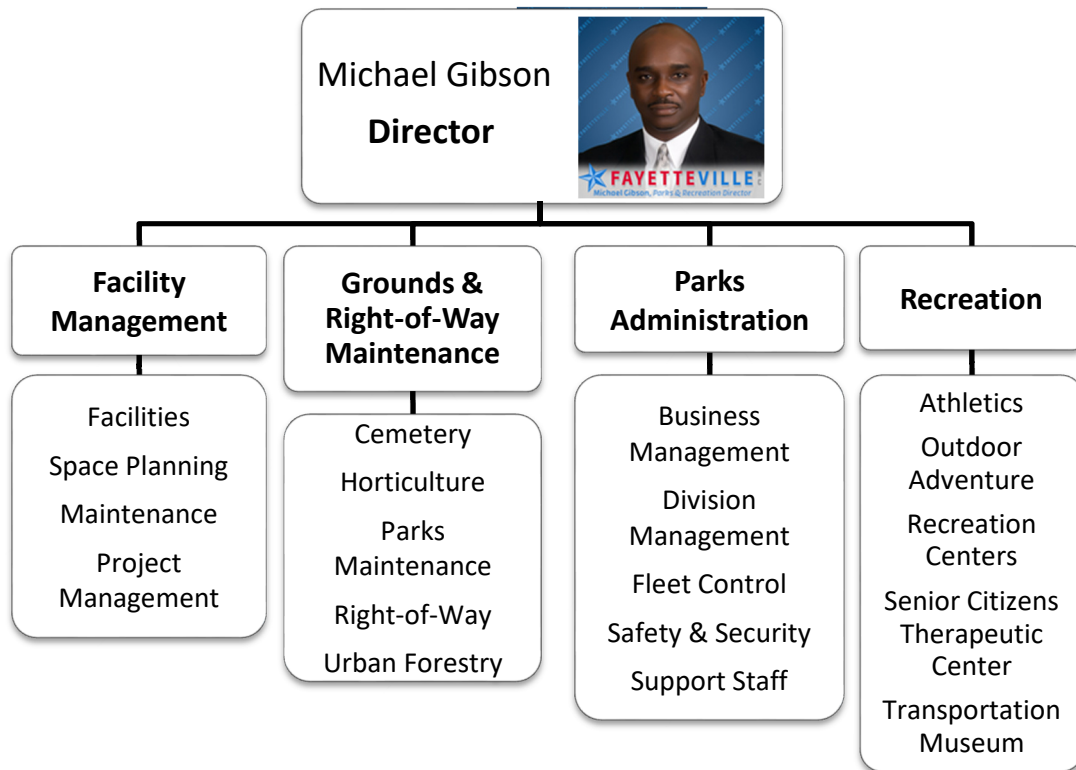
Fire

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget	% Change vs 2020-21 Original Budget
Expenditures by Program					
Community Risk Reduction	\$937,276	\$1,133,188	\$1,093,471	\$0	-3.5%
Emergency Management	143,025	268,995	311,820	0	15.9%
Emergency Response Services	26,000,452	28,868,330	29,226,847	0	1.2%
Fire Administration, Planning and Research	1,436,253	1,190,882	1,473,743	0	23.8%
Fire Training and Development	455,235	565,087	525,487	0	-7.0%
Total Expenditures	\$28,972,241	\$32,026,482	\$32,631,368	\$0	1.9%
Expenditures by Type					
Personnel Services	\$23,395,070	\$24,719,681	\$25,279,839	\$0	2.3%
Operating	3,169,439	3,783,636	3,893,726	0	2.9%
Contract Services	851,982	945,900	975,061	0	3.1%
Capital Outlay	1,469,445	2,492,546	2,327,278	0	-6.6%
Transfers to Other Funds	62,330	15,000	96,480	0	543.2%
Debt Service	0	0	0	0	0.0%
Other Charges	23,975	69,719	58,984	0	-15.4%
Total Expenditures	\$28,972,241	\$32,026,482	\$32,631,368	\$0	1.9%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,014,358	\$1,118,272	\$1,173,131	\$0	4.9%
Other General Fund Funding	27,957,883	30,908,210	31,458,237	0	1.8%
General Fund Subtotal	28,972,241	32,026,482	32,631,368	0	1.9%
Total Funding Sources	\$28,972,241	\$32,026,482	\$32,631,368	\$0	1.9%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	326.0	326.0	327.0	0.0	0.3%

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of a Fire Inspector to Deputy Fire Marshall, reclassification of an Assistant Fire Chief to a Deputy Fire Chief, and the addition of a Security Coordinator position during FY 2021.
- Personnel also includes \$537,005 for employee pay adjustments, \$112,815 for medical benefit rate adjustments, and \$214,133 for retirement rate adjustments.
- Operating costs consist of expenditures to operate 17 stations, including: \$523,415 for general supplies and food; \$426,391 for small equipment and one-time supplies, including \$67,949 for active shooter/riot gear, \$275,000 for replacement and new recruit personal protective equipment, \$11,543 for treadmills at 7 fire stations, \$12,945 for 44 replacement mattresses, \$17,780 for computer docking stations in Fire department vehicles, \$9,990 for two self-bailer rafts, and \$31,184 for other miscellaneous equipment; \$191,450 for uniforms; \$385,029 for utilities and communications; \$234,728 for building, software, and general equipment maintenance and rentals; \$127,083 for travel, training and memberships; \$1,930,630 for vehicle maintenance and fuel; and \$75,000 to record an allocated share of State pension expenditures under the Firefighters and Rescue Squad Workers' Plan for financial reporting purposes that is offset by an equal revenue allocation.
- Contract Services includes \$734,157 for payments to volunteer fire departments for contracted fire protection, \$31,577 for active-assailant drill training services, \$179,283 for medical services, and \$30,044 for a variety of small contract services.
- Capital includes \$2,016,000 for replacement vehicles and apparatus, \$156,000 for portable radios, \$28,848 for an x-ray inspection system, \$16,000 for two thermal imaging cameras, \$38,632 for a radius area monitoring system, \$11,390 for two inflatable rescue boats, \$9,396 for a respirator testing system, \$33,735 for a mobile communication unit, and \$17,277 for a vehicular repeater.
- Transfers to other funds includes \$79,200 for the records management system replacement project and \$17,280 for local grant matches.
- Other Charges includes \$12,284 for employee appreciation and community relations, \$10,000 of funding to be released for expenditures as funded by anticipated donations, and an indirect cost allocation of \$111,700 for HazMat operations offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund.

Parks, Recreation & Maintenance



Parks, Recreation & Maintenance

DEPARTMENT MISSION

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

Program: Facility Management

General Fund \$2,715,673 / 18.0 FTEs

Purpose Statement:

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

Highlights:

- Completed HVAC replacements at Fascinate-U Children's Museum and College Lakes Recreation Center.
- Completed roof replacement at Westover Recreation Center.
- Completed Fascinate-U exterior repairs and restroom renovations on the first and second floor. Restroom renovations included plumbing upgrades, painting, new partitions, and tile.
- Coordinated with the Town of Stedman and Alpha Builders to complete construction of a new concession stand and restroom facility.
- Completed renovation of the E. E. Smith House.
- Updated all recreation center gym lights with LED lighting. The Kiwanis Recreation Center gym was finished in March, with all others to be completed by the end of FY 2021.
- Updated restrooms at College Lakes Park, Mazarick Park 1, and Mazarick Park 2 to include new automatic fixtures, new flooring, siding, and paint.
- Replaced flooring in Clark Park Nature Center with wood-look laminate product.
- Completed building stabilization and interior work at 280 Lamon St.
- Completed Hope Center interior repairs to include painting and tile work along with minor exterior repairs to partially prepare the space for a new tenant. Additional repairs will be completed upon the selection of a new tenant for the facility.
- Completed repairs and deferred maintenance at the Market House to restore functionality and improve visual appearance.

City Goal:

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

Parks, Recreation & Maintenance

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of work orders	1,744.00	1,458.00	1,800.00
% of work orders closed within one month	69.00%	76.00%	85.00%

Program: Grounds and Right-of-Way Maintenance

General Fund \$8,828,922 / 65.0 FTEs

Purpose Statement:

The Grounds and Right-of-Way Maintenance program is responsible for the design, construction and development of parks and facilities. This program provides safe, clean, and beautiful parks through the maintenance and repair of parks, play units, trails, ball fields, recreation center landscape, downtown landscape, greenways, fountains, pools, and splash pads. The program also assists with special events, to include the Dogwood and International Folk festivals and the All-American Marathon. This program is responsible for loose leaf pickup, right-of-way mowing, and litter pickup.

Highlights:

- Right-of-way service was improved and supplemented with additional staffing for crew members.
- Installation of new playgrounds at College Lakes Park, Windsor Park, and Hollywood Heights parks provided much-needed upgrades. Additional units are scheduled for install before the end of the year at Lake Rim Park, Woodrow Park, and Montclair Elementary Park.
- Freestanding playground equipment and improvements were installed at the Kiwanis Recreation Center, in partnership with the Kiwanis Club.
- New walking trails were installed at North Street Park and Honeycutt Park.
- Beautification efforts were made at the gateway interchange of Murchison Road and Rowan Street.
- Basketball courts were resurfaced and new hoops installed at Sherwood Park, Fire Station #1, Douglas Byrd Park, Westover Park, and Alger B. Wilkins Park.
- Construction began for two new dog parks located at the Westover Recreation Center and on Bailey Lake Road.

City Goal:

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

Objective:

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

Parks, Recreation & Maintenance

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of cemeteries, trails, roadway islands, greenspaces, parks, and right-of-way sites designated for a Level 2 maintenance standard	185.00	185.00	185.00
# of visits to cemeteries, trails, roadway islands, greenspaces, parks, and right-of-way sites achieving a Level 2 maintenance standard	20,633.00	20,633.00	20,633.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of athletic fields, recreation centers, downtown round-a-bouts, and horticulture sites designated for a Level 1 maintenance standard	260.00	260.00	260.00
# of visits to athletic fields, recreation centers, downtown round-a-bouts, and horticulture sites achieving a Level 1 maintenance standard	15,945.00	15,945.00	15,945.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of tons of litter removed from City streets	2,148.00	1,150.00	1,500.00

Program: Parks Administration

General Fund \$5,003,349 / 14.0 FTEs

Purpose Statement:

Parks Administration prepares and maintains the fiscal year budget and oversees department personnel to include daily fees collected. This program also manages facility rentals and coordinates rentals with park staff. The program maintains the Adopt a Program, which includes streets, sites, special projects, and park amenities. The Administration program oversees the data setup for the department's activity

Parks, Recreation & Maintenance

registration and facility reservation software program, the work order software program, and administers the department's fleet. This program ensures all safety measures are met.

Highlights:

- Projects continue to be completed as a result of the Parks & Recreation Bond referendum. The splashpad at the Gilmore Therapeutic Recreation Center and the Rowan Skate Park are complete and open for use. Senior Center West is currently under construction.
- The department shifted from the use of MainTrac to CityWorks for work order related tasks.

City Goal:

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

Objective:

To efficiently and effectively process office administrative tasks in sales.

Key Performance Measures:	FY 2020	FY 2021 Estimated	FY 2022 Target
# of community garden plots sold	72.00	72.00	72.00
# of park shelter rentals	431.00	50.00	100.00

Program: Recreation

General Fund \$6,592,169 / 65.0 FTEs

Purpose Statement:

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

Highlights:

- Recreation staff adjusted regularly to all Executive Orders issued, continually revising operational plans in order to be able to open facilities at a moment's notice. The department was the first in the City to reopen to the public. Staff coordinated with Emergency Management and the City's Safety Officer to develop plans.
- The City's annual Christmas in the Park event was reimagined in order to transition from a lighted walk-through event to a drive-thru event. The updated event was scheduled for 15 nights and 14 were operated (1 cancelled due to inclement weather). A total of 10,873 vehicles passed through the light show, with a total of 43,688 participants.

Parks, Recreation & Maintenance

- Senior Center staff facilitated tax preparation in partnership with AARP, ensuring senior citizens still had access to tax preparation despite COVID-19 restrictions.
- Athletic staff assisted the Mid-Carolina Agency on Aging by delivering Meals on Wheels to homebound residents.
- Staff coordinated with Emergency Management to develop operating plans in accordance with COVID-19 restrictions in order to operate City pools and splash pads.
- Clark Park staff received a grant award in partnership with the Cumberland County Library for the installation of a Story Walk at Clark Park.
- Recreation staff assisted the Board of Elections and facilitated voting for the November, 2020 elections in recreation centers, in compliance with COVID-19 restrictions.
- Recreation staff worked in cooperation with Cumberland County Schools to facilitate locations for WiFi buses during times of virtual learning.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of athletic program participants	15,841.00	16,633.00	17,465.00
# of athletic programs offered	1,900.00	1,995.00	2,095.00
# of youth athletic games scheduled	2,383.00	2,502.00	2,627.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of recreation program participants	24,778.00	26,017.00	27,318.00
# of recreation programs offered	2,053.00	2,156.00	2,263.00
# of swimming pool patrons	33,291.00	34,956.00	36,703.00

Parks, Recreation & Maintenance

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget	% Change vs 2020-21 Original Budget
Expenditures by Program					
Facility Management	\$2,350,742	\$2,548,494	\$2,715,673	\$0	6.6%
Grounds and Right-of-Way Maintenance	7,261,221	7,771,490	8,828,922	0	13.6%
Non-Program Expenditures	12,707	12,665	12,666	0	0.0%
Parks Administration	4,102,070	5,086,263	5,003,349	0	-1.6%
Recreation	5,438,149	6,125,871	6,592,169	0	7.6%
Total Expenditures	\$19,164,889	\$21,544,783	\$23,152,779	\$0	7.5%

Expenditures by Type					
Personnel Services	\$10,215,981	\$11,510,320	\$11,864,236	\$0	3.1%
Operating	4,676,296	4,998,156	5,463,844	0	9.3%
Contract Services	1,024,242	1,543,513	1,267,696	0	-17.9%
Capital Outlay	1,069,966	633,106	1,625,000	0	156.7%
Transfers to Other Funds	489,700	1,164,028	1,276,343	0	9.6%
Debt Service	1,445,789	1,404,000	1,364,000	0	-2.8%
Other Charges	242,915	291,660	291,660	0	0.0%
Total Expenditures	\$19,164,889	\$21,544,783	\$23,152,779	\$0	7.5%

Funding Sources

General Fund

General Fund Functional Revenues	\$4,963,722	\$6,043,396	\$5,771,172	\$0	-4.5%
Other General Fund Funding	14,201,167	15,501,387	17,381,607	0	12.1%
General Fund Subtotal	19,164,889	21,544,783	23,152,779	0	7.5%
Total Funding Sources	\$19,164,889	\$21,544,783	\$23,152,779	\$0	7.5%

Full-Time Equivalent Positions by Department

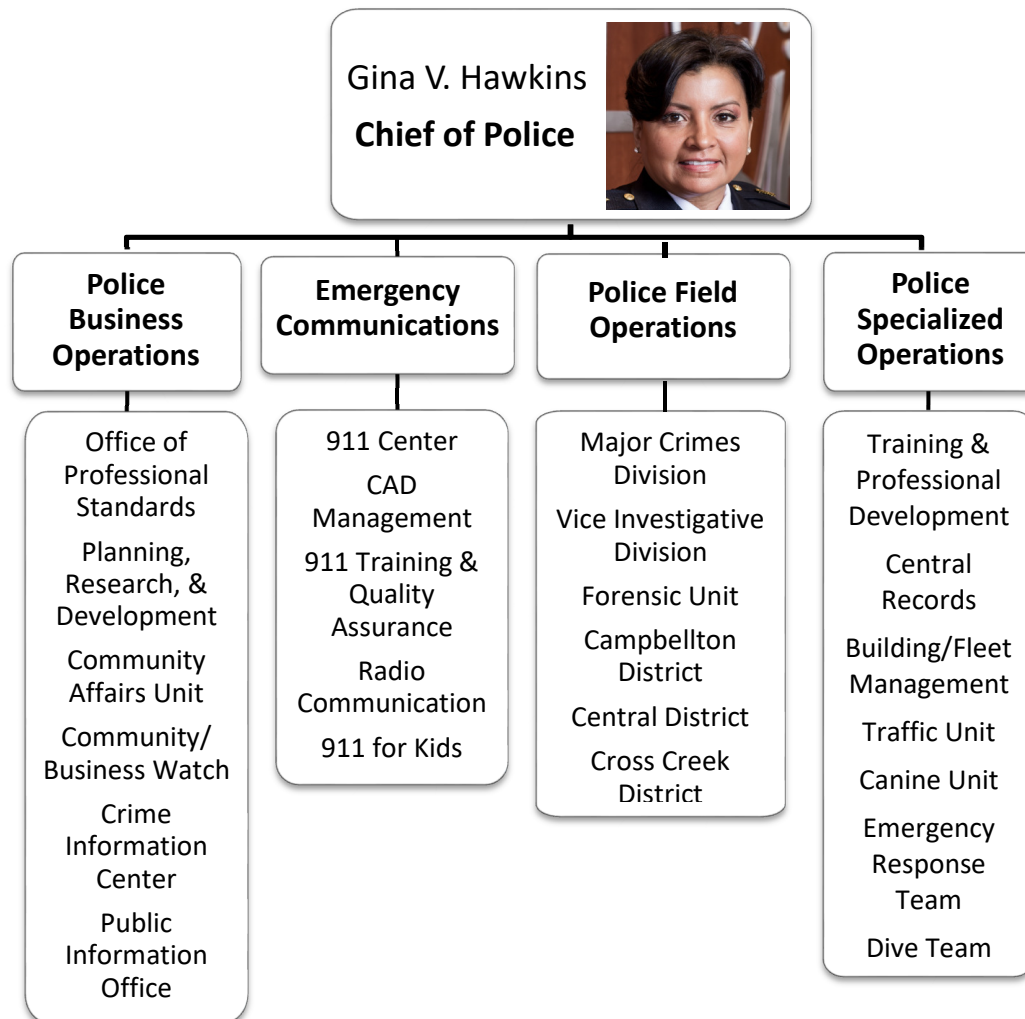
Total Authorized FTEs	164.0	162.0	162.0	0.0	0.0%
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Parks, Recreation & Maintenance

BUDGET HIGHLIGHTS

- Personnel includes \$270,599 for employee pay adjustments, \$56,584 for medical insurance rate adjustments, and \$88,857 for retirement rate adjustments.
- Personnel changes include freezing and unfunding one Management Analyst and a Site Security Coordinator, and the addition of \$331,736 for the part-time lifeguards in lieu of contracting for pool operations.
- Operating costs consist of \$2,052,623 for utilities, which includes the addition of three new facilities; \$1,093,965 for vehicle fuel and maintenance; \$1,052,613 for supplies items, including \$949,656 for general supplies, \$50,084 for uniforms, and \$52,873 for food; \$17,784 for replacement computer equipment; \$178,656 for rental costs including \$30,000 for the Cumberland County Schools Joint Use Agreement and \$90,000 for the lease of Jordan Soccer Complex; \$746,359 for software and building maintenance; and, \$135,363 for telephone services.
- Contract Services includes \$263,352 for recreation program instructors, \$220,000 for sports officiating, \$167,762 for alarm monitoring, \$82,500 for special events including the New Year's Eve celebration, \$65,000 for lot cleaning, \$28,848 for summer camp excursions, \$56,857 for portable toilets, \$66,714 for county landfill fees, \$42,100 for on-call maintenance services at the Airborne and Special Operations Museum (ASOM), \$40,818 for contracted garbage collection, \$35,000 to enhance litter awareness and education, \$14,541 for credit card fees, \$23,490 for background checks, and \$160,714 for a variety of smaller and miscellaneous contracted services.
- Capital includes \$1,625,000 for vehicle and equipment replacements.
- Transfers to Other Funds includes \$436,199 to be set aside for the capital funding plan for bond projects, \$354,144 for building maintenance capital projects, \$390,000 for park improvement projects, and \$96,000 for the local share of the Little Cross Creek Greenway project.
- Debt Service reflects capital and interest payments on parks and recreation general obligation bonds.
- Other Charges includes \$75,000 in funding for the Arts Council, \$48,000 for Friends of the Park, \$56,250 for the Airborne and Special Operations Museum, an indirect cost allocation to the county recreation district of \$60,000, and \$50,000 in projected expenditures contingent upon receipt of donations.
- Cost redistributions to the District includes \$98,739 for the Blue Street Senior Center, \$73,045 for Chalmers Pool, \$161,193 for the Gilmore Therapeutic Recreation Center, \$12,445 for the Tokay Fitness Center, \$75,272 for the Westover Pool, \$84,599 for the Bates Pool, \$88,757 for the Lake Rim Pool, and \$24,087 for the Senior West Center scheduled to open in the Spring of FY 2022.
- Non-program expenditures consist of \$12,666 for retiree benefits for former district employees.
- General Fund Functional Revenues primarily reflect participant fees and rental fees for parks and recreation centers, recreation tax proceeds from the County and Eastover, and payments for contracted maintenance services for the North Carolina Department of Transportation, the ASOM, and the Airport and Transit departments.
- This budget includes \$4,761,784 for the County Parks and Recreation District; funded by \$3,344,900 of District and Eastover recreation tax proceeds, \$734,792 of participant and facility rental fees, \$800 of investment income, and an appropriation of \$681,292 from fund balance reserved for the District.

Police



DEPARTMENT MISSION

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

Program: Emergency Communications*General Fund \$4,587,866 / 62.7 FTEs**Emergency Telephone System Fund \$1,001,723 / 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:

- Ensured current technology and systems are ready to connect to the State Emergency Services IP Network (ESInet) system by the second quarter of 2021.
- Met all the standards for International Academies of Emergency Dispatch (IAED) Tri-Ace Reaccreditation.
- Continued the new hire academy training necessary to increase staffing levels.

City Goal:

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

Objective:

To maintain an effective response time for priority 1 calls.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of priority 1 calls for service (Police Department)	40,628.00	50,000.00	50,000.00
% of residents very satisfied or satisfied with how quickly police respond to emergencies per the biennial City Resident Satisfaction Survey	58.00%	56.00%	56.00%
Average police response time for priority 1 calls	531.50 seconds	500.00 seconds	500.00 seconds

Objective:

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

Police

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
Average time from CAD entry to dispatch for priority one calls	186.25 seconds	160.00 seconds	160.00 seconds

Program: Police Business Operations

General Fund \$4,315,122 / 38.5 FTEs

Purpose Statement:

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

Highlights:

- Continued to fund the internship initiative by increasing funding for the hours worked by interns, allowing the department to develop and implement new projects.
- Established an officer retention and recruiting initiative.
- Participated in the National Faith & Blue weekend by hosting a number of community events and activities, including Program Toy Drive, Crucial Conversations, and Community Cleanup.
- Conducted diversity training for the department.
- Implemented a health and wellness program to include peer support, as well as, occupational and emotional wellness.

City Goal:

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

Objective:

To increase level of community awareness through education.

Police

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of citizen complaints	80.00	75.00	80.00
# of departmental investigations	53.00	54.00	60.00
# of fire arm discharges annually	6.00	4.00	4.00
# of security assessments and safety briefings conducted	15.00	20.00	30.00
% of residents very satisfied or satisfied with Police efforts to prevent crime per the biennial City Resident Satisfaction Survey	49.00%	52.90%	52.90%

Objective:

To increase the level of community engagement through the formation of active residential and business community watch groups to achieve a positive impact on the overall feeling of safety in Fayetteville.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of active residential community watch groups	151.00	153.00	155.00
# of officers who left the department	86.00	50.00	50.00

Program: Police Field Operations

General Fund \$36,209,717 / 402.5 FTEs

Purpose Statement:

The Field Operations Bureau is the largest and most visible of the department's three bureaus. The Field Operations Bureau has the responsibility of providing police services to the public. The Field Operations Bureau encompasses both the Patrol Operation Division and the Investigation Division. Patrol Operations is the largest and most visible division in the Fayetteville Police Department, overseeing the majority of the department's uniformed officers on patrol and is responsible for conducting police response to emergency and non-emergency calls for service. Investigations has the responsibility for conducting all criminal investigations, protecting life and property, preparing incident reports, providing proactive patrols and special assignments. Investigations conducts a large volume of cases each year, ranging from solving homicides and serious assaults, investigating robbery and burglary patterns, reducing organized auto theft, locating and apprehending suspects, dismantling narcotics operations, and breaking up gang and crew activities.

Police

Highlights:

- In 2020, the Fayetteville Police Department created a task force to address an increasing trend in carjackings. The task force led to the arrest of four individuals and the seizure of multiple guns and stolen property.
- The department had a decrease in Internal Affairs actions. There was a decrease in the number of use of force incident reviews, departmental investigations, and citizen complaints.
- The City has experienced a five-year downward trend in violent and property crimes combined.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
Property Crime Clearance Rate	33.10%	33.00%	33.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
Violent Crime Clearance Rate	42.30%	42.00%	42.00%

Objective:

To reduce property crime.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of arsons (property crime)	48.00	40.00	40.00
# of larcenies (property crime)	5,558.00	5,000.00	5,300.00
# of motor vehicle thefts (property crime)	457.00	400.00	420.00
# of moving violations	8,206.00	10,000.00	10,500.00
# of residential burglaries (property crime)	878.00	850.00	850.00
# of total property crimes	11,876.00	11,500.00	11,500.00
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods per the biennial City Resident Satisfaction Survey	39.00%	39.00%	39.00%

Objective:

To reduce violent crime.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of agg. Assaults (violent crime)	1,123.00	1,100.00	1,100.00
# of murders (violent crime)	32.00	30.00	30.00
# of rapes (violent crime)	98.00	95.00	95.00
# of robberies (violent crime)	260.00	250.00	250.00
# of total violent crimes	1,513.00	1,575.00	1,575.00
Total # of Part I Crimes	17,430.00	17,000.00	17,000.00

Program: Police Specialized Operations

General Fund \$10,390,243 / 100.5 FTEs

Purpose Statement:

The Specialized Operations Bureau is entrusted with providing logistical and technical support to all units of the Fayetteville Police Department. The bureau consists of the Communications Division, Technical Support, Community Resource Division, Fleet Services Unit, Property and Evidence Unit, Central Records Unit, and the Training Division. The bureau also provides effective deployment of 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 Department's Incident Command System (ICS) and is fully National Incident Management System (NIMS) compliant.

Highlights:

- Continued community engagement with Bike Safe classes, Governor Highway Safety Program Campaigns (GHSP), PAL Golf, PAL Boxing, and PAL Summer Empowerment Camp.
- Conducted multiple enforcement events to reduce fatalities within the City.
- Provided online reporting to citizens as a continuation of services under COVID restrictions.
- Successfully maintained two Basic Law Enforcement Training (BLET) classes on schedule without having to delay state exam due to COVID.

City Goal:

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

Objective:

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

Police

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of traffic collisions resulting in 1 or more deaths	29.00	25.00	25.00
% of residents very satisfied or satisfied with enforcement of local traffic laws per the biennial City Resident Satisfaction Survey	48.00%	48.10%	48.10%
Total # of traffic stops annually	22,023.00	35,000.00	35,000.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of use of force incidents reviewed	31.00	35.00	35.00
% of minority sworn officers	35.00%	35.00%	38.00%
% of residents very satisfied or satisfied with the overall police relationship with the community per the biennial City Resident Satisfaction Survey	61.00%	53.70%	53.70%
% of residents very satisfied or satisfied with the overall quality of police protection per the biennial City Resident Satisfaction Survey	70.00%	67.80%	67.80%
% of women sworn officers	21.83%	20.00%	23.00%
Turnover rate for sworn officers	12.31%	10.00%	10.00%

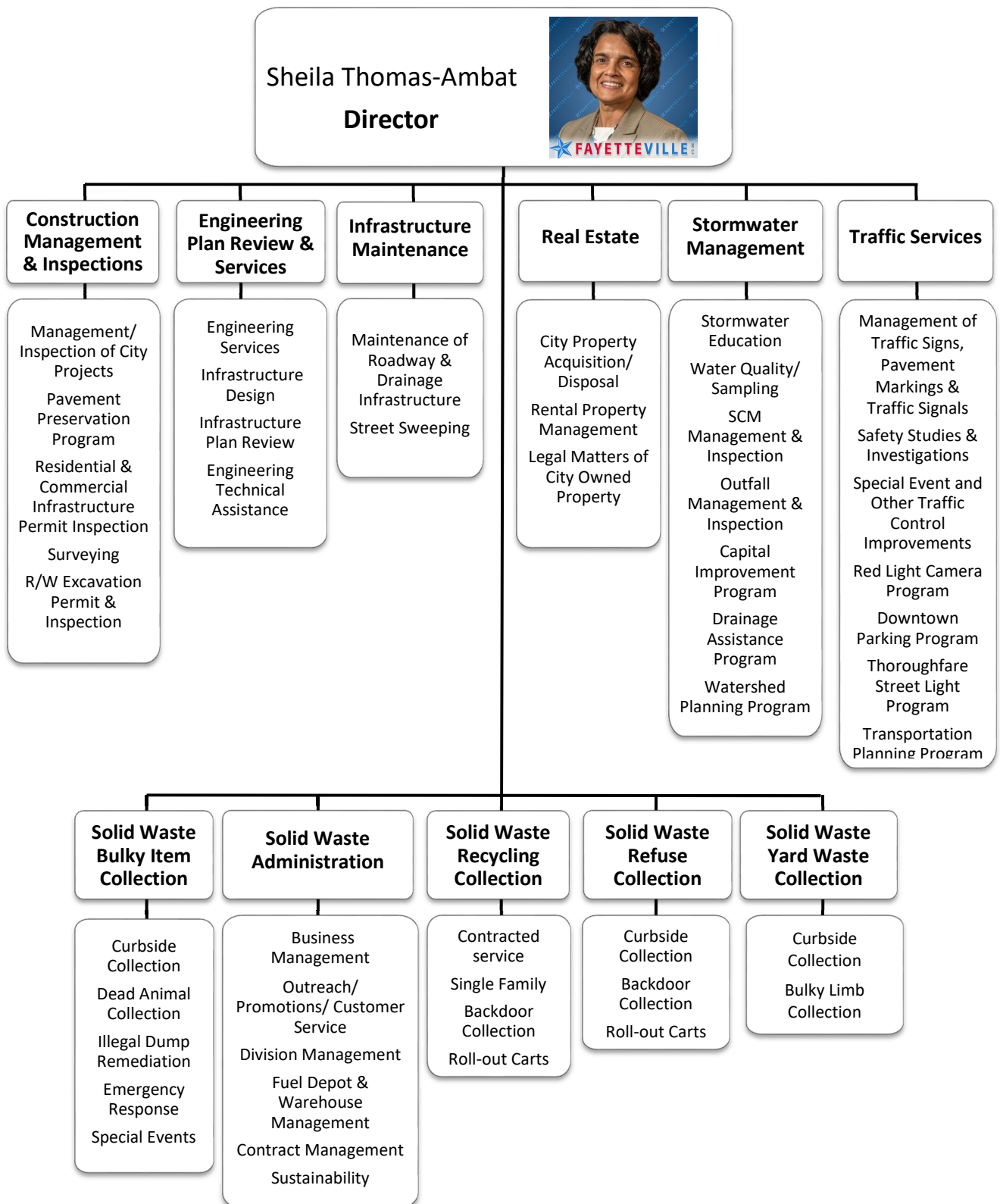
Police

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget	% Change vs 2020-21 Original Budget
Expenditures by Program					
Emergency Communications	\$4,750,530	\$5,441,247	\$5,589,589	\$0	2.7%
Police Business Operations	3,681,608	3,808,965	4,315,122	0	13.3%
Police Field Operations	34,250,422	37,460,944	36,209,717	0	-3.3%
Police Specialized Operations	9,353,379	9,440,456	10,390,243	0	10.1%
Total Expenditures	\$52,035,939	\$56,151,612	\$56,504,671	\$0	0.6%
Expenditures by Type					
Personnel Services	\$42,844,871	\$46,017,719	\$46,041,190	\$0	0.1%
Operating	7,087,872	7,198,309	7,774,875	0	8.0%
Contract Services	412,061	515,914	677,462	0	31.3%
Capital Outlay	1,545,245	2,206,500	1,646,400	0	-25.4%
Transfers to Other Funds	12,151	64,149	214,111	0	233.8%
Debt Service	0	0	0	0	0.0%
Other Charges	133,739	149,021	150,633	0	1.1%
Total Expenditures	\$52,035,939	\$56,151,612	\$56,504,671	\$0	0.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,307,378	\$1,299,148	\$1,304,630	\$0	0.4%
Other General Fund Funding	49,887,596	53,857,497	54,198,318	0	0.6%
General Fund Subtotal	51,194,974	55,156,645	55,502,948	0	0.6%
Emergency Telephone System Fund	840,965	994,967	1,001,723	0	0.7%
Total Funding Sources	\$52,035,939	\$56,151,612	\$56,504,671	\$0	0.6%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	604.5	604.5	605.5	0.0	0.2%

Police

BUDGET HIGHLIGHTS

- Personnel reflects the following changes that occurred during FY 2021:
 - Two part-time Civilian Crash Investigators were replaced by one full-time Civilian Crash Investigator,
 - One Police Administrative Services Manager was added,
 - One full-time Custodian was replaced by one Custodial Supervisor,
 - The 911 Systems Technician was retitled to Radio Communications Technician,
 - The Operation Ceasefire Coordinator was retitled to Community Engagement Coordinator.
- Personnel also reflects the exchange of two police officer positions to fund one Mental Health Community Liaison and one Homeless Community Coordinator position for FY 2022.
- One position is appropriated in the Special Revenue Fund and is not included in the department FTE count.
- Personnel includes \$968,028 for employee pay adjustments, \$208,381 for medical benefit rate adjustments, and \$383,968 for retirement rate adjustments.
- Operating includes \$2,261,988 for vehicle maintenance and fuel; \$2,101,217 for various maintenance, licensing and repair expenditures, including \$193,500 for video data storage, \$285,540 for in-car camera hardware and software maintenance, \$188,336 for maintenance for the 800 MHz system, and \$571,944 for hosted VoIP services for the emergency telephone system; \$562,505 for general supplies and food; \$432,553 for uniforms; \$23,257 for one-time supplies; \$282,122 for small equipment including, \$20,000 for two canines, \$33,290 for replacement public safety surveillance cameras, \$224,250 for replacement tasers, and \$4,582 for new computer equipment; \$1,109,137 for utilities and communications; \$204,478 for travel, training, and memberships; and, \$797,618 for other insurance and facility and tower space rents.
- Contract Services includes \$70,034 for street naming and addressing services provided by Cumberland County, \$72,779 for location monitoring bracelets, \$41,537 for investigative record searches, \$50,000 to conduct assessment processes for Captain and Major promotions, \$25,000 for strategic planning for health and wellness services, \$66,573 for transcription services, \$25,000 for services provided by the Child Advocacy Center, \$55,484 for towing services, \$48,328 for pre-employment screenings, \$30,853 for records storage and shredding, \$8,355 for accreditation services, \$72,370 for a variety of other small contracted services, and \$111,149 for medical services that include \$65,625 for psychiatry services.
- Capital includes \$1,646,400 for 43 replacement vehicles and 2 additional vehicles for new positions.
- Transfers to Other Funds includes \$201,960 to the Public Safety Capital Project Fund for the Body Worn Cameras replacement project and \$12,151 for local matches for State grants.
- Other Charges includes \$100,000 for confidential/evidence funds, \$3,000 to support CrimeStoppers, \$16,725 for employee appreciation, \$20,908 for community relations activities, and \$10,000 of funding to be released for expenditures as funded by anticipated donations.



Public Services

DEPARTMENT MISSION

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

Program: Construction Management & Inspections

General Fund \$9,955,705 / 14.3 FTEs

Purpose Statement:

The Construction Management program ensures that City-owned streets are safe for travel and well maintained in an efficient and effective manner. The program provides project management and monitors work for compliance to standards. Data collection is used to support paving decisions. Construction Management provides inspections for commercial sites ensuring sidewalk constructed within the right-of-way is built to City standards and are Americans with Disabilities Act (ADA) compliant. This program also provides inspection services for public infrastructure improvements and issues residential driveway and other permits for work within the public right-of-way.

Highlights:

- The pavement preservation program for fiscal year 2021 funded contracted resurfacing of an estimated 21 miles of city streets. An asphalt slurry and rejuvenation contract is part of the pavement preservation program.
- Prepared contracts and provided construction oversight and inspection services for the installation of over 7,169 linear feet of sidewalk at B Street, Trainer Drive, 71st School Road, Lincoln Drive, Woodside Avenue, Stoneykirk Drive, N. Kennedy Street, McGilvary Street and Walter Reed Road.
- Provided construction inspections for bus stops at various locations throughout the city. This included 303 linear feet of ADA compliant sidewalk, and bus pads along Coventry Road, Wayside Road and Redwood Drive.
- Provided construction inspections for 11,187 linear feet of sidewalk for commercial/private developments, including driveways; completed and closed out 24 sites.
- Accepted maintenance of 1,100 linear feet of sidewalk constructed by NCDOT with the Rowan Street Bridge Project completion.
- In combination, these projects will result in over 19,000 linear feet (3.6 miles) of sidewalk constructed in the City in FY 2021.
- Prepared contract for downtown streetscape improvements for the 100 block of Hay Street for the yearly maintenance of brick replacement and trip hazard repairs.
- For fiscal year 2021, the parking lot maintenance program includes the resurfacing and placement of thermoplastic markings at Myers Recreation Center and Mazarick Park 2 parking lot.
- Provided construction inspections for Multi-Use Lane Projects, Spruce Street Drainage Project, and drainage assistance projects at Rolling Hill/Iverleigh, Rankin Street, Carnsmore, Argyll, and Daytona Road.

- For FY 2021 through March, inspected and monitored over 863 roadway excavation permits and assessed 267 permits for degradation costs.
- Survey crew performed multiple site surveys for design, construction staking and easement mapping, and acquisition with various levels of complexity including the following projects: Cape Fear River Trail, Methodist College Soccer Complex, Hall Park, Linden Park, Senior Center East, Rankin Street and Rampart Drive stormwater projects, Senior Center West, Fire Station #4, Bragg Boulevard/Rowan Street Bridge area, Marsh Street Truck Wash, and Bethany Baseball Park.
- Construction Management, in conjunction with Traffic Services, developed a CityWorks Sidewalk Asset Management System to track sidewalk installation throughout the city.
- Contract Coordinator and staff attended classes to implement new contract documents for Public Services department on an ongoing basis.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of linear feet of sidewalk installed	24,211.00	19,096.00	20,000.00
# of miles maintained inside City limits	745.00	746.00	745.00
# of miles resurfaced	13.00	21.00	15.00
# of street cuts/degradations inspected	181.00	175.00	175.00

Program: Engineering Plan Review & Services

General Fund \$828,631 / 9.9 FTEs

Purpose Statement:

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

Public Services

Highlights:

- Successfully completed the 2020 Powell Bill statement for the maintenance of city streets.
- Completed application and plan reviews for eight encroachment agreements for small wireless facilities, 13 encroachment agreements for underground fiber installation, and one encroachment agreement for a new gas line installation. Completed 100% of the reviews within 10 days after receipt of submittal.
- Processed 13 temporary encroachment permits for various construction activities in the downtown area.
- Issued six construction permits to MetroNet (fiber optic network) to install underground fiber for 35 local concentration point (LCP) sites.
- Awarded the design contract for the Ray Avenue Improvement project.
- Provided project management for the Cape Fear River Trail Part C project and the Sykes Pond Bridge replacement project.
- Awarded the first construction contract for the new bridge preservation program and made priority bridge repairs to three bridges at Rosehill Road, Weiss Avenue, and Ray Avenue.
- Participated with PWC in construction and project management of Annexation Area 22.
- Reviewed and signed eight final subdivision plats for recording.
- Reviewed 15 stormwater easement plats.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of infrastructure permit applications (plan submittal)	61.00	70.00	60.00
# of infrastructure permit resubmittals (plan submittal)	57.00	55.00	50.00
# of project designs completed	57.00	50.00	50.00
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	100.00%	100.00%	100.00%

Program: Infrastructure Maintenance

General Fund \$3,740,792 / 26.1 FTEs

Stormwater Fund \$1,386,021 / 8.0 FTEs

Purpose Statement:

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

Highlights:

- Completed Drainage Assistance Program projects along Natchez Loop, Murray Fork Drive, Rolling Meadows Lane, and Halifax Drive that included the installation of 530 linear feet of storm drainage pipe.
- Completed additional drainage improvement projects along Devonshire Drive, Coffman Street, and Hinsdale Avenue that included the installation of 322 linear feet of storm drainage pipe.
- Completed a spot repair project on Rampart Drive that included installation of an underground stormwater detention system and reconstruction of approximately 80 linear feet of street, including curb and gutter.
- In August 2020, implemented the new Rover-X stormwater camera-surveillance-system to conduct underground investigations of pipes. The collected data is transferred and retained in Fayworx. Approximately 85,000 linear feet (16 miles) of stormwater pipe have been inspected since the implementation.
- Assisted other departments with the delivery of materials and relocation of equipment for projects, including the Senior Center West, Lake Rim Park, Bethany Park, and Cape Fear Connector Trail projects.
- Completed a trial run and prepared equipment for any potential winter weather events that could occur in FY 2021.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of residents very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods per the biennial City Resident Satisfaction Survey	46.00%	46.00%	46.00%

Public Services

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of curb lane miles swept	10,312.00	13,000.00	13,000.00
% of residents very satisfied or satisfied with the condition of sidewalks per the biennial City Resident Satisfaction Survey	46.00%	46.00%	46.00%
% of residents very satisfied or satisfied with the overall maintenance of City streets per the biennial City Resident Satisfaction Survey	41.00%	41.00%	41.00%
Linear feet of crack seal material placed	126,848.00	140,000.00	130,000.00
Tons of asphalt placed for potholes and street repairs	384.84	800.00	740.00

Program: Real Estate

General Fund \$313,798 / 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 Fire, Transit, Legal Division, Parks and Recreation, and Public Services.
- Continued to negotiate and acquire needed easements for right-of-way, sidewalk, and bus stops to include: Langdon Street sidewalk and bus stop project; Cliffdale Road bus stop project; and Fayetteville State University bus stop project. Continued to acquire property for various Parks and Recreation Bond projects to include Senior Center East and Senior Center West, and the Catalyst Site.
- Acquired various properties throughout the city along Bragg Boulevard for major special projects, to include the new Day Center project for Economic & Community Development (ECD).
- Continued to research, meet with property owners, and acquire needed permission forms and easements for stormwater projects to include the Locks Creek cleaning, Spruce Street project, spot repair projects and approximately 300 drainage assistance services requests.

- Completed all the related title research needed for Community Development loan programs and acquisition and demolition programs, and aided with the acquisitions for the Hazard Mitigation Grant Program (HMGP) Federal Emergency Management (FEMA) Project.
- Prepared and mailed approximately 200 notification letters for sidewalk, stormwater, traffic and resurfacing projects.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of title research requests completed in 10 days or less	44.00%	55.00%	50.00%

Program: Solid Waste Administration

Solid Waste Fund \$1,002,961 / 9.3 FTEs

Purpose Statement:

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

Highlights:

- Contributed to Council's main objectives of a "Desirable place to live, work and recreate" with uninterrupted solid waste collection services.
- Improved FleetMind accountability through additional staff training.
- Began framework for a long-term operation, maintenance and capital replacement program for solid waste fleet.
- Hired a Solid Waste Supervisor to manage the yard waste program.
- Hired a Senior Administrative Assistant, after reclassification of a solid waste analyst position.
- Assigned existing employee to greasing the fleet and other minor mechanical adjustments.
- Initiated and implemented a truck-washing contract to improve fleet efficiencies and longevity through cleanliness.
- Maintained collection schedules during the ongoing Covid-19 pandemic.

City Goal:

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

Public Services

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
Average # of training hours per employee	4.00	20.00	24.00

Program: Solid Waste Bulky Item Collection

Solid Waste Fund \$564,921 / 6.4 FTEs

Purpose Statement:

The bulky item program was established for single family households to collect items placed curbside that will not fit in a cart or in bags. These items may include: furniture, mattresses, construction debris and metal items, such as swing sets, grills and bicycles. The trucks used for this operation have a grapple boom and an open bed measuring from 20 to 40 cubic yards. The employees and equipment in this program are essential during weather-related events. These are the first responders dispatched to remove debris from the streets, clearing the way for public safety vehicles to respond in a timely manner. Personnel in this program also mitigate illegal dumpsites throughout the city limits. Employees in this program provide collections for special events, such as the Fayetteville Beautiful annual citywide cleanup, the Dogwood Festival, the International Folk Festival, the All-American Marathon, and many more.

Highlights:

- Installed FleetMind equipment on five knuckleboom trucks.
- Household crews used FleetMind equipment, installed on trucks, to document identified bulk trash piles for expedited timely collection of items.
- Bulky crews began working alongside the Reduce and Prevent Illegal Dumping (RAPID) Team for improved response to mitigation of illegal dumpsites.
- Provided specialized limb collection for citizens based on zip code to address increased volumes for 18 weeks due to the Covid-19 pandemic.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of bulky collection points serviced	61,520.00	61,680.00	62,000.00
# of illegal dump sites identified and mitigated	270.00	429.00	450.00
# of tons of bulky items collected	2,320.68	3,308.00	3,300.00
% of surveyed residents that are very satisfied or satisfied with bulky collection services per the biennial City Resident Satisfaction Survey	51.40%	51.40%	60.00%

Program: Solid Waste Recycling Collection

Solid Waste Fund \$1,863,368 / 1.0 FTEs

Purpose Statement:

This environmentally valuable program consists of curbside residential collection of recyclables, the collection of recycling from City-owned buildings and the provision of recycling cart delivery and maintenance. Curbside recycling and City-owned building recycling are provided through a vendor contract. Recycling collected commodities returns valuable resources back into the production stream to produce new products. By keeping this program viable, the City is extending the life of the Cumberland County Landfill and potentially delaying an inevitable increase in cost for hauling garbage to an out-of-county landfill.

Highlights:

- Solid Waste (SW) renegotiated the recycling contract with Waste Management to change from weekly recycling collection service to every other week recycling collection service with larger 96-gallon carts, resulting in a reduction of the currently monthly recycling rate from \$3.39 per household to \$2.35 per household. It is anticipated that this service change will save \$775,000 over the first five years, after funding the purchase cost of the larger carts.
- In FY 2020, SW collected 5,648.87 tons of recycling from single-family residences and City-owned facilities, a decline of 1,950.38 tons from the FY 2019 tonnage of 7,599.25. Recycling tonnage was impacted by the COVID-19 pandemic.
- Embarked on a public education campaign, introducing the recycling education program to city residents.

City Goal:

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

Objective:

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

Public Services

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of recycling collection points serviced	61,520.00	61,680.00	61,859.00
# of recycling tons collected	5,648.87	5,713.00	10,000.00
% of surveyed residents very satisfied or satisfied with recycling services per biennial city resident satisfaction survey	72.00%	72.00%	80.00%
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	32.00%	33.00%	45.00%

Program: Solid Waste Refuse Collection

Solid Waste Fund \$7,160,171 / 33.9 FTEs

Purpose Statement:

The residential waste collection program is responsible for daily pickup of curbside garbage generated by single family household residents. This program manages the logistics for the daily operations of garbage collection crews and the associated equipment needed to serve a total of 61,680 residential households per week. This program includes collection staff, route supervision, cart maintenance functions, and the associated equipment to quickly resolve collection related customer concerns in the field. The employees in this program strive to provide excellent customer service.

Highlights:

- The division maintained better than a 99% collection accuracy.
- Received four new automated collection trucks.
- Equipment Operator III employees were cross-trained to operate knuckleboom trucks.
- Cross-trained supervisors to broaden their expertise with all programs.
- Adjusted schedule per approved Covid-19 pandemic protocol.

City Goal:

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

Objective:

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

Public Services

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of damaged trash bins	5,628.00	5,785.00	5,200.00
# of residential waste collection points serviced	61,520.00	61,680.00	62,000.00
# of tons of refuse (does not include yard waste, bulky and recycling) collected per 1000 collection points	877.63	967.08	976.52
# of tons of residential refuse collected (does not include yard waste, bulky, or recycling)	53,992.07	59,650.00	60,545.00
% of surveyed residents that are very satisfied or satisfied with solid waste collection services per the biennial City Resident Satisfaction Survey	80.00%	80.00%	82.00%

Program: Solid Waste Yard Waste Collection

Solid Waste Fund \$2,515,392 / 26.8 FTEs

Purpose Statement:

The residential yard waste collection program is responsible for daily pickup of curbside containerized yard & leaf debris and bulky limbs generated by our single family household residents. The program provides logistics to manage the necessary personnel and equipment to service a total of 61,680 residential households per week. The personnel in this program respond to all resident requests related to yard waste and bulky limb collections. The employees in this program use rear-loading and knuckleboom trucks for collection. The program is heavily impacted in the fall due to leaf debris. These crews must complete collections every week of the year despite inclement weather and holidays. The yard waste knuckleboom vehicles are first responders for down trees in hurricanes.

Highlights:

- The division maintained better than a 99% collection accuracy.
- Collected above average volumes of yard waste due to residents being at home.
- Maintained yard waste collection weekly on schedule without receiving new rear loader replacements.
- Adjusted schedule per approved Covid-19 pandemic protocol.

City Goal:

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

Objective:

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

Public Services

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of residential yard waste collection points serviced	61,520.00	61,680.00	61,859.00
# of tons of yard waste collected per 1,000 collection points	318.17	308.05	315.32
# of tons yard waste collected	19,574.01	19,001.00	19,550.00
% of surveyed residents that are very satisfied or satisfied with yard waste collection service per the biennial City Resident Satisfaction Survey	62.70%	62.70%	70.00%

Program: Stormwater Management

Stormwater Fund \$7,065,867 / 44.8 FTEs

Purpose Statement:

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

Highlights:

- Staff maintained compliance with the City's National Pollutant Discharge Elimination System (NPDES) MS4 stormwater discharge permit and began preparing for the forthcoming North Carolina Department of Environmental Qualities (NCDEQ) audit of the City's MS4 stormwater program.
- Stormwater Inspectors conducted 13 NPDES industrial facility inspections with no cited Notice of Violations (NOVs) and 318 restaurant facility inspections with 98% of facilities found to be compliant.
- The 2% non-compliant restaurant facilities completed all corrective actions within seven days.
- Staff projects a total of 20 industrial facility inspections and 475 restaurant facility inspections by the end of the fiscal year.
- 211 stormwater outfalls have been inspected with a projected 279 total inspections to be completed by the end of the fiscal year.
- Staff also collected 1,743 water quality samples with a projected 2,200 total samples to be completed by the end of the fiscal year.
- Monitor ambient water conditions to include pH, turbidity, nitrogen, phosphorous, and fine metals, using such collected samples.
- Staff continued implementation of the public outreach portion of the NPDES permit through various means of advertising and engagement. Although the COVID-19 pandemic presented many

challenges, including suspending in-person events and presentations, staff placed an emphasis on outreach through pushing informational material out via social media and by developing and offering virtual lessons, to include a webpage developed to house the virtual lessons.

- Staff conducted 489 off-right-of-way investigations in response to service requests through the Drainage Assistance Program (DAP). Of these investigations, 59 sites were deemed eligible for inclusion in the DAP with an additional five sites to be taken before the Stormwater Advisory Board for eligibility determination in April 2021.
- An interactive Geographic Information System (GIS) web map was also created to track DAP eligible projects.
- The City was awarded approximately \$2.8M in state and federal grants to perform hazardous debris removal and bank stabilization at several locations within the city. Staff has overseen the design and permitting of these mitigation efforts and construction is expected to begin at multiple sites this summer.
- Staff has managed the ongoing design of four stormwater capital improvement projects (CIP) with an estimated construction value of approximately \$9M. Of the four projects, three will begin construction during calendar year 2021, with the fourth project being funded for construction in a future fiscal year.
- Staff has continued to manage the portfolio of Federal Emergency Management Assistance (FEMA) funded Hurricane Matthew Recovery projects.
- The Shawcroft and Mirror Lake hurricane repair projects are in the process of being closed out with Letter of Map Revisions (LOMR) being reviewed by FEMA.
- Devonwood Dam replacement will begin construction in April 2021 and be completed in 2022.
- The construction of Cross Creek Bank Stabilization is approximately 80% complete with substantial completion expected in May 2021 and final completion scheduled in June 2021.
- The Greenock Ave project is nearing completion of design and will be advertised and constructed in the third quarter of 2021.
- As part of the City's Watershed Master Plan, surveys of prioritized study areas were completed for Rockfish Creek, Little Cross Creek, Cape Fear 2 West, and Beaver Creek 3; surveys of prioritized study areas are ongoing for Blounts Creek, Cape Fear 2 East, and Carver's Creek. Phase 1 of the modeling and stream assessments for Rockfish Creek, Little Cross Creek, and Beaver Creek 3 is nearing completion, with Phase II and associated potential projects scheduled to be identified later this year.
- Staff oversaw the site selection and installation of two United States Geological Survey (USGS) stream gauges and two USGS precipitation gauges, located in Blounts Creek and Cross Creek watersheds.

City Goal:

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

Objective:

To improve storm water systems to an established target level of effectiveness and quality in compliance with the National Pollutant Discharge Elimination System (NPDES) by achieving a reduction

Public Services

in pollution of our creeks and streams through continuous public education, monitoring, pollution identification and treatment.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of drainage investigations completed	57.00	75.00	75.00
# of stormwater outreach participants	10,149.00	20,000.00	20,000.00
% of samples collected and analyzed to date	100.00%	100.00%	100.00%
Average # of business days from IDDE request to investigation	3.32	3.00	3.00

Program: Traffic Services

General Fund \$3,641,445 / 18.8 FTEs

Parking Fund \$1,234,881 / 0.0 FTEs

Purpose Statement:

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

Highlights:

- Completed the installation of pedestrian traffic signals and crosswalks at the intersection of Village Drive and Purdue Drive.
 - Performed 324 preventive maintenance inspections on traffic signals in the computerized traffic signal system.
 - In partnership with North Carolina Department of Transportation (NCDOT), completed the upgrade to the city wide computerized traffic signal system, including the upgrade of 233 traffic signals and 50 surveillance cameras used for monitoring traffic flow.
 - Responded to 225 NC 811 tickets to locate underground traffic signal facilities.
 - Facilitated inspection of 25 high mast lighting structures along I-295 interchanges with Ramsey Street, McArthur Road, and Murchison Road.
 - Procured and installed an additional five blue tooth units that are used to determine travel times on main corridors around the city, increasing the total to 15 units.
 - Completed the installation of thoroughfare streetlights along Strickland Bridge Road in coordination with Lumbee River Electric Membership Corporation.
 - Coordinated with Duke Energy to complete designs for thoroughfare streetlights along Cliffdale Road, between Reilly Road and Skibo Road.
-

- Updated equipment for operation of the downtown parking program, to include the installation of 28 new on-street pay kiosks, four off-street pay kiosks, four electric vehicle (EV) charging stations, as well as, the replacement of parking operation equipment at the Franklin Street parking deck.
- Completed traffic calming projects that included two speed humps on Tokay Drive and installation of a pilot project for multi-way stops at three intersections in the Green Valley community.
- Completed the revisions to resurface and revise traffic and pedestrian operations along Hay Street, between Ray Avenue and Winslow Street.
- Installed over 70,000 linear feet (13 miles) of multi-use lanes on City maintained roadways in 10 different communities.
- Fully executed 23 commercial driveway permits, including 20 on NCDOT maintained roadways and three on City maintained roadways.
- Built six new transit stops including the construction of concrete bus pads, concrete access pads, concrete sidewalks and Americans with Disability Act (ADA) accessible wheelchair ramps with truncated domes.
- Responded to 737 service requests (through March 23, 2021) from the public and other customers for traffic calming, traffic signals, signs, markings, signal timing, red light cameras, parking, and any other item related to traffic services.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of residents very satisfied or satisfied with timing of traffic signals per the biennial City Resident Satisfaction Survey	37.00%	37.00%	37.00%
% of traffic signal intersection equipment inspected twice annually	100.00%	100.00%	100.00%
% of traffic signal intersection timing requests investigated and responded to in 1 day	98.00%	90.00%	90.00%

Objective:

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

Public Services

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of residents very satisfied or satisfied with the overall flow of traffic in the City per the biennial City Resident Satisfaction Survey	30.00%	30.00%	30.00%
% of signs/markings work orders completed within five working days	91.00%	90.00%	90.00%

Public Services

	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget	% Change vs 2020-21 Original Budget
Expenditures by Program					
Construction Management & Inspections	\$7,545,870	\$6,734,814	\$9,955,705	\$0	47.8%
Engineering Plan Review & Services	999,052	841,237	828,631	0	-1.5%
Infrastructure Maintenance	3,434,310	4,616,280	5,126,813	0	11.1%
Non-Program Expenditures	1,337,654	1,401,415	3,067,893	0	118.9%
Non-Program Expenditures	1,421,629	2,201,407	2,212,877	0	0.5%
Real Estate	254,761	264,811	313,798	0	18.5%
Solid Waste Administration	665,672	713,616	1,002,961	0	40.5%
Solid Waste Bulky Item Collection	623,153	806,725	564,921	0	-30.0%
Solid Waste Recycling Collection	2,468,222	2,691,967	1,863,368	0	-30.8%
Solid Waste Refuse Collection	6,354,680	6,711,819	7,160,171	0	6.7%
Solid Waste Yard Waste Collection	2,035,837	2,195,239	2,515,392	0	14.6%
Stormwater Management	10,246,687	9,536,953	7,065,867	0	-25.9%
Traffic Services	4,189,719	5,312,296	4,876,326	0	-8.2%
Total Expenditures	\$41,577,246	\$44,028,579	\$46,554,723	\$0	5.7%
Expenditures by Type					
Personnel Services	\$10,533,080	\$13,173,469	\$13,489,390	\$0	2.4%
Operating	5,996,692	6,751,662	6,660,444	0	-1.4%
Contract Services	5,500,403	5,627,908	5,824,752	0	3.5%
Capital Outlay	2,421,646	2,213,737	3,451,665	0	55.9%
Transfers to Other Funds	14,471,642	12,717,432	11,877,981	0	-6.6%
Debt Service	1,537,738	1,689,574	2,290,962	0	35.6%
Other Charges	1,116,045	1,854,797	2,959,529	0	59.6%
Total Expenditures	\$41,577,246	\$44,028,579	\$46,554,723	\$0	5.7%

Public Services

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$6,642,122	\$6,855,938	\$6,799,732	\$0	-0.8%
Other General Fund Funding	7,562,117	8,184,993	11,680,639	0	42.7%
General Fund Subtotal	14,204,239	15,040,931	18,480,371	0	22.9%
Environmental Services Fund	13,569,193	15,320,773	15,319,690	0	0.0%
Parking Fund	1,162,040	1,252,962	1,234,881	0	-1.4%
Stormwater Fund	12,641,774	12,413,913	11,519,781	0	-7.2%
Total Funding Sources	\$41,577,246	\$44,028,579	\$46,554,723	\$0	5.7%

Full-Time Equivalent Positions by Department

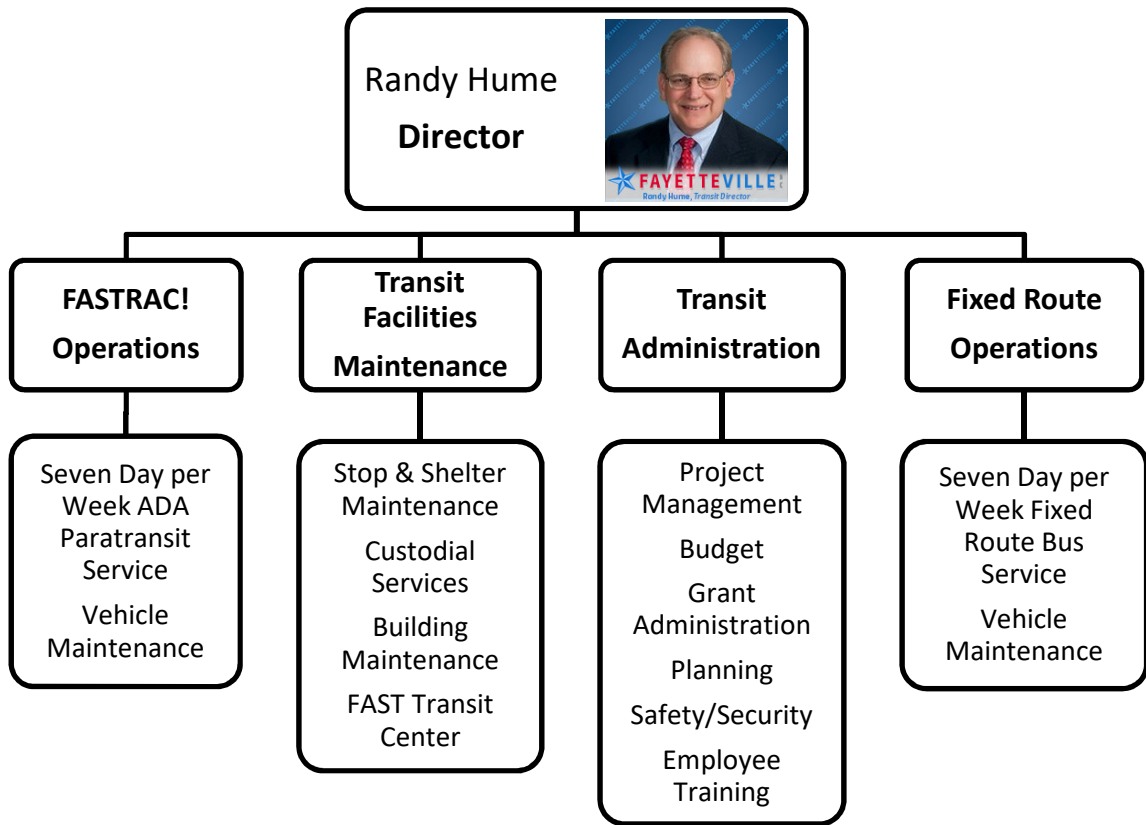
Total Authorized FTEs	200.3	201.3	202.8	0.0	0.7%
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BUDGET HIGHLIGHTS

- Personnel includes the addition of a Public Information Specialist for Solid Waste, and the addition of a Real Estate Officer, estimated to be shared 50% with the Airport with cost allocations based on actual hours worked on Airport leases.
- Personnel also reflects reclassifications of an Engineer II to a Stormwater Project Manager; an Office Supervisor to an Administrative Manager; and, a Traffic Signal Management Engineer to a Deputy City Traffic Engineer during FY 2021.
- Personnel includes \$328,196 for employee pay adjustments, \$69,434 for medical benefit rate adjustments, and \$113,060 for retirement rate adjustments.
- Operating includes \$4,339,403 for vehicle maintenance and fuel; \$389,209 for utilities, including \$246,500 for streetlights; \$966,673 for supplies and uniforms, including \$413,525 for supplies and materials for street maintenance, signals, signs and street markings, and \$355,919 for solid waste including purchase of garbage, recycling and yard waste roll-out-carts; \$235,408 for general maintenance, including \$46,494 for FleetMind and RouteSmart software maintenance, \$72,981 for general and software maintenance for the Franklin and Hay Street parking decks, and \$115,933 for miscellaneous maintenance contracts; \$223,518 for advertising, including \$75,000 for a flood awareness campaign, \$98,518 for miscellaneous advertising, and \$50,000 for a recycling education campaign that is offset by a \$25,000 donation by Waste Management; \$187,560 for projected insurance and claims costs for the Solid Waste, Parking, and Stormwater Funds; \$108,454 for travel, training, memberships and dues; and \$21,000 for FleetMind equipment leases.
- Contract Services includes \$1,744,611 for contracted bi-weekly curbside recycling collection for an estimated 61,859 households; \$1,042,200 for the safelight program; \$686,711 for downtown parking enforcement and management of the parking deck on Franklin Street and Hay Street; \$308,161 for County landfill fees and stormwater billing services; \$240,000 for professional engineering services; \$110,000 for concrete and asphalt repairs; \$59,000 for signal maintenance; \$65,000 for pavement markings; \$35,000 for jetrodding; \$44,114 for railroad crossing maintenance agreements; \$119,400 for garbage refuse disposal; \$42,592 for Cumberland county tax collection fee; \$70,000 for traffic volume and speed studies and speed humps; \$69,000 for USGS stream gauge management agreement; \$10,000 for intersection signal plan revisions; \$75,733 for truck washing services, \$30,000 professional solid waste services; \$61,940 for management, permit and lab fees; \$250,000 for a transportation planning-connectivity study; \$250,000 for a city pavement and roadway condition survey; \$160,000 for contracted construction inspections to facilitate the community-wide installation of MetroNet broadband infrastructure; \$203,500 for legal services; and \$122,790 for other miscellaneous services.
- Capital includes \$2,290,500 for nine vehicle replacements, \$1,040,00 for six heavy equipment replacements, \$45,165 for FleetMind computer equipment replacements, \$75,000 for an additional pay station for the Hay Street Parking Deck, and \$1,000 for minor right-of-way purchases.
- Transfers to Other funds includes \$6,575,000 for street resurfacing, reflecting a non-recurring \$2,000,000 increase for FY 2022, and a \$158,726 transfer from the Parking Fund to the General Fund for the Stadium Capital Funding Plan. The remaining \$5,144,255 of transfers are for transfers to capital project funds as listed on page J-44.

Public Services

- Debt Service includes principal and interest payments of \$930,305 for stormwater revenue bonds and state loans, \$1,233,163 for financings of solid waste trucks, recycling carts and 800 MHz radio equipment, and \$127,494 for parking equipment financing.
- Other Charges includes \$1,081,300 for indirect cost allocations to the Stormwater and Solid Waste Funds, a \$75,000 HazMat program cost redistribution, \$1,667,938 to balance projected Stormwater Fund revenues to projected expenditures, and \$75,341 to balance projected Solid Waste Fund revenues to projected expenditures.
- Non-Program expenditures encompasses those costs not directly associated with any one program and includes retiree benefits, indirect costs, insurance and claim settlements and debt services.



Transit

DEPARTMENT MISSION

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

Program: FASTTRAC! Operations

Transit Fund \$2,860,230 / 28.0 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:

- Service hours were reduced in response to lower trip demand.
- Implemented new protocols for taking reservations and service delivery in response to the COVID-19 pandemic.
- Began using a contracted service provider for some FASTTRAC! trips.
- Participated in providing transportation to and from COVID-19 vaccine sites.
- Implement enhancements to RouteMatch scheduling software to improve responsiveness and on-time performance.
- Reduced telephone wait times by 82% and the average time per call by 29%.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
# of FASTTRAC! calls received for reservations	32,572.00	38,790.00	37,300.00

Objective:

To provide efficient FASTTRAC! service by utilizing schedule optimization software to reduce the number of trip denials and no-shows and increase passengers per revenue hour.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of FASTTRAC! passengers	62,251.00	62,193.73	65,200.00
# of FASTTRAC! revenue hours	27,735.00	31,456.00	30,800.00
% of trips provided which operate on time	85.00%	88.00%	90.00%

Program: Fixed Route Operations

Transit Fund \$6,597,879 / 66.5 FTEs

Purpose Statement:

Fixed Route Operations provides fixed route bus service using a fleet of 29 buses. Fixed route service runs from 5:30 a.m. to 10:30 p.m. Monday through Friday, 7:30 a.m. to 10:30 p.m. on Saturday, and 9:00 a.m. to 7:00 p.m. on Sunday. Connection points are located at University Estates, Cross Creek Mall, Food Lion on Ireland Drive, Walter Reed Road, Clifffdale Road and 71st School Road, Methodist University, Walmart on Ramsey Street, Walmart on Skibo Road, the Veterans Affairs Medical Center and the FAST Transit Center.

Highlights:

- Added 10 shelters and four benches.
- Added 10 Americans with Disability Act (ADA) accessible bus stops.
- Placed five new buses in service and ordered four more buses for delivery in July 2021.
- Reduced service and suspended fare collection in response to the COVID-19 pandemic.
- Ridership has returned to 82% of pre-COVID-19 levels.

City Goal:

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

Objective:

To increase total fixed route ridership.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of Fixed Route passengers	1,868,255.00	1,436,686.28	1,890,000.00
# of Fixed Route revenue hours	90,035.00	95,485.41	97,990.00
% of fare recovery (total passenger fare revenue/by total operating cost)	8.76%	11.10%	11.00%

Objective:

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

Transit

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of valid customer complaints related to on-time performance	10.00	25.00	15.00
% of routes which operate on time	45.00%	40.00%	55.00%

Program: Transit Administration

Transit Fund \$1,771,341 / 9.0 FTEs

Purpose Statement:

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

Highlights:

- Awarded competitive grants from North Carolina Department of Environmental Quality (NCDEQ) and Federal Transit Administration for battery electric buses, replacement diesel buses, and contactless fare collection.
- Prepared for Comprehensive Grant Compliance Review delayed from 2020 due to the COVID-19 pandemic.
- Awarded contract for an update to the Transit Development Plan.
- Prepared the update of Transit's Equal Employment Opportunity (EEO) Plan.

City Goal:

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

Objective:

To reduce preventable vehicle accidents and passenger incidents.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of vehicular accidents per 100,000 miles	4.40	1.91	4.25

Program: Transit Facilities Maintenance

Transit Fund \$1,158,126 / 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 and shelters throughout the service area.

Highlights:

- Maintained all bus stops, benches, and shelters around the FAST System.
- Ensured all systems at the FAST Transit Center are maintained to full function and efficiency, including elevators, automatic doors, information systems, lighting, plumbing, and HVAC.
- Continued to work with Public Services for advancing the installation of Americans with Disability Act (ADA) accessible bus stops and benches and shelters.
- Completed plan for facility improvements at Transit's Grove Street facility.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
% of ADA accessible bus stops	45.70%	44.80%	48.00%

Transit

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
FASTTRAC! Operations	\$2,069,561	\$2,718,509	\$2,860,230	\$0	5.2%
Fixed Route Operations	6,039,009	6,666,732	6,597,879	0	-1.0%
Non-Program Expenditures	38,361	40,319	27,995	0	-30.6%
Transit Administration	990,287	1,305,872	1,771,341	0	35.6%
Transit Facilities Maintenance	714,004	812,956	1,158,126	0	42.5%
Total Expenditures	\$9,851,222	\$11,544,388	\$12,415,571	\$0	7.5%

Expenditures by Type					
Personnel Services	\$6,559,668	\$7,638,665	\$7,947,988	\$0	4.0%
Operating	2,178,033	2,486,580	2,573,865	0	3.5%
Contract Services	329,845	372,975	375,718	0	0.7%
Capital Outlay	23,873	23,520	12,000	0	-49.0%
Transfers to Other Funds	85,941	334,248	824,100	0	146.6%
Debt Service	0	0	0	0	0.0%
Other Charges	673,862	688,400	681,900	0	-0.9%
Total Expenditures	\$9,851,222	\$11,544,388	\$12,415,571	\$0	7.5%

Funding Sources					
Transit Fund	9,851,222	11,544,388	12,415,571	0	7.5%
Total Funding Sources	\$9,851,222	\$11,544,388	\$12,415,571	\$0	7.5%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	122.0	122.0	125.0	0.0	2.5%
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BUDGET HIGHLIGHTS

- Personnel reflects the addition of three Transit Operator I positions, offset by a decrease in overtime and two Transit Operator II positions; the addition of two Transit Operator II positions for the new West Fayetteville Route; reclassifications of a Senior Dispatcher to a Maintenance Supervisor and an Automotive Technician Supervisor to a Maintenance Manager; and the addition of five trainees for the new Bus Operator Training Program in partnership with Fayetteville Technical Community College.
- Personnel includes \$183,888 for employee pay adjustments, \$41,918 for medical benefit rate adjustments and \$63,703 for retirement rate adjustments.
- Operating includes \$916,525 for vehicle parts and contracted maintenance; \$770,170 for fuel costs; \$213,530 for general equipment maintenance and software licenses and maintenance; \$138,817 for utilities; \$43,791 for uniforms; \$108,300 for supplies, including COVID-19 supplies; \$44,787 for small computer equipment; \$41,877 for advertising; \$217,790 for insurance and claim settlements; and \$78,278 for miscellaneous operating expenses.
- Contract Services includes: \$4,500 for FTCC scholarships for the new Bus Operator Training Program; \$36,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department; \$242,068 for security services for the new Transit Center and \$36,000 for security services on buses; \$12,600 for collection of vehicle license taxes by the NCDMV; \$12,902 for legal and medical services; and \$31,648 for a variety of smaller and miscellaneous contracted services.
- Capital includes \$12,000 for vehicle taxes and tags.
- Transfers to Other Funds includes \$824,100 for required local match funds for capital and planning grants, including fleet replacements.
- Other Charges includes \$876,200 for indirect cost allocations, offset by a \$217,200 cost redistribution to the planning grant; \$10,800 for employee appreciation; \$11,500 for service charges; and \$600 for community relations.
- Non-program expenditures consist of \$27,995 for retiree benefits.

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ANNUAL BUDGET

**FY
2022**

RECOMMENDED

Support Services & Administration

Support Services & Administration

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Mayor, Council & City Clerk	G-57

Support Services & Administration

	2019-20	2020-21	2021-22	2021-22	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2020-21</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Expenditures by Department					
Budget & Evaluation	\$518,979	\$513,374	\$533,056	\$0	3.8%
City Attorney's Office	1,155,351	1,339,379	1,383,069	0	3.3%
City Manager's Office	2,386,230	2,383,213	2,756,964	0	15.7%
Corporate Communications	835,458	891,873	1,131,998	0	26.9%
Finance	12,455,442	14,388,853	14,608,173	0	1.5%
Human Resources Development	18,380,585	22,437,667	24,189,278	0	7.8%
Information Technology	5,933,023	8,727,413	8,234,629	0	-5.6%
Mayor, Council & City Clerk	917,256	1,207,359	1,229,938	0	1.9%
Total Expenditures	\$42,582,324	\$51,889,131	\$54,067,105	\$0	4.2%

Expenditures by Type					
Personnel Services	\$10,187,206	\$10,694,480	\$11,329,297	\$0	5.9%
Operating	27,963,772	34,533,460	35,505,930	0	2.8%
Contract Services	2,032,259	2,904,491	3,048,053	0	4.9%
Capital Outlay	187,445	0	25,000	0	100.0%
Transfers to Other Funds	2,227,427	3,398,722	3,698,719	0	8.8%
Debt Service	0	0	0	0	0.0%
Other Charges	(15,785)	357,978	460,106	0	28.5%
Total Expenditures	\$42,582,324	\$51,889,131	\$54,067,105	\$0	4.2%

Support Services & Administration

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	85,000	87,000	87,000	0	0.0%
Other General Fund Funding	15,255,438	19,638,813	19,899,610	0	1.3%
General Fund Subtotal	15,340,438	19,725,813	19,986,610	0	1.3%
Fleet Maintenance Fund	6,991,458	7,400,216	7,796,414	0	5.4%
Risk Management Fund	20,250,428	24,763,102	26,284,081	0	6.1%
Total Funding Sources	\$42,582,324	\$51,889,131	\$54,067,105	\$0	4.2%
 Full-Time Equivalent Positions by Department					
Budget & Evaluation	5.1	5.1	5.1	0.0	0.0%
City Attorney's Office	8.0	8.0	8.0	0.0	0.0%
City Manager's Office	17.9	18.9	19.9	0.0	5.3%
Corporate Communications	9.0	9.0	8.0	0.0	-11.1%
Finance	27.0	27.0	29.0	0.0	7.4%
Human Resources Development	18.0	18.0	18.0	0.0	0.0%
Information Technology	29.0	29.0	29.0	0.0	0.0%
Mayor, Council & City Clerk	3.0	3.0	3.0	0.0	0.0%
Total Authorized FTEs	117.0	118.0	120.0	0.0	1.7%

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 \$533,056 / 5.1 FTEs

Purpose Statement:

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

Highlights:

- Supported City Management and City Council during the development of the FY 2021 Annual Operating Budget that was adopted by the City Council in June, 2020.
- Led the FY 2022-2026 Capital Improvement Plan (CIP) development process, including presentation of the recommended funding plan and document to Council in February, 2021; providing continued support for Council amendment of the proposed plan as the plan is scheduled for Council adoption in June, 2021.
- Providing continued support for the budget development process for the FY 2022 Annual Operating Budget, beginning December, 2020 and concluding in June, 2021.
- 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) from November, 2020 through November, 2021, and planning for the implementation of the budgeting module beginning in the fall of 2021.

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 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of General Fund portfolios or other funds that exceed annual budget appropriation	0.00	0.00	0.00
% variance in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	(5.13%)	(2.77%)	(3.00%)
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	0.22%	3.77%	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	14.33%	14.30%	12.00%

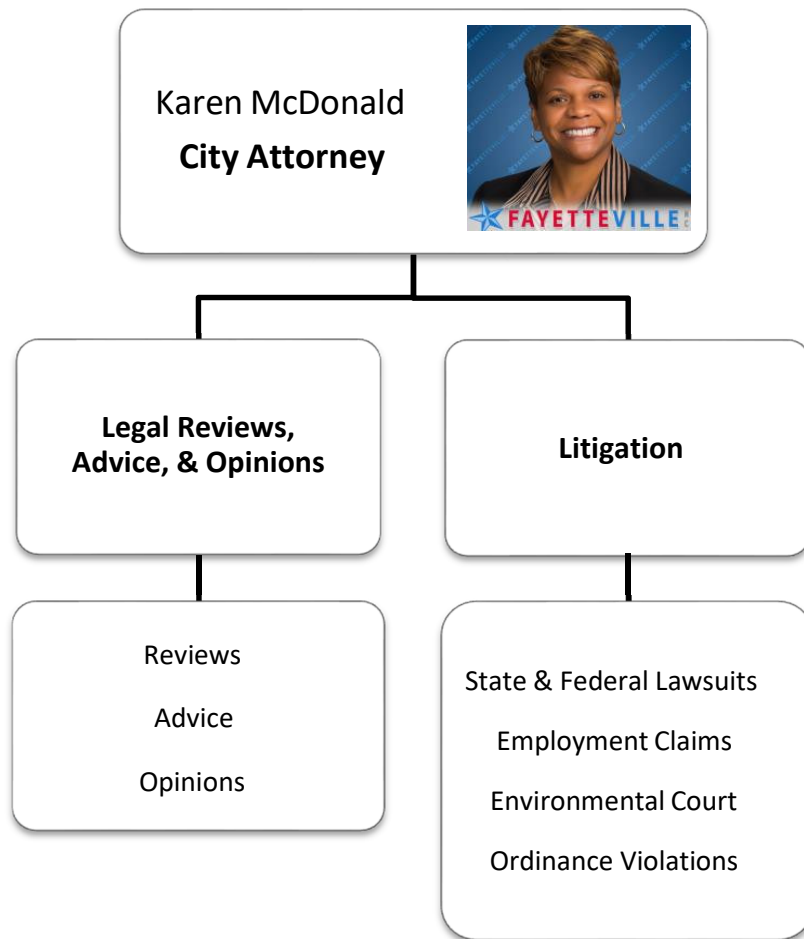
Budget & Evaluation

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Budget and Evaluation	\$518,979	\$513,374	\$533,056	\$0	3.8%
Total Expenditures	\$518,979	\$513,374	\$533,056	\$0	3.8%
Expenditures by Type					
Personnel Services	\$507,060	\$498,228	\$516,911	\$0	3.7%
Operating	11,176	14,241	15,275	0	7.3%
Contract Services	725	760	725	0	-4.6%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	18	145	145	0	0.0%
Total Expenditures	\$518,979	\$513,374	\$533,056	\$0	3.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	518,979	513,374	533,056	0	3.8%
General Fund Subtotal	518,979	513,374	533,056	0	3.8%
Total Funding Sources	\$518,979	\$513,374	\$533,056	\$0	3.8%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	5.1	5.1	5.1	0.0	0.0%

Budget & Evaluation

BUDGET HIGHLIGHTS

- Personnel includes \$15,303 for employee pay adjustments, \$1,760 for medical insurance rate adjustments, and \$4,838 for retirement rate adjustments.
- Operating includes general office supplies, software maintenance fees, telephone, printing and photo copier expenditures, memberships and dues, and travel and training.



City Attorney's Office

DEPARTMENT MISSION

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

Program: Legal Reviews, Advice and Opinions

General Fund \$824,628 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- As a result of legislation to consolidate current City- and County-enabling statutes for development regulations (now in Chapters 153A and 160A) into a single-unified Chapter 160D, the City Attorney's office is providing timely review of ordinance amendments in an effort to move the City forward in meeting the deadline of July 1, 2021, to adopt necessary amendments to conform local ordinances to the new law.
- Provided timely review of contracts while assuring all contracts met requirements for legal compliance.
- Provided advice and opinions to all departments, boards and commissions, and government board in a timely manner.

City Goal:

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

Objective:

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

City Attorney's Office

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of full-time attorneys providing advice and opinion services	5.00	5.00	5.00
% of documents reviewed within 10 days of receipt	98.00%	98.00%	98.00%
% of reported staff hours expended for advice and opinions for governing body	12.32%	7.93%	7.93%
% of reported staff hours expended for advice and opinions for operations departments	26.26%	41.66%	41.66%
% of reported staff hours expended for advice and opinions for the administration and support services departments	31.21%	35.94%	35.94%
% of reported staff hours expended for advice and opinions for the community investment departments	30.21%	14.47%	14.47%

Program: Litigation

General Fund \$558,441 / 3.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

City Attorney's Office

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of employment claims open	3.00	6.00	6.00
# of environmental court cases open	407.00	187.00	187.00
# of full-time attorneys providing litigation services	5.00	5.00	5.00
# of State/Federal cases open	23.00	21.00	21.00
% of employment claims closed	67.00%	50.00%	50.00%
% of environmental court cases closed	54.00%	39.00%	39.00%
% of litigation represented in-house	97.00%	98.00%	98.00%
% of State/Federal cases closed	35.00%	19.00%	19.00%

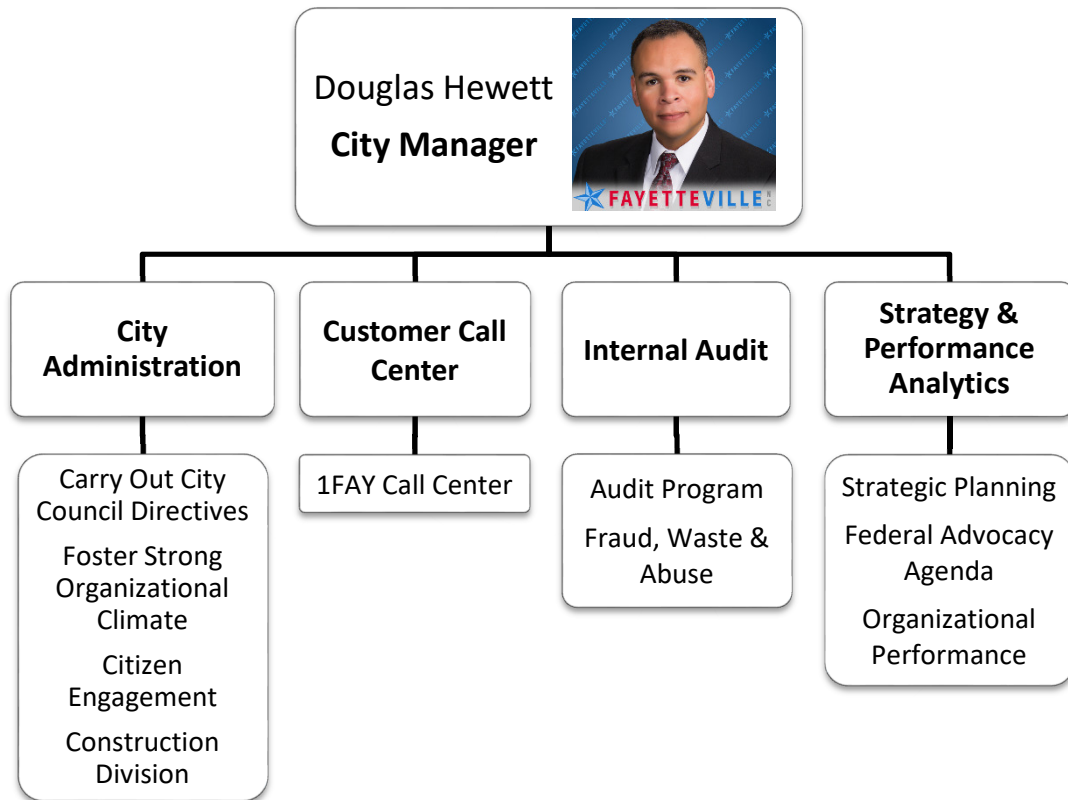
City Attorney's Office

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Legal Reviews, Advice and Opinions	\$751,137	\$672,363	\$824,628	\$0	22.6%
Litigation	404,214	667,016	558,441	0	-16.3%
Total Expenditures	\$1,155,351	\$1,339,379	\$1,383,069	\$0	3.3%
Expenditures by Type					
Personnel Services	\$880,971	\$917,802	\$960,235	\$0	4.6%
Operating	61,716	67,131	68,388	0	1.9%
Contract Services	212,160	353,747	353,747	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	504	699	699	0	0.0%
Total Expenditures	\$1,155,351	\$1,339,379	\$1,383,069	\$0	3.3%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,155,351	1,339,379	1,383,069	0	3.3%
General Fund Subtotal	1,155,351	1,339,379	1,383,069	0	3.3%
Total Funding Sources	\$1,155,351	\$1,339,379	\$1,383,069	\$0	3.3%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	8.0	8.0	8.0	0.0	0.0%

City Attorney's Office

BUDGET HIGHLIGHTS

- Personnel includes \$28,831 for employee pay adjustments, \$2,760 for medical benefit rate adjustments, and \$9,028 for retirement rate adjustments.
- A Police Attorney position continues to be frozen and unfunded, and is not reflected in the total authorized FTEs.
- Operating includes: \$49,945 for supplies and food, which primarily consists of case research reference materials; \$4,747 for communications, including advertising, telephone, printing, and postage; \$4,265 for memberships and dues; and, \$9,431 for employee travel and training.
- Contract Services primarily consists of \$353,647 for contracted legal services.



City Manager's Office

DEPARTMENT MISSION

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

Program: 1FAY Call Center

General Fund \$275,268 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- The Call Center transitioned successfully to a completely offsite, telework business practice.
- The Call Center, in partnership with the Chief of Staff, is implementing new processes to track performance results and develop service level standards for customer service requests received through the Call Center and through the FayFixIt application.
- A staff cohort of cross-department leads for FayFixIt are working to refine the application, leverage efforts, and develop a dashboard to report results.

City Goal:

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

Objective:

To provide courteous and timely customer service experiences.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of 1FAY calls/client interactions	25,305.00	50,000.00	52,000.00
# of total FayFixIt tickets	11,274.00	12,000.00	12,000.00
% of abandoned calls	24.00%	25.00%	27.00%
1FAY Call Center customer satisfaction rating	96.00%	94.00%	94.00%
Average talk time per call for the 1FAY call center	201.00 seconds	200.00 seconds	200.00 seconds
Average wait time per call for the 1FAY call center	187.00 seconds	160.00 seconds	160.00 seconds

Program: City Administration

General Fund \$1,765,820 / 9.3 FTEs

Purpose Statement:

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

Highlights:

- Led the City to successfully navigate a worldwide pandemic through the effective use of internal policies and resilient business practices, including administration of CARES Act funding, to minimize risk for more than 1,600 employees and to sustain high quality public services for our community of more than 208,000 residents.
- Implemented a new process and structure for the Construction Management Office, whose primary focus is to provide expertise in project management for the City's robust Capital Improvement Plan, including the Parks and Recreation Bond; and hired two Assistant City Managers.
- Partnered with community leaders to promote the census reporting to protect city resources.
- Moved forward and prioritized City Council's Strategic Targets For Action such as: Homeless Day Center, Redevelopment Plan for Murchison Road, Parks and Recreation Master Plan and Bond Projects, Housing Study to increase affordable housing, Choice Neighborhoods Planning Grant, and implementation of strategies to reduce litter and illegal dumping with additional litter crews and the launch of the "RAPID" team (Reduce And Prevent Illegal Dumping).

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
Mean response of employees satisfied with their job (0 = very dissatisfied, 6 = very satisfied)	4.42	4.42	4.50

Objective:

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

City Manager's Office

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
Mean response of employees who plan to stay with the City (0 = very dissatisfied, 6 = very satisfied)	4.63	4.63	5.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
Mean response of employees who think the City is well managed (0 = strongly disagree, 6 =strongly agree)	3.85	3.85	3.50

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of residents satisfied with the level of public involvement in City Government	33.50%	33.50%	34.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of residents satisfied with overall quality of customer service	45.20%	45.20%	47.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of residents satisfied with the overall quality of services provided	57.20%	57.20%	58.00%

Objective:

To maintain a strong general obligation bond rating.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
General obligation bond ratings	AA+/Aa1	AA+/Aa1	AAA/Aaa

Program: Internal Audit

General Fund \$385,856 / 3.1 FTEs

Purpose Statement:

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

Highlights:

- Emphasized increased monitoring and internal control implementation through a combination of compliance and performance audits, along with comprehensive reviews of activities including; Wireless Communication Usage (Cell Phones); Community Development Housing Rehabilitation Program; Changes to Employee Pay; and WEX Fuel Procurement Card, Permitting and Inspections, and Evidence and Property Management follow-up audits.
- Maintained and supported the City's hotline through employee education and investigation of claims through the hotline.
- Participated in new employee on-boarding process by presenting information at bi-weekly new employee orientation sessions outlining the internal audit function and describing possible ways fraud could affect City operations.
- Continued training and career development plans for Internal Audit staff, to include the pursuit of Certified Internal Auditor professional designation; and attendance at the Association of Local Government Auditors 2021 Annual Conference, held virtually in May 2021.
- Coordinated and conducted the Audit Committee onboarding process to include individual meetings with newly appointed members of the Audit Committee to address roles and responsibilities.
- Coordinated and held quarterly Audit Committee meetings in August 2020, January 2021 and April 2021, where the Fire and Finance WEX Fuel Card Follow-up; Police Department Payroll; Police WEX Fuel Card Follow-up; Accounts Payable Timeliness; Permitting and Inspections Follow-up; and Evidence and Property Management Follow-up audits and related action plans were presented. In

City Manager's Office

addition, the FY 2020 Comprehensive Annual Financial Report was presented to the Audit Committee at the January 2021 Audit Committee meeting.

- Prepared the Internal Audit Annual Report provided to City Council as an administrative report on April 12, 2021.
- Continued to research and refine Internal Audit Office quality control policies and procedures for compliance with generally accepted government auditing standards.
- Developed, with staff, the risk based audit plan and researched best practices to complement and augment the risk-based audit work plan process.
- Conducted an annual review as required by City Policy #607 of the City's proximity card access systems.

City Goal:

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

Objective:

To increase awareness about fraud, waste, and abuse by communicating the need for ethical behavior regarding City financial transactions and relationships with employees.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of fraud, waste, and abuse allegations investigated	8.00	16.00	11.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of Internal Audit recommendations accepted by management	100.00%	100.00%	100.00%

Program: Strategy & Performance Analytics

General Fund \$330,020 / 2.5 FTEs

Purpose Statement:

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

City Manager's Office

Highlights:

- Conducted monthly PerformanceStat briefings for the City at which departments came together to share performance results and identify opportunities for improvement.
- Conducted multiple training exercises with City staff to further data analytics and performance management efforts.
- Conducted multiple Strategic Planning sessions with City Council to develop a comprehensive strategic plan for the City of Fayetteville.
- Conducted quarterly staff performance meetings to assist with project management of Council's Targets For Action (TFA) and presented Quarterly Performance Reports to Council, with a 100% Council acceptance rate.
- Continued to partner with the 96th Civil Affairs Battalion to examine opportunities to leverage community partnership to address homelessness.
- Director and analyst serve as an ERP steering committee member and change management lead, respectively.
- Earned the ICMA Excellence in Performance Management Award.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of employees trained in data analytics and quality tools and methodologies through SPA Office programs	63.00	70.00	80.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of organizational strategy and performance reports approved by City Council	100.00%	100.00%	100.00%

Objective:

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

City Manager's Office

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% agree or strongly agree with the statement "Overall, this was a positive engagement" on the SPA customer survey	90.00%	90.00%	90.00%

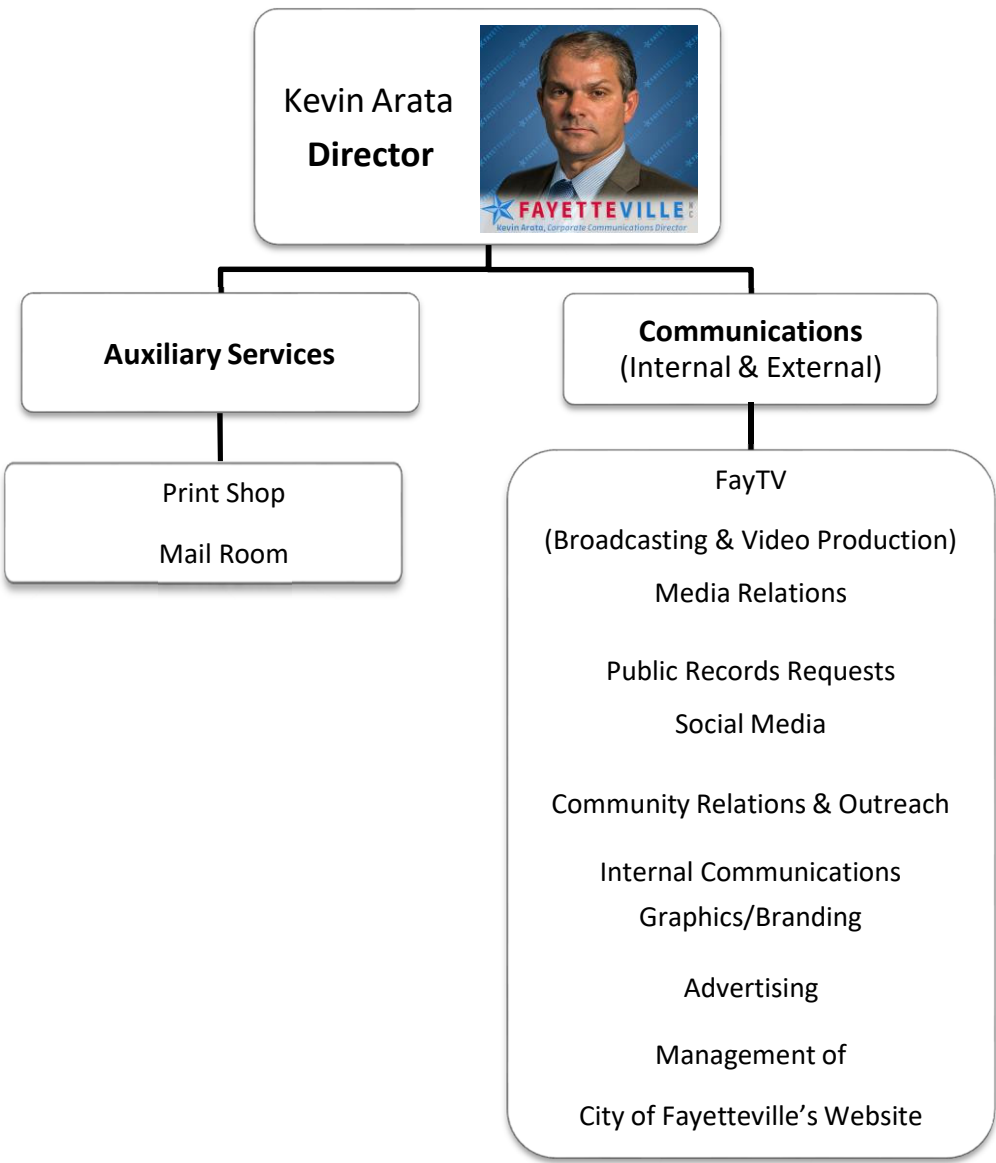
City Manager's Office

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
1FAY Call Center	\$293,198	\$338,684	\$275,268	\$0	-18.7%
City Administration	1,422,918	1,347,045	1,765,820	0	31.1%
Internal Audit	331,809	360,681	385,856	0	7.0%
Strategy & Performance Analytics	338,305	336,803	330,020	0	-2.0%
Total Expenditures	\$2,386,230	\$2,383,213	\$2,756,964	\$0	15.7%
Expenditures by Type					
Personnel Services	\$2,101,616	\$2,024,388	\$2,268,738	\$0	12.1%
Operating	96,097	132,451	217,473	0	64.2%
Contract Services	136,679	223,349	254,567	0	14.0%
Capital Outlay	50,305	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,533	3,025	16,186	0	435.1%
Total Expenditures	\$2,386,230	\$2,383,213	\$2,756,964	\$0	15.7%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,386,230	2,383,213	2,756,964	0	15.7%
General Fund Subtotal	2,386,230	2,383,213	2,756,964	0	15.7%
Total Funding Sources	\$2,386,230	\$2,383,213	\$2,756,964	\$0	15.7%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	17.9	18.9	19.9	0.0	5.3%

City Manager's Office

BUDGET HIGHLIGHTS

- Personnel reflects the following changes that occurred during FY 2021:
 - The addition of a Chief of Staff,
 - The reclassification of the Strategic and Performance Analytics Director to the Strategic and Performance Analytics Manager,
 - The reclassification of the Deputy City Manager to an Assistant City Manager,
 - The reclassification of a Management Analyst to the Assistant to the City Manager.
- Personnel also includes the reclassification of the Senior Corporate Performance Analyst to a Management Analyst for FY 2022, \$63,676 for employee pay adjustments, \$6,867 for medical insurance rate adjustment, and \$21,533 for retirement rate adjustments.
- Personnel costs and FTE amounts for five positions for the Construction Division are fully funded by Capital Project Fund Ordinances and are not reflected in the departmental budget.
- Operating includes \$14,550 for general supplies, \$7,150 for food and refreshments for meetings, \$7,890 for furnishings for the Construction Division, \$39,547 for travel and training, \$12,365 for memberships and dues, \$12,420 for leased space for the Call Center in the Transit Center, and \$87,000 for renovations of the office space at Pepsi Lane.
- Contract Services includes \$67,000 for strategic planning and senior management retreat consulting, \$45,000 for potential studies, \$8,767 for the fraud hotline, \$15,000 for contracted specialty audits, \$75,000 for support of community events, \$10,000 for organizational development, \$23,000 for the resident satisfaction survey, \$10,000 for a customer service survey, and \$800 for miscellaneous contracted services.
- Other Charges includes \$1,875 for employee appreciation, \$1,650 for community relations, and a \$12,661 cost redistribution to the Fleet Maintenance Fund for an allocation of rent and utilities for Pepsi Lane.



Corporate Communications

DEPARTMENT MISSION

Corporate Communications' mission is to inform and engage citizens, strengthen and expand the City's reputation, and foster community pride and cooperation. This is achieved by being a transparent provider of timely and accurate information to the public through the media and social media, the timely fulfillment of public records requests, brand and reputation management, public outreach, and citizen engagement through multiple venues, in addition to helping departments shape consistent internal communications with their employees.

Program: Auxiliary Services

General Fund \$97,683 / 1.0 FTEs

Purpose Statement:

The Auxiliary Services program provides a full range of postal and printing needs to all City departments, providing the highest quality service in the most cost-efficient manner and with the highest degree of customer satisfaction.

Highlights:

- The City's mail room physically moved from its previous location in City Hall to inside the Print Shop; creating a much improved work flow for the Graphics Production Supervisor.
- The number of print impressions over this past fiscal year declined due to a reduction in the City's in-person outreach efforts, such as in the Parks & Recreations programs, as a result of the COVID-19 pandemic.

City Goal:

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

Objective:

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

Key Performance Measures:	FY 2020	FY 2021	FY 2022
	<u>FY 2020</u>	<u>Estimated</u>	<u>Target</u>
# of print impressions	652,461.00	400,000.00	650,000.00

Program: Communications

General Fund \$1,034,315 / 7.0 FTEs

Purpose Statement:

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

Highlights:

- Corporate Communications, in conjunction with Information Technology, launched the City's newly redesigned website in the fall of 2020. The site is updated with a new layout and design that more clearly spotlights city services to residents and visitors and more prominently displays the City's communication channels (FayTV, social media, news releases).
- Over the past 18 months the Corporate Communications Department has worked closely with the Fayetteville Cumberland Economic Development Corporation (FCEDC), Cumberland County, The Arts Council, Cool Spring Downtown District, the Convention & Visitors Bureau and other partners to create a regional brand for our community. The brand was launched in December 2020. The City is in process of visually updating the brand with the new logo across our media platforms and City facilities.
- In light of gathering restrictions due to COVID, Corporate Communications conducted its first Virtual Citizens Academy over social media with the Fire Department. A combination of pre-staged demonstrations, highlighting a sample of some of the Fire Department's services, along with a live question and answer period comprised the event; which was well received online.
- A podcast series was created to reach a more diverse online audience with releases scheduled weekly. Over the past fiscal year more than 45 podcasts have been recorded. This outlet will continue into the future with topics spanning all City departments and a number of partner agencies.
- Great effort was put into adding substantial and planned content to the quarterly employee newsletter. In addition, a HUB e-newsletter will be designed and produced quarterly with Enterprise Resource Planning (ERP)-related news, including video productions of key speakers.
- Focused on providing daily news items of interest from across the region, in addition to Fayetteville Observer articles relevant to the City, to broaden the horizons of those reading the morning news distribution.

Corporate Communications

- Expansive push on COVID and its affects to residents through the creation of a COVID information webpage and promotion of the Stay at Home campaign, and other COVID-related information to the community to keep them informed of changes during the pandemic.
- Partnered with Eckel & Vaughan communications firm to seek assistance in helping us more effectively reach our residents through improved communication channels. Partnered with Zen City to cull information from social media platforms on social media sentiment by topics so the City can more appropriately focus our efforts on posts that are most relevant to the community and increase the effectiveness of our engagement.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
# of Citizens' Academy graduates	52.00	0.00	0.00
# of press releases	108.00	125.00	140.00
# of public records requests received by the public in the Next Request cloud-based public records request system, to which we have responded and fulfilled	1,152.00	1,350.00	1,200.00
% of residents very satisfied or satisfied with the availability of information about City programs and services per the biennial City Resident Satisfaction Survey	52.00%	52.00%	52.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
# of programs aired on FayTV	394.00	220.00	230.00
# of YouTube subscribers gained	479.00	230.00	250.00
# of YouTube views	117,000.00	100,000.00	105,000.00
% of residents indicating they receive information about the City via FayTV per the biennial City Resident Satisfaction Survey	26.00%	26.00%	26.00%

Corporate Communications

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of followers on the City of Fayetteville Instagram account	2,680.00	3,000.00	4,000.00
# of followers on the City of Fayetteville Twitter account	1,454.00	11,800.00	12,000.00
# of likes on the City of Fayetteville Facebook page	32,352.00	36,500.00	38,000.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of downloads of City App	15,246.00	16,000.00	17,000.00
# of total webpage views (FayettevilleNC.gov)	2,937,139.00	2,000,000.00	2,500,000.00
# of website visits (FayettevilleNC.gov)	1,088,428.00	800,000.00	900,000.00

Corporate Communications

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Auxiliary Services	\$85,053	\$129,337	\$97,683	\$0	-24.5%
Communications	750,405	762,536	1,034,315	0	35.6%
Total Expenditures	\$835,458	\$891,873	\$1,131,998	\$0	26.9%

Expenditures by Type					
Personnel Services	\$669,902	\$708,372	\$678,196	\$0	-4.3%
Operating	174,947	167,500	194,841	0	16.3%
Contract Services	12,735	39,476	148,488	0	276.1%
Capital Outlay	0	0	25,000	0	100.0%
Transfers to Other Funds	0	0	88,348	0	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(22,126)	(23,475)	(2,875)	0	-87.8%
Total Expenditures	\$835,458	\$891,873	\$1,131,998	\$0	26.9%

Funding Sources

General Fund

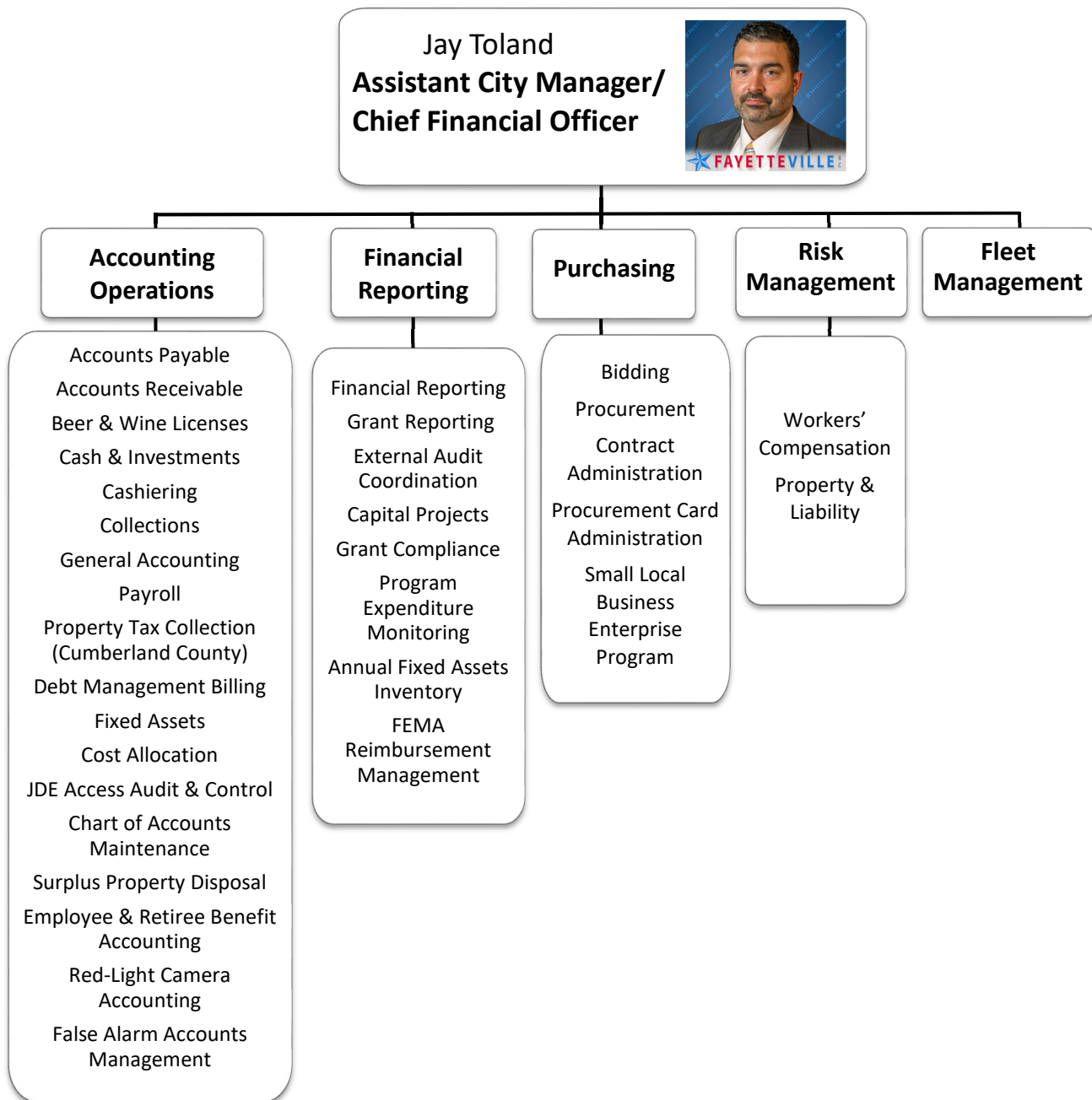
General Fund Functional Revenues	\$85,000	\$85,000	\$85,000	\$0	0.0%
Other General Fund Funding	750,458	806,873	1,046,998	0	29.8%
General Fund Subtotal	835,458	891,873	1,131,998	0	26.9%
Total Funding Sources	\$835,458	\$891,873	\$1,131,998	\$0	26.9%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	9.0	9.0	8.0	0.0	-11.1%
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BUDGET HIGHLIGHTS

- Personnel change for FY 2022 reflects one Printer position to be frozen and unfunded.
- Personnel also includes \$18,610 for employee pay adjustments, \$3,105 for medical benefit rate adjustments, and \$6,677 for retirement rate adjustments.
- Operating includes \$100,000 for advertising expenditures; \$21,126 for photocopier expenditures, which are primarily for print shop operations; \$15,868 for equipment maintenance and software licenses and maintenance; \$11,728 in other services for print shop and mail room equipment leases; \$9,714 for memberships, dues, and subscriptions including \$6,075 related to FayTV broadcasting; \$7,347 for travel and training reimbursements; \$11,961 for supplies, including \$3,511 for one-time supplies, \$1,700 for food, \$750 for uniforms, and \$6,000 for general supply items; \$8,140 for telephone, postage, and printing services; \$1,726 for vehicle maintenance and fuel; and \$7,231 for small equipment and computer accessories.
- Contract Services includes \$25,000 for coordinated rebranding efforts with other local agencies, \$7,300 for closed captioning services, \$200 for new hire background checks, \$103,000 for strategic communications consultant contract, \$11,988 for social media archiving, and \$1,000 for miscellaneous contracted services.
- Capital includes \$25,000 for a replacement van.
- Transfers to other funds includes \$88,348 for council chambers audio-visual equipment upgrades.
- Other Charges reflects \$84,600 for postage and printing inventories, offset by \$87,800 in service charges to other departments.



DEPARTMENT MISSION

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

Program: Accounting Operations

General Fund \$2,219,557 / 15.8 FTEs

Purpose Statement:

The Accounting Operations Program processes and records financial transactions, including payroll, cost and insurance allocation, bank account reconciliations, assessments, treasury function, accounts payable, collections, and accounts receivable. Accounting Operations also provides capital asset accounting and disposal, and administers the interlocal property tax collection contract with Cumberland County.

Highlights:

- External auditors issued an unmodified opinion on the FY 2020 Comprehensive Annual Financial Report (CAFR).
- In FY 2020, the Accounts Receivable (A/R) division processed over 2,400 A/R invoices totaling over \$27.7 million. A/R invoiced and collected over \$334,500 in lot cleaning, demolition and street assessments and associated interest in FY 2020.
- For FY 2020, the Accounts Payable (A/P) division processed over 34,900 vouchers. A/P continues to encourage electronic payment options; approximately 53% of vendor payments, a 6% increase from FY 2019, are now being processed by electronic fund transfer (EFT) making funds available to the City's vendors on the next business day.
- In calendar year 2020, the City received payments for 216 debts in the amount of \$26,038 using the NC Department of Revenue's Debt Setoff Program to collect payments that may otherwise be uncollectible.
- Staff completed a \$3.3 million vehicle and equipment installment financing and refinanced a 2011 \$2.7 million variable rate installment financing to a fixed rate of 1.9% with estimated savings of \$42,000 for the City.
- In FY 2020, the City transferred over \$2.36 million of Red Light Citation proceeds to Cumberland County Schools.

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.

Finance

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of property tax collection in the year of assessment	99.06%	99.00%	99.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of debt payments processed late	0.00	0.00	0.00
% of available cash invested	95.00%	96.00%	96.00%
Dollar amount of interest earned	\$3,090,983.00	\$380,297.00	\$70,330.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of days cost allocations posted past due date	0.00	0.00	0.00
# of monthly bank account reconciliations past due date	6.00	6.00	3.00

<i>Program: Financial Reporting</i>
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<i>General Fund \$503,699 / 4.6 FTEs</i>
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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:

- External auditors issued an unmodified opinion on the FY 2020 Comprehensive Annual Financial Report (CAFR).
- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2019 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2020 CAFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.
- Successfully administered 97 federal, state, and local grants, with over \$32 million in grant revenue in FY 2020, with no single audit findings.
- Continued to monitor over 296 capital and special revenue projects, totaling over \$377 million in total budget.
- Instrumental in completing bond and financing draws, totaling over \$11 million as of June 30, 2020.

City Goal:

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

Objective:

To provide accurate and timely financial information.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of days past due date for quarterly financial statement	0.00	25.00	0.00
# of days past due date for submission of CAFR to LGC	0.00	0.00	0.00
# of financial compliance findings reported in prior year audit	0.00	0.00	0.00
# of project ordinances closed	27.00	28.00	25.00
Did the CAFR achieve GFOA award in prior year?	Yes	Yes	Yes
Was the audit opinion unmodified in prior year?	Yes	Yes	Yes

Objective:

To provide accurate financial information.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of completed projects closed	0.00	0.00	0.00
# of financial compliance findings reported in prior year annual audit	0.00	0.00	0.00

Finance

Program: Fleet Management

Fleet Maintenance Fund \$7,796,414 / 2.0 FTEs

Purpose Statement:

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

Highlights:

- Transitioned the City of Fayetteville's fleet maintenance services from the Public Works Commission to an on-site vendor in an effort to increase overall fleet operating efficiency and to reduce capital expenditures for fleet assets.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of fleet preventative maintenance performed within 10 days of established schedule	54.00%	44.00%	60.00%
% of fleet preventative maintenance turnaround within set standards	95.00%	94.00%	95.00%
% of fleet work orders requiring re-work	0.50%	0.50%	1.00%
Fleet average monthly % downtime	6.00%	5.00%	5.00%
Fleet daily average % availability	94.00%	95.00%	95.00%

Program: Purchasing

General Fund \$466,303 / 5.1 FTEs

Purpose Statement:

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

Highlights:

- The Purchasing division facilitated Local, Small and Disadvantaged Enterprise Program (LSDBE) outreach efforts during “How to do Business with the City of Fayetteville” information sessions and virtual outreach sessions held in conjunction with the Public Works Commission.
- The Purchasing Division administered new vendor registrations, assisted vendors seeking technical assistance, and provided assistance to local, small and disadvantaged businesses in their efforts to become certified DBE or HUB vendors. During FY 2020, 155 vendors were registered, of which, 73% are from the local area.
- Purchasing actively supported the “Small Local Business Enterprise Program” and tracked and reported on local spending. Over 27% of prime construction contracts were awarded to local vendors. 43.58% of purchase orders and 46.94% of P-card spending occurred in the local Metropolitan Statistical Area (Cumberland, Hoke and Harnett Counties). An additional 23% of spending remained within North Carolina.
- Purchasing is tracking and managing contracts for ongoing projects, including \$27M for Airport Terminal Improvements, \$12.5M for two Senior Centers, \$6M for the Tennis Center, \$7M for Fire Station 4, \$10M for Cross Creek Bank Stabilization and Grave Relocation, \$3.6M for the McArthur Road Sports Complex, \$2.4M for the Cape Fear River Trail, and \$1.8M for the Jordan Soccer Complex.
- Staff members attended the following courses offered by the UNC School of Government: Basic Principles of Local Government Purchasing, Contracting for Construction and Design Services, and Introduction to Local Government Finance.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
Average number of days to process a purchase order (City)	2.00	2.00	2.00

Program: Risk Management

Risk Management Fund \$3,619,334 / 1.5 FTEs

Purpose Statement:

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

Finance

Highlights:

- Risk Management continues to enforce the City of Fayetteville light duty program for workers' compensation employees in order to reduce the number of loss time claims. These claims are six times more expensive to manage than medical only claims. To date in FY 2021, 100% of loss time claims have been processed through the light duty program.
- Staff continues to utilize the DOT database to monitor all essential drivers employed by the City, reducing the time previously required to run and review driver history reports. Staff has been able to detect various licensing issues and assist or advise employees of the means to correct such issues, reducing liability for the City and ensuring essential drivers are able to continue to perform their duties.
- The City continues to see a downward trend in workers' compensation and general liability claims as a result of increased training, increased departmental accountability, and continued vigilance in mitigating open claims in a timely manner to minimize cost.

City Goal:

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

Objective:

To minimize the number of property and liability claims, and reduce the cost of these claims by the third party administrator.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
Average cost to administer a Liability Claim	\$461.20	\$507.32	\$525.00
Property and liability closing ratio (# claims closed / # new claims)	105.00%	95.00%	100.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
Average cost to administer a Medical Only Claim	\$796.80	\$876.48	\$900.00
Workers' compensation closing ratio (# claims closed / # new claims)	91.00%	95.00%	95.00%

Finance

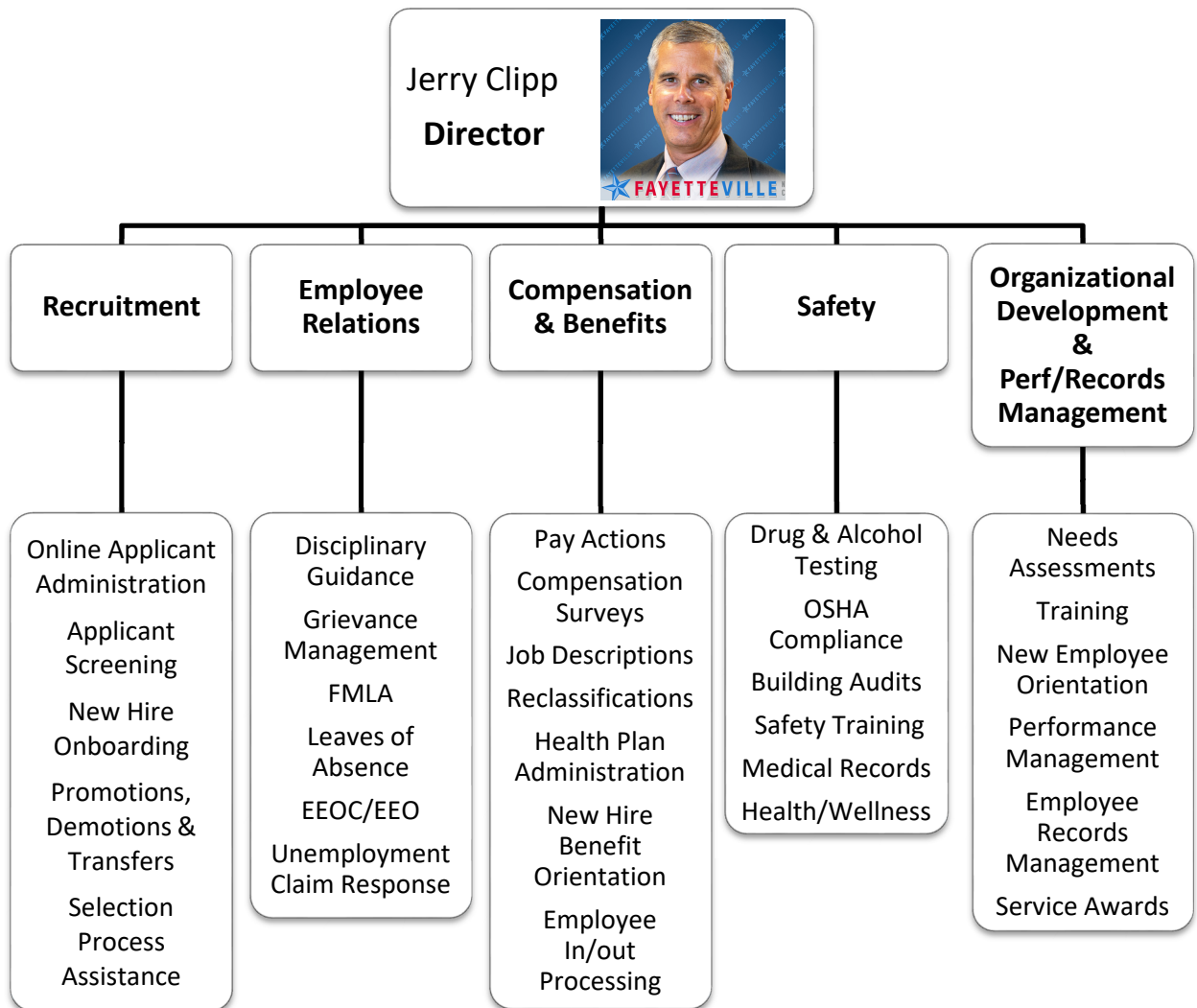
	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Accounting Operations	\$1,665,964	\$2,143,205	\$2,219,557	\$0	3.6%
Financial Reporting	462,505	489,407	503,699	0	2.9%
Fleet Management	6,991,458	7,400,216	7,796,414	0	5.4%
Non-Program Expenditures	72	4,212	2,866	0	-32.0%
Purchasing	320,935	650,571	466,303	0	-28.3%
Risk Management	3,014,508	3,701,242	3,619,334	0	-2.2%
Total Expenditures	\$12,455,442	\$14,388,853	\$14,608,173	\$0	1.5%
Expenditures by Type					
Personnel Services	\$2,012,436	\$2,090,408	\$2,328,055	\$0	11.4%
Operating	9,571,407	10,842,471	11,045,643	0	1.9%
Contract Services	664,201	1,025,327	740,974	0	-27.7%
Capital Outlay	137,140	0	0	0	0.0%
Transfers to Other Funds	40,700	371,750	447,807	0	20.5%
Debt Service	0	0	0	0	0.0%
Other Charges	29,558	58,897	45,694	0	-22.4%
Total Expenditures	\$12,455,442	\$14,388,853	\$14,608,173	\$0	1.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,449,404	3,283,183	3,189,559	0	-2.9%
General Fund Subtotal	2,449,404	3,283,183	3,189,559	0	-2.9%
Fleet Maintenance Fund	6,991,458	7,400,216	7,796,414	0	5.4%
Risk Management Fund	3,014,580	3,705,454	3,622,200	0	-2.2%
Total Funding Sources	\$12,455,442	\$14,388,853	\$14,608,173	\$0	1.5%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	27.0	27.0	29.0	0.0	7.4%

Finance

BUDGET HIGHLIGHTS

- Personnel reflects the addition of a Contract Compliance Administrator and a Management Analyst position during FY 2021.
- Personnel also includes \$57,828 for employee pay adjustments, \$10,005 for medical benefit rate adjustments, and \$21,147 for retirement rate adjustments.
- Operating includes \$7,256,166 for contracted vehicle maintenance services for the internal service fund; \$46,600 for utilities at the Fleet Maintenance facility; \$38,586 for communications including , \$14,126 for photo copier, \$2,800 for advertising, \$2,470 for telephone, \$14,640 for postage, and \$4,550 for printing; \$220,856 for rent of the Fleet Maintenance facility, \$34,299 for employee travel, training, and memberships, \$119,374 for equipment and software maintenance agreements, which includes \$50,000 for a fleet management information system and \$24,750 for LSDBE software; \$23,254 for supplies; \$386 for two additional computer monitors; and \$3,299,722 for insurance and claims for the Risk Management Fund.
- Contract Services includes \$112,130 for the annual audit contract, \$427,000 for property tax collection services, \$61,500 for insurance consulting; \$20,000 for a financial advisor, \$19,200 for medical services, \$7,500 for armored truck services, \$6,700 for the paystub and W-2 online portal, \$7,400 for development of the cost allocation plan, \$3,000 for bank fees, \$25,000 for parking lot repairs, \$20,000 for oil water separator services, and \$31,544 in various other small contracted services.
- Other charges consists of of \$54,800 for indirect cost allocations offset by \$12,661 in service charges to other departments, and \$3,555 for employee appreciation, community relations, and other miscellaneous charges.
- Non-program expenditures reflect costs for benefits for retirees from the Risk Management fund.
- Transfers to other funds consists of \$226,307 for the Revenue Management System, \$71,500 for the new ERP system project, and \$150,000 for a Fleet Management Information System.

Human Resources Development



Human Resources Development

DEPARTMENT MISSION

To assist and support departments with attracting and retaining a skilled and diverse workforce by offering competitive and comprehensive compensation and benefits, opportunities for personal development and training, a safe work environment, and clearly defined expectations allowing employees to provide high-quality services.

Program: Compensation/Benefits

General Fund \$554,717 / 4.3 FTEs

Risk Management Fund \$20,519,527 / 1.7 FTEs

Purpose Statement:

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

Highlights:

- Completed a review of position survey data which is integral to analyzing pay for market competitiveness and attracting and retaining quality employees.
- Implemented and managed public safety compensation changes, performance increases, and bonus pay; managed bonus pay implementation for general fund employees.
- Continued work with PayFactors system to assist with efficient creation and updates of job descriptions, and collection and review of job survey data.
- Reviewed benefit plans for maximum value for employees while controlling costs to the City.
- Renewed benefits with an approximate 4% increase to the active employee health plan, no increase to the dental or vision plan, and no increase to the retiree health plan.
- Provided guidance to staff on benefit plans and on compensation matters to ensure compliance with federal and state laws in such areas as Fair Labor Standards Act (FLSA), Department of Labor's Wage and Hour Division (DOL), and Section 125 of the IRS code.

City Goal:

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

Objective:

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

Human Resources Development

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of total positions researched within salary market	N/A	N/A	70.00%
Average cost of medical and pharmacy claims per member	N/A	5,363.00	5,425.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of positions reviewed per year for market competitiveness	70.00	210.00	75.00
# of salary surveys completed	85.00	75.00	80.00

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of non-retirees out-processed (COBRA)	192.00	200.00	225.00
# of retirees out-processed	39.00	60.00	50.00

Program: Employee Relations

General Fund \$182,449 / 2.1 FTEs

Purpose Statement:

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

Highlights:

- Areas managed within this program include performance improvement plans (PIPs), disciplinary actions, considerations of dismissals (CODs) and dismissals, initial intake of employee complaints, supervisory guidance on employee relations matters, resolution of workplace issues, serious incident investigations, coordination of grievance and appeal hearings, and ensuring awareness of City policies and procedures.

Human Resources Development

- Managed a high volume of employee leaves, under normal leaves of absence and COVID leave; provided guidance for continuous and intermittent leaves of absence and educated departments and employees about requirements for all forms of leave and their return to work processes.
- Provided training, guidance, and support on such topics as ethics, serious incident investigations, progressive discipline, the City's grievance process, and FMLA.
- Increased Human Resource presence in departments by meeting with employees and supervisors during trainings, performance and disciplinary discussions, mediated discussions and investigations.
- Ensured documentation for the Division of Employment Security was completed by required deadlines; and ensured compliance with Equal Employment Opportunity Commission (EEOC), Americans with Disabilities Act (ADA), and Family and Medical Leave Act (FMLA) requirements.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Target</u>
# of Considerations for Dismissal (CODs) issued	28.00	30.00	25.00
# of disciplinary actions issued	351.00	260.00	300.00
Retention rate	90.00%	90.00%	90.00%

Program: Recruitment

General Fund \$382,371 / 4.0 FTEs

Purpose Statement:

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

Highlights:

- A high volume of applications continue to be processed annually (average 12,000-13,000).
- Continued collaboration with departments to develop standard interview guides, and develop and assist with assessment centers to ensure well qualified hires for all levels of positions.
- Promoted opportunities with the City through continued partnerships with Fort Bragg, area colleges and universities, other local agencies, and through attendance at job fairs.
- Monitored departmental hiring practices to review for consistency and compliance with EEOC requirements.

Human Resources Development

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of employment applications received per year	12,936.00	9,500.00	11,000.00
# of hires per month	34.00	25.00	25.00
# of interns per year	0.0	0.0	10.00
# of job postings per year	180.00	225.00	240.00
% of qualified applicants received	N/A	N/A	60.00%
Average department fill time in days (from initial posting date to start date)	124.00	125.00	90.00

Program: Safety

Risk Management Fund \$302,509 / 2.3 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 abuse program to ensure a place of employment consistent with the Drugfree Workplace Act.

Highlights:

- Conducted Annual Health and Safety Audits to reduce workplace hazards and help maintain healthy, hygienic, and safe work spaces.
- Organized and attended City and department safety committee meetings to identify mitigation measures to reduce illness and injuries.
- Ensured a drug free workplace through management of the random drug and alcohol testing program.
- Presentation of various topics to educate employees on workplace safety, drug and alcohol testing, healthy eating options, financial wellness, and various topics for overall employee wellness.
- Maintained compliance with OSHA parts 1910 and 1926, North Carolina Department of Transportation Regulation, North Carolina Controlled Substances Act, and American Health Insurance Portability and Accountability Act (HIPAA).

Human Resources Development

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
DART Score (Days Away, Restriction or Transfer)	4.25%	4.50%	3.56%

Program: Training and Organizational Development

General Fund \$407,860 / 3.6 FTEs

Purpose Statement:

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

Highlights:

- Due to COVID-19, offered selected classes to all employees, at various career development levels, for the purposes of career growth and performance improvement.
- Worked on Organizational Readiness and Change Management Team for the new ERP implementation, including creating brand new training materials.
- Promoted employee appreciation and recognition through an Administrative Professional's luncheon and an employee appreciation luncheon.
- Started the foundational work for the revised Organizational Development & Training Program to include a new purpose statement, core competencies, revised supervisory trainings, and creation of new courses.

City Goal:

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

Objective:

To manage the performance management system designed to communicate performance expectations to employees and evaluate their performance against established performance standards and service needs.

Human Resources Development

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of participation in bi-annual employee survey	N/A	69.00%	N/A
% of participation in recommended leadership training	N/A	N/A	40.00%
Total training hours per employee	N/A	N/A	2.50

Human Resources Development

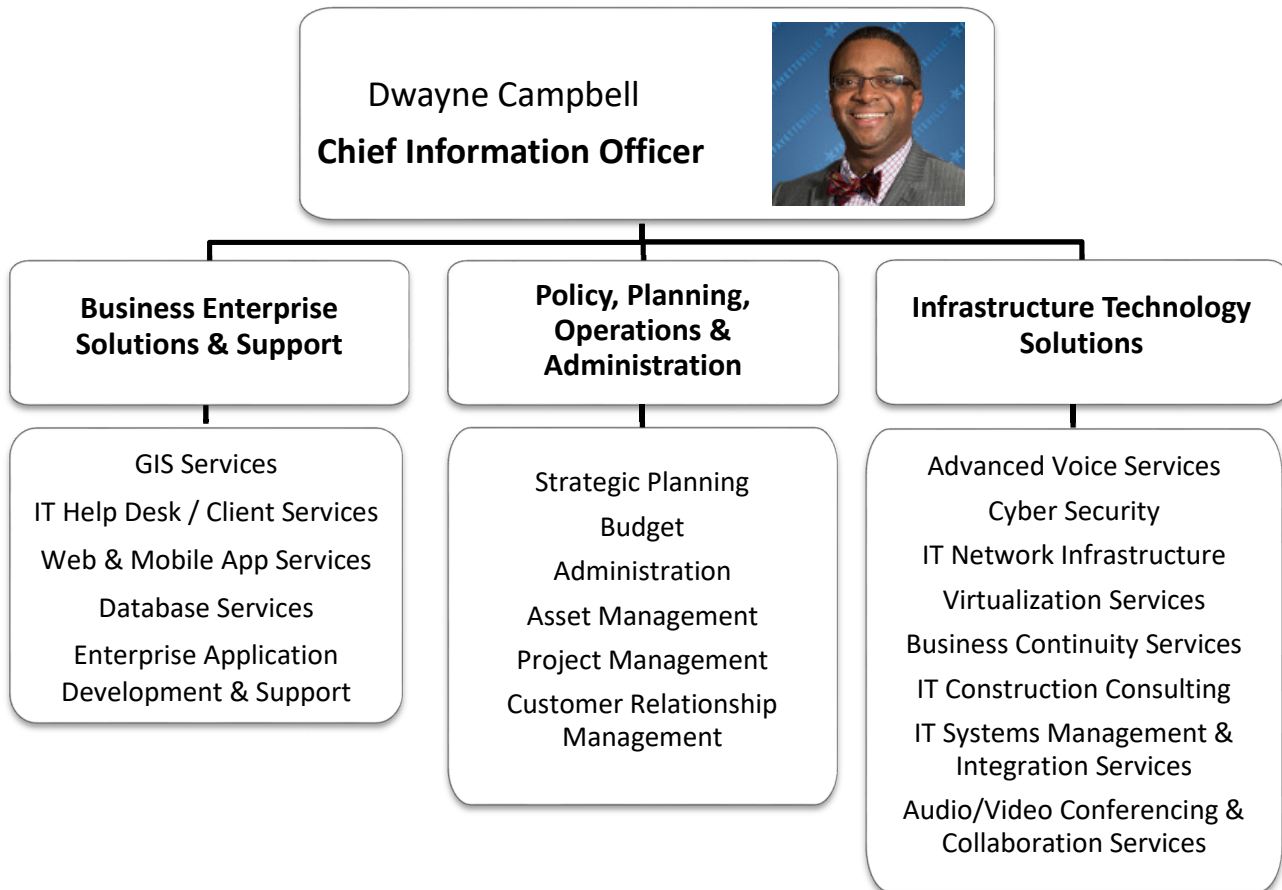
	2019-20 Actual	2020-21 Original Budget	2021-22 Recommended Budget	2021-22 Adopted Budget	% Change vs 2020-21 Original Budget
Expenditures by Program					
Compensation/Benefits	\$16,227,281	\$20,374,470	\$21,074,244	\$0	3.4%
Employee Relations	177,197	176,562	182,449	0	3.3%
Non-Program Expenditures	1,063,985	791,168	1,839,845	0	132.5%
Recruitment	328,403	397,553	382,371	0	-3.8%
Safety	279,899	285,015	302,509	0	6.1%
Training and Organizational Development	303,820	412,899	407,860	0	-1.2%
Total Expenditures	\$18,380,585	\$22,437,667	\$24,189,278	\$0	7.8%
Expenditures by Type					
Personnel Services	\$1,267,870	\$1,409,118	\$1,428,281	\$0	1.4%
Operating	15,765,408	19,839,013	20,381,264	0	2.7%
Contract Services	239,346	298,139	448,141	0	50.3%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	1,068,068	784,875	1,543,500	0	96.7%
Debt Service	0	0	0	0	0.0%
Other Charges	39,893	106,522	388,092	0	264.3%
Total Expenditures	\$18,380,585	\$22,437,667	\$24,189,278	\$0	7.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,144,737	1,380,019	1,527,397	0	10.7%
General Fund Subtotal	1,144,737	1,380,019	1,527,397	0	10.7%
Risk Management Fund	17,235,848	21,057,648	22,661,881	0	7.6%
Total Funding Sources	\$18,380,585	\$22,437,667	\$24,189,278	\$0	7.8%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	18.0	18.0	18.0	0.0	0.0%

Human Resources Development

BUDGET HIGHLIGHTS

- Personnel includes \$38,264 for employee pay adjustments, \$6,211 for medical benefit rate adjustments, and \$12,825 for retirement rate adjustments.
- Operating includes \$20,133,835 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits; \$93,856 for travel and development, including \$78,290 for city-wide internal development and training; \$47,502 for software maintenance and licensing; \$29,798 for general supplies, food, and uniforms, including \$10,000 for COVID related personal protective supply items; \$25,700 for safety shoe and boot replacements; \$21,450 for supplies for wellness initiatives; \$14,048 for printing, postage and photo copier services; \$9,220 for membership, dues and subscriptions; \$3,415 for advertising services; and \$2,440 for telephone services.
- Contract Services includes \$150,000 for a general employee pay study; \$115,745 for healthcare plan consulting; \$74,200 for benefit enrollment administration and Affordable Care Act reporting services; \$50,277 for medical services related to employee health and safety, including drug and alcohol testing; \$28,580 for flexible spending account administration; \$21,120 for the Employee Assistance Program; and \$6,500 for wellness initiatives.
- Other Charges includes \$8,000 for Affordable Care Act fees; \$54,715 for employee relations activities, including the employee picnic and the service award program; \$875 for community relations expenditures; and \$324,502 to balance projected expenditures to revenues for the Risk Management Healthcare Fund.
- Transfers to Other Funds consists of \$1,515,000 for an interfund loan from the Risk Management Fund to the General Fund for the stadium funding plan and \$28,500 for costs associated with the new Enterprise Resource Planning system.

Information Technology



DEPARTMENT MISSION

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

Program: Business Enterprise Solutions and Support

General Fund \$2,183,884 / 10.4 FTEs

Purpose Statement:

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

Highlights:

- Implemented Zoom audio and video conferencing to support the City's remote posture.
- Created critical infrastructure dataset and WebMap, COVID Fire and EMS reporting information flow, COVID-19 situational awareness maps, and litter collection GIS maps.
- Developed workflow, designed script, and implemented migration process to receive daily data feed from Cumberland County to support the Address Tax Implementation project.
- Designed an application to identify businesses that were non-compliant with implementing COVID safety measures and procedures for Development Services
- Incorporated and administered City street connectivity with inclusion of sidewalk and streets data into the Enterprise GIS database and CityWorks
- Assisted with Stormwater systems master plan for utilization of a spatial data engine alongside integration into CityWorks

City Goal:

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

Objective:

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

Information Technology

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of technology solutions developed, implemented and supported	70.00	74.00	90.00
% of City applications mobile device compatible	0.00%	72.00%	74.00%

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

General Fund \$2,863,350 / 7.4 FTEs

Purpose Statement:

The Policy, Planning, Operations & Administration (PPOA) Program partners with City departments in technology project planning by utilizing a standard project management methodology across multiple project types, managing project resource allocations, and mitigating risk factors associated with project implementations. This group maintains vendor relations, provides consultation in regards to automation technology, and facilitates procurement of 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 tracking City assets, and to perform quality controls throughout asset 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:

- Completed the ERP/AS400 Disaster Recovery project.
- Completed user name change for Domain Migration project, which is the impetus for Office 365, Fayettevillenc.gov, and single sign-on for Public Safety.
- Implemented Integrated Document Technology (IDT) plan review and permitting for the Fayetteville Fire Department.
- Implemented Cityworks in the Parks & Recreation department for work orders and service requests, and integrated City Works and Fleetmind.
- Finalized selection of the replacement Enterprise Resource Planning (ERP)/HUB software

City Goal:

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

Objective:

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

Information Technology

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of process improvement initiatives completed through IT	8.00	12.00	15.00

Program: Infrastructure Technology Solutions

General Fund \$3,187,395 / 11.2 FTEs

Purpose Statement:

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

Highlights:

- Implemented 1-Fay Call Center softphone in an effort to support remote call center capability.
- Facilitated infrastructure performance enhancement for Fayetteville Police Department surveillance network and Market House camera installation.
- Completed Security Information and Event Management (SIEM) implementation.
- Implemented 2-factor authentication in accordance with Criminal Justice Information Services (CJIS) recommendations.
- Upgraded the self-service password reset portal.
- Setup the security training portal (KnowBe4) for online security training for employees.

City Goal:

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

Objective:

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

Information Technology

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of City employees trained in security awareness	0.00%	78.00%	91.00%
% uptime of network connected devices and applications	96.26%	99.00%	99.98%

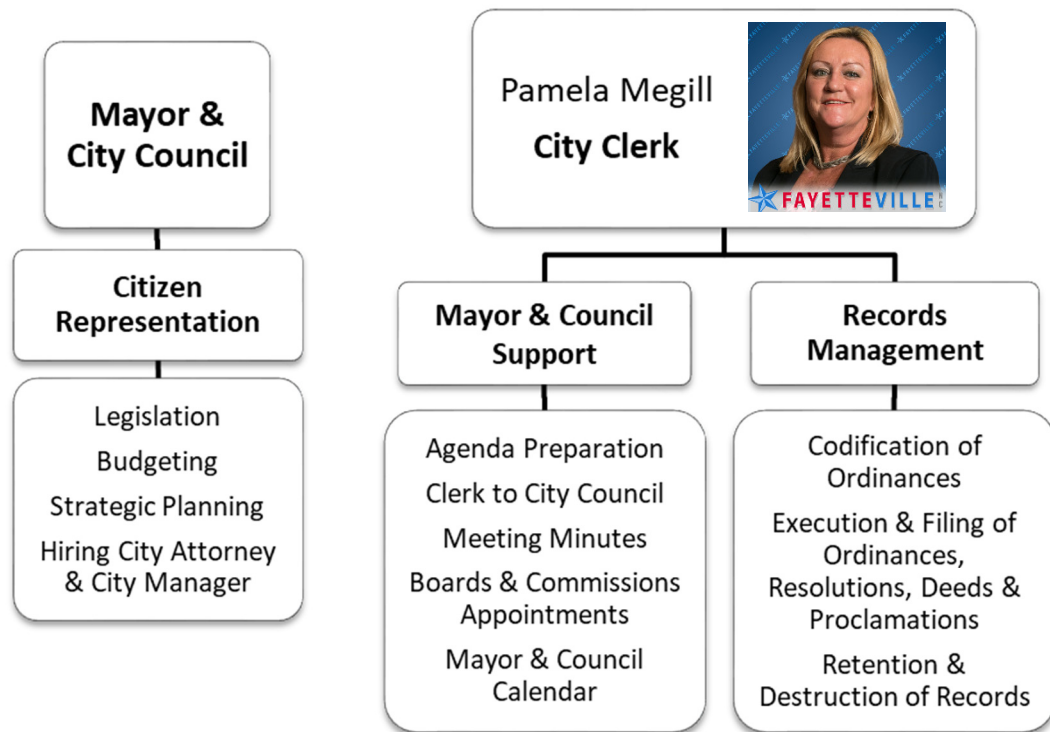
Information Technology

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Business Enterprise Solutions and Support	\$1,429,559	\$1,888,951	\$2,183,884	\$0	15.6%
Information Technology Policy, Planning, Operations, and Administration	2,194,008	2,930,852	2,863,350	0	-2.3%
Infrastructure Technology Solutions	2,309,456	3,907,610	3,187,395	0	-18.4%
Total Expenditures	\$5,933,023	\$8,727,413	\$8,234,629	\$0	-5.6%
Expenditures by Type					
Personnel Services	\$2,245,441	\$2,461,303	\$2,550,374	\$0	3.6%
Operating	2,071,916	3,190,278	3,278,135	0	2.8%
Contract Services	567,758	827,190	780,511	0	-5.6%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	1,118,659	2,242,097	1,619,064	0	-27.8%
Debt Service	0	0	0	0	0.0%
Other Charges	(70,751)	6,545	6,545	0	0.0%
Total Expenditures	\$5,933,023	\$8,727,413	\$8,234,629	\$0	-5.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$2,000	\$2,000	\$0	0.0%
Other General Fund Funding	5,933,023	8,725,413	8,232,629	0	-5.6%
General Fund Subtotal	5,933,023	8,727,413	8,234,629	0	-5.6%
Total Funding Sources	\$5,933,023	\$8,727,413	\$8,234,629	\$0	-5.6%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	29.0	29.0	29.0	0.0	0.0%

Information Technology

BUDGET HIGHLIGHTS

- Personnel includes \$70,163 for employee pay adjustments, \$10,007 for medical benefit rate adjustments, and \$23,240 for retirement rate adjustments.
- Operating includes: \$2,776,451 for hardware and software maintenance and licensing, including \$479,214 for software licensing for the replacement Enterprise Resource Planning system (ERP); \$50,000 for renovation of the data center area; \$34,400 for a variety of small computer equipment; \$30,000 for APC replacement batteries; \$37,750 for LaserFiche licenses; \$9,850 for printing, advertising, postage and photocopier; \$192,040 for enterprise-wide telephone and data services; \$47,125 for departmental travel and training; \$38,351 for memberships and dues; \$3,488 for vehicle fuel and maintenance; \$23,680 for supplies, including food, uniforms, and general supplies; and \$35,000 for technology training for user departments.
- Contract Services includes technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include: \$189,111 for network security analysis and remediation, \$100,000 for assistance to migrate all PC's to the new Fayettevillenc.gov domain, \$138,000 for contracted help-desk support services, \$60,000 to upgrade data center infrastructure (e.g. switches and storage), \$15,000 for network cabling, \$73,000 for continued development of FayWorx system, \$50,000 for PC deployment support, \$45,000 for electronic forms workflow development, \$40,000 for legacy system migration services, \$10,000 for iSeries server managed services, \$45,000 for programming support for the JD Edwards system, and \$15,400 in other smaller miscellaneous contracts.
- Transfers to Other Funds consists of transfers to capital project funds totaling \$1,619,064 for various TIP projects, as detailed on pages J-45 and J-46.
- Other Charges consist of \$6,545 for employee appreciation, community relations, and miscellaneous expenditures.



Mayor, Council & City Clerk

DEPARTMENT MISSION

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

Program: Citizen Representation

General Fund \$1,051,225 / 1.0 FTEs

Purpose Statement:

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

Highlights:

- Adopted the FY 2021 Strategic Plan and the FY 2021 Annual Operating Budget.
- Continued to hold public meetings, public forums, and public hearings via the Zoom platform during the COVID-19 pandemic to continue with transparency and engagement.
- Responded to public records requests in coordination with Corporate Communications and the City Clerk.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of residents that are very satisfied or satisfied with the overall quality of life per the biennial City Resident Satisfaction Survey	50.00%	50.00%	65.00%
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	50.00%	50.00%	65.00%

Mayor, Council & City Clerk

Program: Mayor & Council Support

General Fund \$141,947 / 1.7 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 an adequate number of qualified applicants for Board and Commission appointment.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of Boards and Commissions applicants	100.00	95.00	100.00
# of vacant boards and commissions seats filled annually	81.00	90.00	75.00

Objective:

To ensure information is distributed in a timely manner.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	100.00%	100.00%	100.00%

Objective:

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

Mayor, Council & City Clerk

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
% of minutes prepared and presented for Council approval within scheduled time frame	100.00%	100.00%	100.00%

Objective:

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

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of meeting notices prepared	167.00	275.00	200.00

Program: Records Management

General Fund \$36,766 / 0.3 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.

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of ordinances and resolutions prepared	87.00	90.00	85.00

Objective:

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

Mayor, Council & City Clerk

Key Performance Measures:	<u>FY 2020</u>	<u>FY 2021 Estimated</u>	<u>FY 2022 Target</u>
# of boxes of out-of-date records destroyed	1,604.00	700.00	550.00

Mayor, Council & City Clerk

	2019-20 <u>Actual</u>	2020-21 <u>Original Budget</u>	2021-22 <u>Recommended Budget</u>	2021-22 <u>Adopted Budget</u>	% Change vs 2020-21 <u>Original Budget</u>
Expenditures by Program					
Citizen Representation	\$709,105	\$976,544	\$1,051,225	\$0	7.6%
Mayor & Council Support	157,732	173,616	141,947	0	-18.2%
Records Management	50,419	57,199	36,766	0	-35.7%
Total Expenditures	\$917,256	\$1,207,359	\$1,229,938	\$0	1.9%

Expenditures by Type					
Personnel Services	\$501,910	\$584,861	\$598,507	\$0	2.3%
Operating	211,105	280,375	304,911	0	8.8%
Contract Services	198,655	136,503	320,900	0	135.1%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	5,586	205,620	5,620	0	-97.3%
Total Expenditures	\$917,256	\$1,207,359	\$1,229,938	\$0	1.9%

Funding Sources

General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	917,256	1,207,359	1,229,938	0	1.9%
General Fund Subtotal	917,256	1,207,359	1,229,938	0	1.9%
Total Funding Sources	\$917,256	\$1,207,359	\$1,229,938	\$0	1.9%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	3.0	3.0	3.0	0.0	0.0%
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BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of a Senior Administrative Assistant to an Executive City Council Assistant during fiscal year 2021.
- Personnel also includes \$14,310 for employee pay adjustments, \$4,485 for medical benefit rate adjustments, and \$2,395 for retirement rate adjustments.
- Operating includes \$28,450 for supplies, including \$16,500 for food and refreshments at regular City Council meetings and events, \$7,200 for food at the City Council inauguration, and \$4,750 for general supplies; \$10,730 for software maintenance agreements; \$9,360 for telephone services; \$6,248 for postage, printing, and photo copier services; \$1,300 for advertising; \$48,550 for travel, training and local mileage reimbursements; and \$200,273 for organizational memberships and dues.
- Contract Services includes \$65,000 for federal advocacy services, \$65,000 for state advocacy services, \$4,000 for shredding, \$3,000 for City Manager evaluation services, \$162,700 for inauguration related services, \$20,000 for a consultant to assist with redistricting as a result of the 2020 U.S. Census, and \$1,200 for other small contracted services.
- Other Charges consists of \$5,620 for funding of employee appreciation and community relations activities.

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RECOMMENDED

Other Appropriations

Other Appropriations

Other Appropriations includes expenditure appropriations for items that do not directly relate to department programs and services. Descriptions of the items recommended for funding for fiscal year 2022 are listed below by expenditure category.

Personnel Services

- \$1,978,535 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$1,365,800 to fund separation allowance payments for retired law enforcement officers.
- \$27,200 to fund unemployment insurance expenditures.
- \$150,000 to fund potential required contributions to the retirement system for pension benefits in excess of contribution-based benefit caps.
- \$15,426 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

Operating Expenditures

- \$1,179,411 for insurance and claim settlement funding for General Fund operations.
- \$209,788 for lease space for City departments in the Festival Park Plaza building.
- \$10,014 for miscellaneous utility expenditures and \$11,866 for stormwater utility fees for General Fund facilities.
- \$21,388 for operating expenditures for the City's fuel site.

Contract Services

- \$27,600 for professional services for arbitrage calculations, and sales tax reallocation services.
- \$15,900 for collection services.
- \$345 for miscellaneous inspection services for the City fuel site.

Capital

- No capital expenditures are projected for fiscal year 2022.

Transfers to Other Funds

- \$326,605 from the General Fund to the Solid Waste Fund for debt service on vehicle financings.
- \$500,369 from the General Fund to support operations in the Parking Fund.
- \$4,810,256 from the General Fund to the Transit Fund to support operations.
- \$110,000 from the General Fund to a capital project fund to continue the improvements at the entry plaza at Segra Stadium.
- \$351,820 from the General Fund to the Risk Management Fund for interfund loan repayments.

Other Appropriations

Debt Service

- \$12,427,245 for Capital Funding Plan debt service in the General Fund and \$26,000 for anticipated debt issuance costs. Details of the debt service payments are listed in Section J.

Other Charges

- \$8,876,138 for payments to the County and other municipalities for the sales tax agreement.
- \$162,813 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$86,782 for Powell Bill proceeds, \$20,554 for Beer & Wine taxes, and \$55,477 for Video Programming utility taxes).
- \$744,000 for fuel inventory purchase for the City's fuel site, offset by \$801,900 in cost redistributions to City departments for fuel usage.
- \$3,134,000 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.
- \$169,400 for banking service charges for credit and debit card payments to the City.
- \$10,000 for potential taxes on acquired property.
- \$10,000 for property tax refunds.
- \$501,836 for the LEOSSA Fund for expected increases to fund balance.

Other Appropriations

	<u>2019-20 Actual</u>	<u>2020-21 Original Budget</u>	<u>2021-22 Recommended Budget</u>	<u>2021-22 Adopted Budget</u>	<u>% Change vs 2020-21 Original Budget</u>
Expenditures by Department					
Other Appropriations	\$32,578,394	\$34,295,451	\$36,371,955	\$ 0	6.1%
Total Expenditures	\$32,578,394	\$34,295,451	\$36,371,955	\$ 0	6.1%
Expenditures by Type					
Personnel Services	\$ 2,922,982	\$ 3,370,486	\$ 3,536,961	\$ 0	4.9%
Operating	1,124,126	1,451,048	1,432,467	0	-1.3%
Contract Services	14,650	98,345	43,845	0	-55.4%
Capital Outlay	8,643	218,025	0	0	-100.0%
Transfers to Other Funds	7,332,605	6,013,295	6,099,050	0	1.4%
Debt Service	10,441,428	11,659,214	12,453,245	0	6.8%
Other Charges	10,733,960	11,485,038	12,806,387	0	11.5%
Total Expenditures	\$32,578,394	\$34,295,451	\$36,371,955	\$ 0	6.1%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$ 2,648,029	\$ 1,633,010	\$ 2,459,268	\$ 0	50.6%
Other General Fund Funding	27,070,817	28,012,618	28,910,951	0	3.2%
General Fund Subtotal	29,718,846	29,645,628	31,370,219	0	5.8%
Lake Valley Drive MSD Fund	82,500	32,548	0	0	-100.0%
PWC Assessment Fund	1,689,067	2,891,200	3,134,000	0	8.4%
LEOSSA Fund	1,087,981	1,726,075	1,867,736	0	8.2%
Total Funding Sources	\$32,578,394	\$34,295,451	\$36,371,955	\$ 0	6.1%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	0.2	0.2	0.2	0	0.0%

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ANNUAL BUDGET

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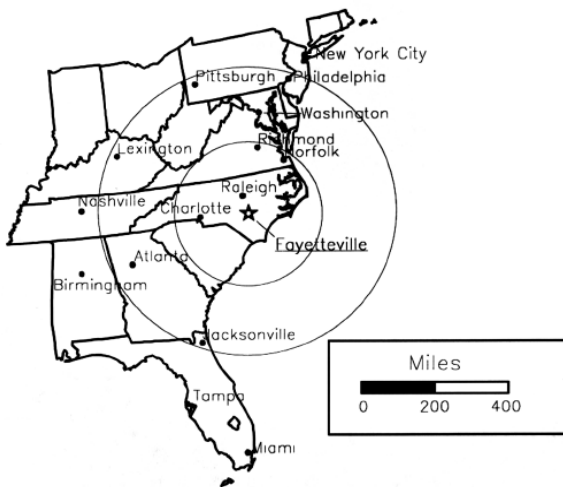
RECOMMENDED

Fayetteville at a Glance

Fayetteville at a Glance

The City of Fayetteville is a thriving community located in the Sandhills region of southeastern North Carolina and is the seat of Cumberland County.

The City is approximately 65 miles south of Raleigh, the State capital. The City of Charlotte, a major commercial center, is about 200 miles to the west. The City is located adjacent to Interstate Highway 95, a major north-south corridor that links the City to Washington D.C., Baltimore and New York to the north, and to Charleston, Orlando and Miami to the south. State highways also link the City to the beaches along the southeast coast of the State and to the mountains in the west.



The City encompasses portions of Fort Bragg Army Post and is adjacent to Pope Army Airfield, which together form one of the largest military complexes in the world. The bases add significantly to the Fayetteville area economy and to the culture of the community. Fort Bragg has traditionally been known as the home of the Army's XVIII Airborne Corps and the 82nd Airborne Division, as well as the U.S. Army Special Operations Command and the 3rd Special Forces Group. In 2011, Fort Bragg also became the headquarters for the Army's combat-ready conventional forces and army

reserve following the move of U.S. Army Forces Command and U.S. Army Reserve Command to the base.



There are three colleges and universities in the City. Fayetteville State University (FSU) is a historically black university (HBCU) and a part of the University of North Carolina System. FSU offers over 60 programs of study at the baccalaureate, masters and doctoral levels. Methodist University (MU) is a private university that was established by the North Carolina Conference of the United Methodist Church. MU offers bachelor's degrees in over 80 fields of study and four graduate degree programs. Fayetteville Technical Community College (FTCC) is a member of the North Carolina Community College System. FTCC offers over 250 programs of study leading to the award of associate degree, certificate or diploma.



Fayetteville at a Glance

The City is the home of several attractions, including:

- The Airborne & Special Operations Museum (ASOM) is part of the United States Army Museum System and is located in historic downtown Fayetteville. It opened on August 16th, 2000, the 60th anniversary of the original United States Army's Test Platoon's first parachute jump, and its main gallery offers a self-guided tour, in chronological order, through the history of the airborne and special operations soldiers, from 1940 to the present.
- The Cape Fear Botanical Garden is a non-profit botanical garden founded in 1989. It is situated on 80 acres beside the Cape Fear River and just two miles from downtown Fayetteville.
- SEGRA Stadium, home to the Fayetteville Woodpeckers, opened to much fanfare in April 2019. The Houston Astros, owners of the Advanced Class A Woodpeckers team, signed a 30-year stadium lease with the City, ensuring their long-term commitment to our community.



- The North Carolina Veterans Park (NCVP) is located adjacent to the ASOM and is the first state park dedicated to military veterans from all branches of the Armed Services. Features of the NCVP include a fused glass service ribbon wall, an

interactive globe, a chandelier made from 33,500 "dog tags", a community lawn area and a story garden where you can listen to touching personal accounts of veteran's military experiences and their lives today.

- The Crown Complex is a county-owned, state-of-the-art, five-venue complex comprised of a 4,500-seat arena, a 9,200-square foot ballroom, a 10,880-seat coliseum, an exposition center with 60,000 square feet of unobstructed space and a 2,440-seat theatre. The Complex is home to the Fayetteville Marksmen hockey team (SPHL) and Cape Fear Heroes indoor football team (AAL) and hosts a variety of other sporting events, family shows, concerts and special productions year-round.

Historically speaking, in 2012, the City celebrated the 250th anniversary of its founding. In 1762, the town of Campbellton, located on the Cape Fear River, was chartered by the colonial assembly. In 1778, Campbellton united with the neighboring town of Cross Creek to become Upper and Lower Campbellton. In 1783, the North Carolina General Assembly approved the town's official renaming to Fayetteville in honor of the Marquis de Lafayette, the French nobleman who served as a Major General in the Continental Army during the Revolutionary War.



Fayetteville at a Glance

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

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

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



Fayetteville at a Glance

Demographic Characteristics

Estimated Population	208,878
Median Age*	32.3
Median Education*	27.20% with 4 or more years of college
Median Household Income*	\$ 45,024
Median Value of Owner Occupied Housing Unit*	\$ 131,000

*Source: U.S. Census Bureau, Bureau of Labor Statistics
2015-2019 American Community Survey Data for Fayetteville

Climate

Average Annual Sunny Days	129
Average Annual Precipitation	44.46 inches
Average Relative Humidity:	
Sunrise	83%
Afternoon	53%
Average Daily Temperature:	
January	43.6 °(F)
July	81.4 °(F)
October	63.5 °(F)
Annual	63.3 °(F)

Economy/Employment

Rates of Unemployment (February 2021)	
Fayetteville	8.20%
North Carolina	5.70%
United States	6.20%

Building Construction

Year	#of Permits	\$ Value
2011	3,655	351.3M
2012	4,177	305.4M
2013	4,063	253.4M
2014	2,621	249.4M
2015	2,544	262.4M
2016	2,483	360.6M
2017	1,695	198.9M
2018	1,442	303.9M
2019	1,486	181.4M
2020	1,256	179.9M

Major Civilian Employers**

U.S Dept. of Defense (Civilian)	8,757
Cape Fear Valley Health System	6,233
Cumberland County Board of Ed	6,012
Walmart Associates	2,656
Goodyear Tire & Rubber Company	2,350
Cumberland County Government	1,986
City of Fayetteville	1,762
Fayetteville Tech. Community College	1,298
Food Lion	1,080

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

**Source: City of Fayetteville Comprehensive Annual Financial Report 2020

Fayetteville's Ten Largest Taxpayers**

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 1/1/2019</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$ 157,474,251	1.12%
Fayetteville VA CO LLC	Property Rental	91,131,583	0.65%
Piedmont Natural Gas	Utility	66,753,244	0.47%
Wal-Mart	Retail	54,494,558	0.39%
Time Warner Cable Southeast	Utility	37,113,789	0.27%
Westlake at Morganton LLC	Property Rental	27,641,498	0.20%
Independence Place West Fayetteville	Property Rental	25,913,600	0.18%
DDRM Fayetteville Pavilion LLC	Real Estate	25,790,299	0.18%
Hidden Creek Village	Property Rental	23,663,799	0.17%
Carolina Telephone	Utility	22,229,109	0.16%



ANNUAL BUDGET

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RECOMMENDED

Fiscal Information

What is a Budget?

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

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

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

A Policy and Planning Tool

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

which legislative and administrative controls are established.

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

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

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

Development of the Budget

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

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

Basics of Budgeting

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

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

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

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

Budget Approval

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

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

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

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

Budget Implementation and Monitoring

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

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

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

Basics of Budgeting

Basis of Budgeting

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

Budgetary Amendment and Control

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

Departments are aligned in portfolio groups as follows:

Community Investment

- Development Services
- Economic and Community Development
- Human Relations

Operations

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

Support Services and Administration

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

Other Appropriations

- Other Appropriations

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

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

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

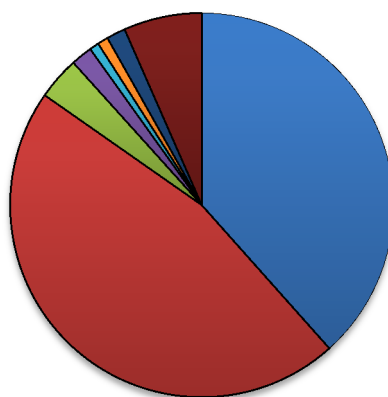
Overview

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 2022 fiscal year.

GENERAL FUND REVENUES

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 46.3 percent, and ad valorem taxes estimated at 38.4 percent of total revenues for fiscal year 2022. Functional revenues are estimated to provide 3.6 percent and fund balance appropriations are projected to account for 6.6 percent of total funding sources. The remaining 5.1 percent of funding sources are projected to be provided by a combination of financing proceeds and interfund transfers (other financing sources), other miscellaneous revenues and taxes, and investment income. Each of these funding sources is explained in greater detail in this section.

FY 2022 General Fund Funding Sources



- Ad Valorem Taxes 38.4%
- Intergovernmental Revenues 46.3%
- Functional Revenues 3.6%
- Other Revenues 1.8%
- Other Taxes 0.8%
- Interfund Transfers 0.9%
- Proceeds from Loans 1.6%
- Fund Balance Appropriation 6.6%

Ad Valorem Taxes

The recommended tax rate for fiscal year 2022 is recommended to remain at 49.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$14,395,907,182 and collection rates estimated at 99.00 percent for real and personal property and 98.99 percent for motor vehicles.

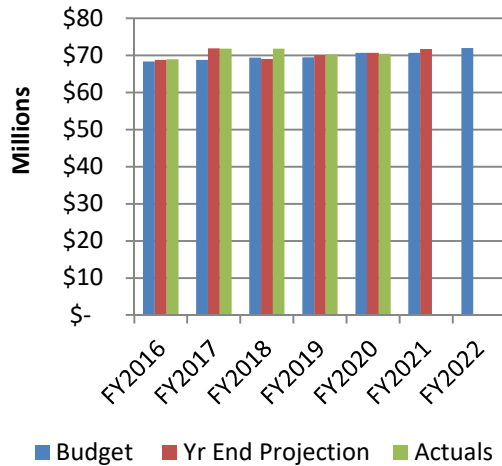
Fiscal year 2022 current year property tax collections are projected to be \$71,187,901, which is a minor 0.4 percent increase from the fiscal year 2021 year-end estimate. Prior year taxes and penalties are projected to total \$825,700.

Real and personal property taxable values are projected to be \$12,812,459,935, which represents an increase of \$62,178,454 or 0.49 percent as compared to estimated fiscal year 2021 values, reflecting estimated increases of 0.5% in real property values and 1.25% in personal property values. The projected taxable property value is based upon tax valuation data provided by the Cumberland County Tax Office on April 22, 2021. The projected collection rates for fiscal years 2021 and 2022 are 99.00 percent as compared to fiscal year 2020 actual collection percentage of 99.03 percent, reflecting continuing local economic impacts of the pandemic.

Motor vehicle taxable property values for fiscal year 2022 are projected to be \$1,583,447,247, which represents an increase of \$19,822,823 or 1.3 percent from projected fiscal year 2021 values. Staff has anticipated a gradual return to typical revenue growth from motor vehicle property taxes of 3.5% by the end of fiscal year 2021. Fiscal year 2021 tax collections include revenues which would typically have been collected in fiscal year 2020 but were deferred due to vehicle registration delays authorized by the State due to the pandemic.

Revenue Assumptions

General Fund Property Tax Revenues



Other Taxes

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

Revenue projections for vehicle license taxes are projected to total \$640,200 for fiscal year 2022 based upon the current \$5 per vehicle per year license tax rate.

Since July 1, 2015, North Carolina municipal authority for privilege license taxes is limited to collection of beer and wine license fees, peddler and solicitor permit fees, and special event permits. Revenue projections for fiscal year 2022 total \$18,000.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$775,900 for fiscal year 2022. This represents an increase of \$22,600 from fiscal year 2021 year-end projections, primarily reflecting expected recovery from the impacts of the COVID-19 pandemic.

Intergovernmental Revenues

This revenue source represents funds received from other governmental units.

Depending upon the source and nature of the resource, restrictions may be placed on the use of these proceeds.

Federal Revenues

Federal intergovernmental revenue projections for fiscal year 2022 total \$207,740, including \$111,295 from federal law enforcement agencies for agreements for interagency police services, \$60,000 in FEMA reimbursements for pandemic related supplies and personal protective equipment, and \$36,445 in interest subsidies from the IRS.

Total estimated revenues for fiscal year 2021 equal \$1,958,132, and include the receipt of \$1,799,803 in reimbursements from the Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. These funds were provided for public safety mitigation efforts related to the coronavirus pandemic.

State Shared Revenues

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

Sales Tax Distributions

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

Revenue Assumptions

the county, which is also referred to as the point-of-delivery method.

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

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

Sales tax revenue projections for fiscal year 2021 were originally developed taking into account a high level of uncertainty with respect to ongoing impacts of the COVID-19 pandemic, and included a gradual adjustment to add back a projected 30 percent decline due to COVID-19 by the last quarter of the fiscal year. Fortunately, sales tax revenues did not suffer the severe decline that was anticipated for the last quarter of fiscal year 2020 and have remained healthy.

Through the first six months of fiscal year 2021, it is estimated that state-wide sales tax growth has approached 10.8 percent. Per capita based distributions of Article 40 sales tax collections, however, have only increased by 9.6 percent for Cumberland County. This slower pace of revenue growth results from a decline in the ratio of Cumberland County total population against statewide population totals. For point-of-delivery sales taxes based upon sales occurring within Cumberland County, it is estimated that those taxes have grown by approximately 10.7 percent through the first six months of fiscal year 2021.

The NCLM provided initial projections that overall statewide sales tax collections will

finish 13.5 percent above fiscal year 2020. The FRD estimated statewide sales tax growth for fiscal year 2021 of 8.0 percent as compared fiscal year 2020. Taking into account the decline in the per capita ratio for Cumberland County, the City's sales tax revenue projections assume that sales tax collections for the last 6 months of the year will be 9.0 percent above the last six months of fiscal year 2020, ending the fiscal year with growth of 9.8 percent over fiscal year 2020.

Total City sales tax revenues and hold harmless payments projected for fiscal year 2021 are \$49,578,128, 14.7 percent above the original budget of \$43,206,154. From these sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City annexations are projected to total \$8,790,699.

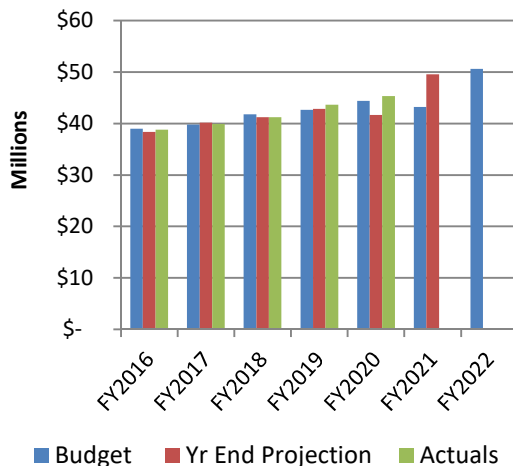
For fiscal year 2022, the NCLM provided projections of statewide sales tax collections increasing 2.5 percent, while the FRD estimated statewide growth at 3.1 percent. For revenues based upon per capita distributions of statewide collections, City staff have projected 1.7 percent growth, reflecting revenue growth assumptions of 2.5 percent and the continued impact of statewide population growth. The growth projection for local point-of-delivery sales tax revenues is 2.5 percent.

The City's share of sales tax distributions made by the State to Cumberland County is affected by population changes in the City, other local municipalities, and the County as a whole. Due to the delay in the results of the 2020 U.S. Census, there are no population change impacts assumed for fiscal year 2022. For fiscal year 2022, the City is projected to receive \$50,624,034 in total revenues from sales taxes and hold harmless payments, up 2.1 percent over projected fiscal year 2021 revenues. From those sales tax revenues,

Revenue Assumptions

reimbursements to Cumberland County and other municipalities for their revenue losses due to past annexations are projected to total \$8,876,138.

General Fund Sales Tax Distributions



Utility Tax Distributions

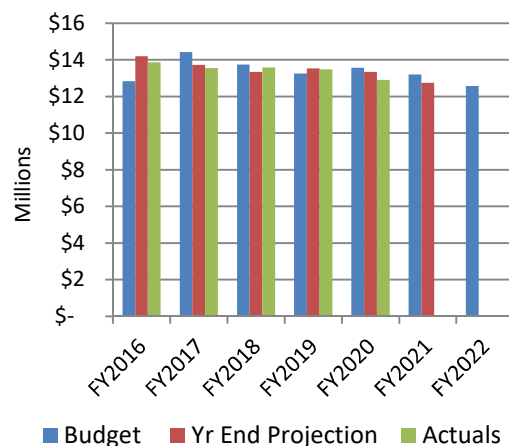
Total utility tax distributions from the State are projected to be \$12,743,400 in fiscal year 2021, down 3.5 percent from the fiscal year 2021 original budget projection of \$13,203,900. The projected budget variance primarily reflects a shortfall of 4.8 percent on electric sales taxes. These year-end projections are informed by statewide projections prepared by the NCLM, adjusted for local variances. For sales taxes on electricity, the statewide decline is anticipated to be 1 percent below fiscal year 2020. The local revenue decline is projected to be 2.1 percent as any statewide revenues in excess of the fiscal year 2014 base year are allocated to municipalities on the basis of ad valorem tax levies; Fayetteville's tax levy is a smaller proportion of the statewide total than its baseline share of revenues. While sales taxes on telecommunication services are generally projected to decline due to the abandonment of landline phones, the NCLM projected an increase of 3.75 percent for

fiscal year 2021 based on receipt of delayed payments due to the pandemic.

For fiscal year 2022, \$12,565,700 is projected to be received from utility taxes. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales. Decreases are projected for taxes on telecommunications (9.5 percent) and video programming sales (1.25 percent) reflecting declining use of home telephones and home cable television services, and natural gas (2 percent). Growth of 1.25 percent is projected for statewide sales taxes on electricity sales, however, local revenues are projected to decline 0.4 percent based upon continued slower local growth in ad valorem tax levies and the statutory distribution method which allocates growth in revenues beyond the fiscal year 2014 baseline on the basis of ad valorem tax levies.

Based upon projections of video programming tax revenues to be generated from the population added through the Fort Bragg annexation, for fiscal year 2021 \$56,179 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement. For fiscal year 2022, the payment is expected to be \$55,477.

General Fund Utility Tax Distributions



Revenue Assumptions

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. City projections for fiscal year 2022 assume that a non-recurring statewide reduction for fiscal year 2021 and a temporary reduction of revenue shares for the cities of Raleigh and Charlotte end. The proceeds of this tax are distributed based 75 percent on population and 25 percent on the number of miles of city-maintained streets. For fiscal year 2022, the per capita rate is projected to be \$18.80 with a population estimate of 208,878; and, the per mile rate is projected to be \$1,568.57 with a municipal street mileage estimate of 747.52 miles. On this basis, Powell Bill revenues are expected to total \$5,099,497 in fiscal year 2022, a 2.4 percent increase from fiscal year 2021. This revenue source must be used for street and sidewalk construction, maintenance or related debt service.

The State levies an excise tax on the production of beer and wine in North Carolina. This revenue is shared with the cities on a per capita basis. The NCLM projects a 2.5 percent increase in statewide beer and wine tax collections in the current fiscal year. For fiscal year 2022, the NCLM anticipates modest 1.0 percent growth in beer and wine taxes from fiscal year 2021. On this basis, it is projected that the City will receive \$920,900 in beer and wine tax proceeds for fiscal year 2021 and \$930,100 in fiscal year 2022, as compared to the original fiscal year 2021 budget amount of \$907,700.

Consistent with the Fort Bragg annexation agreement, the City must remit payments to Spring Lake to ensure a 70 percent to 30 percent share of state-shared revenues related to the Fort Bragg annexation. For fiscal year 2022, projected payments related to Powell Bill and beer and wine taxes total \$107,336.

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 2021, that payment totals \$11,450,867. For fiscal year 2022, that payment will be \$11,853,127, based upon 2.45 percent of electric fund net assets for the fiscal year ending June 30, 2020.

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

Provisions of the City Charter provide that during periods of declared emergency, the PWC may provide enhanced transfers to the City. On March 16, 2020, Mayor Colvin declared a local state of emergency due to the COVID-19 pandemic. Recognizing the unprecedented expected impacts upon the local economy and municipal revenue sources, City leaders requested additional funding from PWC to offset revenue impacts and to provide for funds to support local economic recovery efforts. The year-end projections for fiscal year 2021 includes a transfer of \$3,000,000 to offset local pandemic impacts.

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

Revenue Assumptions

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 \$3,944,782 in fiscal year 2022, as compared to \$4,254,839 originally budgeted for fiscal year 2021 and \$3,439,904 projected for fiscal year 2021. The budget variances primarily reflect adjustments of transfers of County recreation tax proceeds for Parks and Recreation District operations due to the timing of capital expenditures to be made by the County.

Other local intergovernmental revenues projected for fiscal year 2022 include: revenues from an agreement with the housing authority to provide on-site police services (\$352,470), school system reimbursements for the operating costs of the red light camera system (\$1,042,200), and reimbursements from Spring Lake under the sales tax interlocal agreement (\$20,171).

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 2022, including changes to be implemented effective July 1, 2021. The changes proposed are minor in nature and primarily recommended to improve clarity and administrative functions, as such revenue projections have not been adjusted on the basis of the proposed fee structure changes.

Permit and fee revenues for fiscal year 2021 are projected to be \$2,260,125, which is 12.9 percent above the current budget and 16.1 percent above actual fiscal year 2020 revenues. The revenue increase from the prior year primarily reflects impacts of current levels of building and inspection activity.

Fiscal year 2022 revenue projections total \$2,228,496, reflecting anticipated levels of building and trade permit activity.

Property lease revenues for fiscal year 2021 are projected to total \$455,890, down slightly from the original budget of \$468,112.

Property lease revenues for fiscal year 2022 are projected to total \$460,289, including \$250,000 for the payment for the operating use agreement for the downtown stadium, \$88,650 for shared use of the City's 800 megahertz radio system, and \$121,639 for lease payments for other City facilities.

Public Services revenues for fiscal year 2021 are projected to be \$398,715, 1.0 percent below the current year budget. The negative budget variance primarily reflects lower than expected reimbursements for traffic control services for special events. Projected revenues for fiscal year 2022 indicate a modest increase to \$400,710.

Development Services fees for planning and zoning services for fiscal year 2021 and 2022 are projected to be \$75,200 and \$69,200 respectively, as compared to the fiscal year 2021 original budget of \$58,400.

Public safety revenues for fiscal year 2021 and fiscal year 2022 are projected to be \$1,157,571 and \$1,236,428 respectively. The fiscal year 2022 revenue projections include estimated increases of \$33,417 resulting from proposed contracted emergency medical services provided at special events.

Parks and Recreation revenues for fiscal year 2021 are projected to be \$598,469, compared to fiscal year 2020 revenues of \$1,086,110 and fiscal year 2021 original budget projection of \$1,992,606. The 70 percent shortfall from budget primarily reflects lower collections of program and park rental revenues due to service limitations imposed due to the COVID-19 pandemic. Fiscal year 2022 revenues are projected to recover to

Revenue Assumptions

\$1,971,680, slightly above fiscal year 2019 pre-pandemic totals of \$1,934,477.

Other fees and services are primarily estimated based upon known service agreements. For fiscal year 2021 and 2022, revenue projections include: \$164,550 and \$165,368, respectively, for custodial and maintenance services to be provided under contract for the Airborne and Special Operations Museum; \$43,000 in fiscal year 2021 and \$54,000 in fiscal year 2022 for maintenance services provided by Parks, Recreation and Maintenance personnel for Transit and Airport facilities; \$85,000 in each year for PWC access for the FayTV7 government access channel; and \$50,000 for services provided for the Municipal Planning Organization (MPO).

Other Revenues

Refunds and Sundry revenues include miscellaneous revenues projected based on historical trends, and other estimated revenues such as donations, and nongovernmental grants.

Fiscal year 2021 and 2022 revenues include \$59,244 for loan repayments from Greyhound for a Capital Funding Plan loan for up-fit expenditures at the new transit multimodal center. Additionally, \$146,806 is projected to be received in fiscal year 2022 from tax value guarantee payments for the downtown redevelopment site for the stadium funding plan.

Indirect cost allocations are the largest funding source in Other Revenues for fiscal year 2022 and are projected at \$2,520,200 with modest growth over current cost allocation plans.

Investment Earnings

Investment earnings are the amount of revenue received from the investment of idle

cash. This source of revenue is roughly estimated based on the projected cash position of the City and projected future investment earning rates. For fiscal years 2021 and 2022, rates of return on investments have been projected to be significantly below fiscal year 2020 rates due to current economic conditions resulting in rates of return at less than one-tenth of 1 percent.

Other Financing Sources

Other financing sources projected for fiscal year 2022 consist of transfers from other funds and anticipated loan proceeds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

Interfund transfers projected to be received by the General Fund in fiscal year 2022 include: \$56,597 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 \$1,515,000 from the Risk Management fund as an interfund loan for the stadium funding plan.

The City anticipates financing \$3,087,996 for the purchase of General Fund vehicles and equipment in fiscal year 2022.

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 2022 fund balance appropriation for the General Fund totals \$12,411,264 and includes appropriations of

Revenue Assumptions

\$2,686,673 for the regular capital funding plan for expenditures in excess of current year dedicated revenues, \$681,292 for use of accumulated County Parks and Recreation District resources and \$2,115 for the stadium funding plan for expenditures in excess of current year dedicated revenues.

The remaining \$9,041,184 of the planned fund balance appropriation is associated with specific planned non-recurring expenditures. The funded expenditures include: a total of \$3,975,720 for capital and technology improvement plan projects comprised of \$2,000,000 for a one year addition to street preservation funding, \$525,000 to complete the final segment of the Cape Fear River Trail, \$454,065 for a public street development project to pave Greensboro Street, \$226,307 in additional funding for a replacement revenue management system, \$210,000 for control link lights for athletic facilities, \$150,000 for implementation costs for a fleet management information system, \$110,000 for the final phase of the stadium entry plaza and infrastructure project, \$100,000 for anticipated temporary staffing needs to backfill for staff focused on the ERP system replacement project, \$96,000 for the local cost share for the Little Cross Creek Greenway multi-use trail, \$88,348 to replace audio video systems that support telecast and recording of meetings in the Council Chambers, and \$16,000 for the local cost share for improvements at the Grove Street transit operating and maintenance facility; \$2,250,000 for replacement vehicles and equipment funding in excess of traditional funding levels; \$1,219,477 for non-recurring contract services including \$250,000 to continue the street condition survey, \$250,000 for a streets connectivity study, \$189,900 related to the election and redistricting following the 2020 Census, \$160,000 to facilitate the installation of MetroNet broadband throughout the community, \$150,000 for an employee pay

study and a total of \$219,577 for other contract services; \$327,000 for non-recurring transfers to the Parking Fund to fund capital and due to anticipated future revenue increases; \$334,658 for non-recurring capital purchases including \$200,287 in expansion radio equipment for the Fire Department; \$177,335 for non-recurring small equipment and licenses; \$175,000 for special event funding for the Dogwood Festival and a New Year's Eve celebration; \$160,500 for a number of small facility renovation projects; \$129,292 to make up for an anticipated short-term reduction of Powell Bill funding; \$79,021 for two pilot programs for illegal dump site abatement and music education; \$60,000 for an anticipated economic development incentive; \$76,923 for one-time enhanced funding for branding and advertising; \$40,000 to provide the balance of funding committed to Communities in Schools for a Student Support Specialist; \$25,000 for non-recurring employee appreciation expenditures; and \$12,500 for a Historic Resources Commission grant match; offset by a \$1,242 reduction to balance the budget.

CENTRAL BUSINESS TAX DISTRICT FUND

The tax rate for the Central Business Tax District for fiscal year 2022 is recommended to remain at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$159,097,579 and collection rates estimated at 99.37 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2022 current year property tax collections are projected to be \$158,140, a decrease of 6.9 percent from fiscal year 2021 projections. The decline in taxable values primarily reflects the transition of the newly constructed Hay Street Parking Deck from private to public ownership.

Revenue Assumptions

Interfund transfer revenues of \$139,274 are projected to be received from the General Fund in fiscal years 2021 and 2022.

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In fiscal year 2021, the E911 Fund is projected to receive \$963,133 in these dedicated revenues from the State. In fiscal year 2022, the E911 Fund is projected to receive \$978,606.

The fund is projected to use \$410,067 from accumulated fund balance over fiscal years 2021 and 2022 with this level of funding support. The North Carolina 911 Board requires funded Public Safety Answering Points (PSAPs) to expend accumulated dedicated fund balance, and limits the amount of fund balance to be carried forward. In future fiscal years, increased funding is expected to support eligible operating costs.

LAKE VALLEY DRIVE MSD FUND

The Lake Valley Drive Municipal Service District (MSD) was created to provide a funding mechanism for drainage infrastructure to support private development. The General Fund funded the installation of the infrastructure, with repayment through an additional tax in the MSD. Full repayment is anticipated by June 30, 2021, and the MSD is set to be abolished with no tax assessments in future fiscal years.

PARKING FUND

The original budget for leased parking spaces and hourly parking fees for fiscal year 2021 anticipated total revenues of \$364,102, based

upon the implementation of paid on-street parking effective January 1, 2021. City Council directed to delay the implementation of paid on-street parking due to the impacts of the COVID-19 pandemic on the downtown economy. These revenues are now projected to total \$186,898 for fiscal year 2021, reflecting the delay in paid on-street parking and general declines in paid parking revenues due to the pandemic.

For fiscal year 2022, revenues for leased parking spaces and hourly fees for parking are projected to total \$513,905, reflecting a full year of paid on-street parking revenues.

The original budget for fiscal year 2021 anticipated that \$68,221 would be generated from special event parking revenues for Fayetteville Woodpeckers' baseball games and other downtown special events based upon a limited, partial year schedule due to the pandemic. The pandemic extended beyond original recovery estimates, resulting in the cancellation of anticipated special events and limited capacity attendance at spring 2021 minor league baseball games. Special event parking revenue projections for fiscal year 2021 have been reduced to \$26,325 as a result. Revenues for fiscal year 2022 are projected to be \$93,275, under conservative assumptions of special events occurring with limited capacity.

The original budget for fiscal year 2021 anticipated total parking citation revenues of \$134,155, reflecting extended parking enforcement hours from 9:00 am to 9:00 pm Monday through Friday and the implementation of paid on-street parking. Projected revenues for fiscal year 2021 are now reduced to \$31,305, reflecting general impacts of the pandemic on downtown parking demand and the delay in paid on-street parking. For fiscal year 2022, these revenues are projected to total \$65,684,

Revenue Assumptions

reflecting slow recovery in parking demand and the impacts of paid on-street parking.

The Public Works Commission is projected to pay \$53,375 in fiscal year 2021 and \$61,648 in fiscal year 2022 to fund its proportionate share of operating costs and capital maintenance reserves for the Franklin Street Parking Deck.

There are anticipated capital maintenance expenditures of \$75,000 in fiscal year 2021 for the Franklin Street Parking Deck, which will be funded through use of capital maintenance reserve held in fund balance of the Parking Fund. There are no anticipated capital maintenance expenditures projected for fiscal year 2022.

Traditionally, revenues generated for the Parking Fund have not been sufficient to fully support operating costs for downtown parking, requiring transfers from the General Fund to balance expenditures. The original budget for fiscal year 2021 anticipated that the General Fund would provide a transfer of \$557,600 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. The original budget also considered that the Parking Fund would provide transfers to the General Fund of \$158,726 per year consistent with the Stadium Funding Plan. On the basis of the revenue changes discussed above and associated operational impacts, the projected transfer from the General Fund to the Parking Fund for fiscal year 2021 year-end is \$831,938.

The fiscal year 2022, the required transfer from the General Fund to the Parking Fund is projected to be \$500,369 to balance revenues and expenditures. For future fiscal years, it is anticipated that the transfer may be significantly reduced or eliminated with full recovery from the impacts of the COVID-19

pandemic, and the full lease out of the Hay Street Parking Deck.

PWC ASSESSMENT FUND

The PWC assessment fund is used to account for fees assessed to customers for water and wastewater improvements. The fees are assessed and collected by the City, and remitted to PWC. For fiscal year 2021, it is projected that total revenues for assessments and associated interest will be \$2,250,000. For fiscal year 2022, those revenues are projected to increase to \$3,134,000. These projections are estimated based upon information received from staff of the PWC.

AIRPORT FUND

Traditionally, 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. The original 'pre-pandemic' budget for fiscal year 2020 anticipated \$4,216,440 for these revenues based on known leases and agreements and relatively stable historical trends. As a result of the significant impact of the COVID-19 pandemic upon demand for airline services beginning in February, 2020, a total of \$3,338,162 was collected in fiscal year 2020. These revenues are conservatively projected to total \$2,746,096 for fiscal year 2021 and \$2,805,149 for fiscal year 2022, primarily reflecting recent reduced revenues from franchise fees from parking operations and car rental tenant leases.

Landing fees paid by various air carriers were expected to total \$154,818 in fiscal year 2021 in the original adopted budget, a total representing roughly 50 percent of pre-pandemic levels. These revenues continue to be significantly impacted by the COVID-19 pandemic. In addition, landing fees for signatory airlines were waived from January through June, 2021, to provide financial relief

Revenue Assumptions

to the airlines. As a result, it is projected that total landing fees for fiscal year 2021 will be \$132,807, with a projected increase in fiscal year 2022 to \$257,890.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$318,615 for fiscal years 2021 and 2022 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport.

In response to the COVID-19 pandemic, additional federal grant awards have been received which are being used to provide general operating assistance for the airport. In fiscal year 2020, the airport originally received a grant award of \$2,968,903 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act. In fiscal year 2021, the airport received a grant award of \$1,981,243 under the Airports Coronavirus Response Grant Program (ACRGP). Use of these grants has been and is proposed to be used to fund airport operating costs over fiscal years 2020 through 2022, which is the anticipated period of declining operating revenues. Specifically, this budget anticipates use of \$2,488,725 in fiscal year 2021, and \$1,000,000 in fiscal year 2022.

Generally, Airport Fund revenues exceed expenditures, allowing for the accumulation of assets to be used for future capital improvements. The use of \$476,096 of accumulated net assets (fund balance) is projected to balance the Airport Fund in fiscal year 2022, primarily related to \$460,000 for transfers for capital projects, primarily for construction of a new T-hangar.

SOLID WASTE FUND

The residential solid waste fee is the primary fee supporting Solid Waste Division

operations. For fiscal year 2022, staff recommends that the annual fee remain at \$225 per single-family residential unit. Based upon the current fee, current year fee revenues for fiscal year 2022 are projected to total \$13,921,100.

Intergovernmental revenue projections for fiscal year 2022 include \$309,295 from Cumberland County based upon agreed payments of \$5 per household and \$156,133 in proceeds from the solid waste disposal tax collected by the State.

For fiscal year 2022, the interfund transfer from the General Fund to the Solid Waste Fund is projected to total \$326,605 and is solely intended to reimburse the fund for debt service costs for prior financings that benefited the General Fund through the use of Solid Waste vehicles as security for financings.

In fiscal year 2022, projected Solid Waste Fund revenues exceed expenditures by \$75,341, allowing for a projected accumulation to fund balance.

STORMWATER FUND

The monthly stormwater fee for fiscal year 2022 is proposed to be \$6.00 per equivalent residential unit, unchanged from fiscal year 2021.

Stormwater fee revenue projections for fiscal year 2021 for first-year collections are projected to total \$11,152,700. For fiscal year 2022, stormwater fee revenues for first-year collections are projected to be \$11,264,230, a modest increase of 1.0 percent as compared to fiscal year 2021 projections.

The North Carolina Department of Transportation (NCDOT) reinstated its contract with the City to sweep state-maintained roads within the city as of January 1, 2021. Projected contract payments of

Revenue Assumptions

\$62,996 and \$125,991 are included for fiscal years 2021 and 2022 respectively.

In fiscal year 2022, Stormwater Fund revenues are projected to exceed expenditures by \$1,667,938, allowing for an accumulation of fund balance for the funding of future stormwater improvement projects as identified and prioritized through the watershed study processes.

TRANSIT FUND

The Transit Fund generally receives apportionment grants from the federal government for the operation of transit services. These grants may be used to fund ADA services, vehicle and general maintenance, limited operating costs and specific service enhancements.

Since the onset of the COVID-19 pandemic, the Fayetteville Urbanized Area has received additional apportionment grants of \$9,857,732 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020), and \$4,410,543 under the American Rescue Plan Act (ARPA) (2021). The share of these grants expected to be available to support City transit operating costs is \$13,116,407 over fiscal years 2020 through 2023. Use of these grants, in coordination with existing federal grant funds, allows for reduced support requirements from the General Fund during the period of the pandemic. Total federal grant revenues for fiscal year 2021 and 2022 are projected to total \$6,046,411 and \$4,832,894 respectively.

The Transit Fund also receives funding under the State Maintenance Assistance Program (SMAP). For fiscal year 2021 the original budget anticipated \$730,118 in State Maintenance Assistance Program revenues, however, North Carolina Department of Transportation (NCDOT) has temporarily withdrawn the Maintenance Assistance

Program funding; as such, no SMAP funding has been projected for fiscal year 2021 year-end. For Fiscal year 2022, it is anticipated that the SMAP funding will be restored by the NCDOT and \$730,000 has been included in the recommended budget.

The City assesses a \$5 vehicle license tax dedicated to support transit operations. For fiscal year 2021 and 2022 proceeds from this revenue are projected to be \$655,510 and \$641,500, respectively. The decline in revenues for fiscal year 2022 reflects timing impacts of fiscal year 2020 revenues received in fiscal year 2021 due to vehicle registration deadline extensions permitted by the State due to the pandemic.

The Transit System is projected to generate a total of \$126,330 in fare revenues in fiscal year 2021 compared to the original budget of \$978,186. The collection of transit fare revenues were suspended for social distancing purposes due to the COVID-19 pandemic and were not reinstated until April 1, 2021. For fiscal year 2022, these revenues are projected to total \$1,013,785, including collections based on current fare rates, plus fares projected for an added service route in west Fayetteville.

The original budget for fiscal year 2021 anticipated \$90,859 in payments from the PWC to support the operation of a shuttle route to the PWC campus. The COVID-19 pandemic led to the suspension of the shuttle route and no revenues are projected to be received in fiscal year 2021. The PWC shuttle route is projected to resume in fiscal year 2022 and \$89,109 is associated revenues have been projected.

Property use revenues for fiscal year 2021 were also impacted by the COVID-19 pandemic and are projected to total \$162,608 as compared to the original budget projection of \$201,552. These revenues include \$1,972 from the Cool Springs Downtown District;

Revenue Assumptions

\$1,230 from American Coach Lines; and \$159,406 from Greyhound for lease costs and shared operating costs for their location in the Transit Center. For fiscal year 2022, property use revenues are projected to increase to \$198,533, and include: \$10,800 from American Coach Lines; \$1,972 from the Cool Springs Downtown District; \$260 for event room rental fees; \$12,420 from the General Fund for new use of space for the City Call Center; and \$173,081 from Greyhound for lease costs and shared operating costs for their location in the Transit Center.

Other fees and service revenues primarily consist of advertising revenues, and are projected to total \$98,544 and \$98,614 in fiscal years 2021 and 2022 respectively. These revenues are in line with the original fiscal year 2021 budget of \$98,385.

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 2021, the transfer is projected to total \$4,216,370 as compared to the currently budgeted transfer of \$4,529,770. For fiscal year 2022, the General Fund transfer to the Transit Fund is projected to total \$4,810,256, primarily reflecting a trending down of supplemental federal funding related to the COVID-19 pandemic.

LEOSSA FUND

The LEOSSA Fund (Law Enforcement Officers Special Separation Allowance Fund) is supported through interfund charges for employee benefits, primarily charged to the General Fund. The fund revenues are projected based upon estimated earnings of sworn law enforcement personnel during the fiscal year and an actuarially determined

funding rate, which is currently set at 7.60 percent of earnings.

FLEET MAINTENANCE FUND

The Fleet Maintenance Fund is used to account for costs associated with centralized maintenance operations for automotive and other equipment used by all City departments. These costs are billed to the departments receiving the services.

RISK MANAGEMENT FUND

The Risk Management Fund is primarily funded through interfund charges to other funds for services including workers' compensation benefits, health and dental benefits and property and casualty insurance coverage. These charges are projected based upon historical trends and estimated charges needed to finance expected expenditures.

In addition, employees and retirees also contribute to the Risk Management Fund for health and dental coverage for individual and dependent coverage. Contributions are projected based upon the anticipated number of participants and rates needed to fund expected claims expenditures.

In fiscal year 2021, the General Fund is projected to transfer \$351,914 to the Risk Management fund for repayment of interfund loans. In fiscal year 2022, that transfer is projected to be \$351,820.

The projected use of \$1,163,180 from fund balance in fiscal year 2022 reflects the net impact of a transfer of \$1,515,000 to the General Fund for an interfund loan for the stadium funding plan, offset by the repayment of prior interfund loans of \$351,820.

Development Services

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	2,555,952	2,927,412	2,817,407	2,946,782	0
Social Security & Pension	443,945	549,672	520,665	589,602	0
Insurance & Benefits	421,007	511,217	468,675	525,711	0
Temporary Services	22,496	0	0	32,000	0
Personnel Services	3,443,400	3,988,301	3,806,747	4,094,095	0
Utilities	0	0	0	0	0
Supplies	22,084	33,115	23,303	23,200	0
Small Equipment/ Computers	1,767	5,448	17,218	2,422	0
General Maintenance	8,726	10,376	10,902	18,970	0
Vehicle Maintenance	50,894	91,560	59,086	60,412	0
Vehicle Fuel	22,785	33,670	25,530	28,800	0
Communications	88,110	106,748	96,890	106,471	0
Travel and Development	13,088	31,495	31,195	31,345	0
Memberships and Dues	6,729	9,200	9,369	13,800	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	214,183	321,612	273,493	285,420	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	50	200	0	0	0
Other Contract Services	209,937	364,370	319,868	291,573	0
Contract Services	209,987	364,570	319,868	291,573	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	5,137	0	0
Equipment - Motor Vehicles	0	37,692	37,692	66,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	37,692	42,829	66,000	0
Transfers to Other Funds	0	10,000	10,000	12,500	0
Debt Service	0	0	0	0	0
Other Charges	367	1,675	1,675	1,725	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	2,000	2,000	2,000	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	367	3,675	3,675	3,725	0
Total Expenditures	3,867,937	4,725,850	4,456,612	4,753,313	0

Economic & Community Development

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	267,782	263,892	144,433	267,155	0
Social Security & Pension	46,790	49,648	26,731	53,570	0
Insurance & Benefits	36,130	40,066	21,475	41,268	0
Temporary Services	6,426	0	11,730	0	0
Personnel Services	357,128	353,606	204,369	361,993	0
Utilities	31,715	37,100	34,500	38,963	0
Supplies	5,837	10,900	6,527	8,750	0
Small Equipment/ Computers	10,041	20,000	20,000	20,000	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	9,276	11,480	11,722	10,620	0
Travel and Development	6,714	9,678	8,328	8,678	0
Memberships and Dues	1,097	3,400	3,400	3,400	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	64,680	92,558	84,477	90,411	0
Accounting, Auditing & Legal	103	5,000	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	771,932	725,790	640,531	697,660	0
Contract Services	772,035	730,790	640,531	697,660	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	1,623,201	306,112	907,658	245,871	0
Debt Service	0	0	0	0	0
Other Charges	190	51,041	31,106	420	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	132,353	225,353	215,353	185,353	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	132,543	276,394	246,459	185,773	0
Total Expenditures	2,949,587	1,759,460	2,083,494	1,581,708	0

Human Relations

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	236,641	224,644	228,376	219,368	0
Social Security & Pension	41,093	42,278	42,614	43,999	0
Insurance & Benefits	34,017	29,590	30,594	30,271	0
Temporary Services	0	0	4,559	0	0
Personnel Services	311,751	296,512	306,143	293,638	0
Utilities	0	0	0	0	0
Supplies	12,204	11,820	7,770	12,420	0
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	90	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	5,469	8,290	6,900	8,927	0
Travel and Development	4,348	7,702	7,292	7,702	0
Memberships and Dues	1,103	3,802	3,802	3,781	0
Insurance/Claims	0	0	0	0	0
Other Services	725	2,500	63	1,900	0
Operating	23,939	34,114	25,827	34,730	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	545	2,177	1,077	2,177	0
Contract Services	545	2,177	1,077	2,177	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	3,170	3,625	3,625	3,625	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	14,120	14,658	5,500	14,658	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	17,290	18,283	9,125	18,283	0
Total Expenditures	353,525	351,086	342,172	348,828	0

Airport

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	1,222,827	1,297,169	1,181,957	1,332,083	0
Social Security & Pension	210,416	243,151	220,785	265,874	0
Insurance & Benefits	245,443	261,998	241,605	275,692	0
Temporary Services	52,152	50,504	92,500	60,546	0
Personnel Services	1,730,838	1,852,822	1,736,847	1,934,195	0
Utilities	509,435	544,020	490,110	558,989	0
Supplies	120,548	148,100	116,390	173,675	0
Small Equipment/ Computers	2,590	0	5,000	47,472	0
General Maintenance	143,329	416,485	334,886	389,158	0
Vehicle Maintenance	109,340	102,680	127,499	130,365	0
Vehicle Fuel	22,924	28,410	21,900	25,500	0
Communications	138,616	313,350	313,093	314,099	0
Travel and Development	14,708	26,300	26,300	27,950	0
Memberships and Dues	7,447	9,842	9,842	11,017	0
Insurance/Claims	81,463	106,316	98,776	109,331	0
Other Services	0	0	0	0	0
Operating	1,150,400	1,695,503	1,543,796	1,787,556	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	296	430	430	430	0
Other Contract Services	117,819	203,831	203,396	160,663	0
Contract Services	118,115	204,261	203,826	161,093	0
Land	0	0	0	0	0
Buildings	0	20,000	20,000	0	0
Improvements	73,160	0	50,000	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	35,445	15,000	15,000	0	0
Equipment - Motor Vehicles	25,898	80,000	80,000	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	134,503	115,000	165,000	0	0
Transfers to Other Funds	5,880,955	3,451,371	420,100	460,000	0
Debt Service	0	0	0	0	0
Other Charges	445,364	454,400	449,600	464,500	0
Indirect Cost Allocation	231,024	218,400	216,700	223,200	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	15,000	15,000	15,000	0
Cost Redistribution	0	0	0	0	0
Other Charges	676,388	687,800	681,300	702,700	0
Total Expenditures	9,691,199	8,006,757	4,750,869	5,045,544	0

Fire

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	17,166,108	18,107,929	17,783,089	18,279,735	0
Social Security & Pension	2,937,779	3,395,746	3,218,065	3,654,105	0
Insurance & Benefits	3,291,183	3,216,006	3,342,771	3,345,999	0
Temporary Services	0	0	0	0	0
Personnel Services	23,395,070	24,719,681	24,343,925	25,279,839	0
Utilities	236,473	268,490	231,100	276,545	0
Supplies	623,574	723,387	955,132	828,054	0
Small Equipment/ Computers	200,105	283,565	337,988	313,202	0
General Maintenance	147,415	217,216	235,564	234,223	0
Vehicle Maintenance	1,541,584	1,794,036	1,704,973	1,732,730	0
Vehicle Fuel	175,976	217,000	158,740	197,900	0
Communications	93,716	109,090	103,390	108,484	0
Travel and Development	54,572	92,171	82,785	91,571	0
Memberships and Dues	25,226	29,459	33,153	35,512	0
Insurance/Claims	69,118	45,000	70,000	75,000	0
Other Services	1,680	4,222	504	505	0
Operating	3,169,439	3,783,636	3,913,329	3,893,726	0
Accounting, Auditing & Legal	0	0	0	1,200	0
Medical Services	142,680	154,856	169,166	179,283	0
Other Contract Services	709,302	791,044	762,274	794,578	0
Contract Services	851,982	945,900	931,440	975,061	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	36,737	71,712	96,009	311,278	0
Equipment - Motor Vehicles	1,432,708	2,420,834	2,418,464	2,016,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,469,445	2,492,546	2,514,473	2,327,278	0
Transfers to Other Funds	62,330	15,000	213,636	96,480	0
Debt Service	0	0	0	0	0
Other Charges	3,862	22,519	22,519	22,284	0
Indirect Cost Allocation	95,113	122,200	108,400	111,700	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	0
Other Charges	23,975	69,719	55,919	58,984	0
Total Expenditures	28,972,241	32,026,482	31,972,722	32,631,368	0

Parks, Recreation & Maintenance

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	6,797,099	7,793,722	7,178,081	8,002,892	0
Social Security & Pension	1,133,308	1,397,447	1,265,160	1,489,680	0
Insurance & Benefits	1,393,211	1,509,808	1,463,709	1,562,321	0
Temporary Services	892,363	809,343	835,605	809,343	0
Personnel Services	10,215,981	11,510,320	10,742,555	11,864,236	0
Utilities	1,657,827	1,934,293	1,427,426	2,052,623	0
Supplies	954,886	988,150	817,627	1,052,613	0
Small Equipment/ Computers	27,317	0	77,367	17,784	0
General Maintenance	760,952	694,447	900,771	746,359	0
Vehicle Maintenance	761,750	764,230	844,146	868,065	0
Vehicle Fuel	178,114	243,690	186,950	225,900	0
Communications	179,051	211,580	262,634	234,146	0
Travel and Development	47,868	44,469	42,456	44,077	0
Memberships and Dues	7,510	8,414	9,212	8,363	0
Insurance/Claims	33,733	35,472	34,553	35,258	0
Other Services	67,288	73,411	138,853	178,656	0
Operating	4,676,296	4,998,156	4,741,995	5,463,844	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	350	849	854	864	0
Other Contract Services	1,023,892	1,542,664	1,227,187	1,266,832	0
Contract Services	1,024,242	1,543,513	1,228,041	1,267,696	0
Land	6,373	0	0	0	0
Buildings	135,493	0	0	0	0
Improvements	102,933	0	226,635	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	354,682	55,920	239,629	479,000	0
Equipment - Motor Vehicles	470,485	577,186	1,096,423	1,146,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,069,966	633,106	1,562,687	1,625,000	0
Transfers to Other Funds	489,700	1,164,028	1,830,082	1,276,343	0
Debt Service	1,445,789	1,404,000	1,404,000	1,364,000	0
Other Charges	3,666	52,410	131,817	52,410	0
Indirect Cost Allocation	60,000	60,000	60,000	60,000	0
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	242,915	291,660	371,067	291,660	0
Total Expenditures	19,164,889	21,544,783	21,880,427	23,152,779	0

Police

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	29,598,774	31,390,235	30,691,196	30,960,757	0
Social Security & Pension	7,828,998	8,716,301	8,427,144	9,076,116	0
Insurance & Benefits	5,329,956	5,807,650	5,237,059	5,892,107	0
Temporary Services	87,143	103,533	92,800	112,210	0
Personnel Services	42,844,871	46,017,719	44,448,199	46,041,190	0
Utilities	242,683	291,710	266,360	288,475	0
Supplies	1,020,949	1,002,905	961,359	1,018,315	0
Small Equipment/ Computers	144,667	21,664	118,661	282,122	0
General Maintenance	1,808,953	1,955,521	2,143,713	2,101,217	0
Vehicle Maintenance	1,358,268	1,336,840	1,452,736	1,483,188	0
Vehicle Fuel	702,940	826,520	672,680	778,800	0
Communications	763,413	780,423	816,323	820,662	0
Travel and Development	269,480	200,462	207,108	196,642	0
Memberships and Dues	14,723	7,836	9,399	7,836	0
Insurance/Claims	0	3,000	2,500	2,800	0
Other Services	761,796	771,428	806,481	794,818	0
Operating	7,087,872	7,198,309	7,457,320	7,774,875	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	39,831	38,757	110,605	111,149	0
Other Contract Services	372,230	477,157	727,227	566,313	0
Contract Services	412,061	515,914	837,832	677,462	0
Land	0	0	0	0	0
Buildings	20,523	0	77,753	0	0
Improvements	13,547	0	0	0	0
Equipment - Office	9,454	0	342,560	0	0
Equipment - Other	58,156	0	907,498	0	0
Equipment - Motor Vehicles	1,443,565	2,206,500	2,636,594	1,646,400	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,545,245	2,206,500	3,964,405	1,646,400	0
Transfers to Other Funds	12,151	64,149	14,024	214,111	0
Debt Service	0	0	0	0	0
Other Charges	130,739	146,021	143,647	147,633	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	133,739	149,021	146,647	150,633	0
Total Expenditures	52,035,939	56,151,612	56,868,427	56,504,671	0

Public Services

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	7,353,245	9,250,605	8,589,050	9,363,950	0
Social Security & Pension	1,285,792	1,735,699	1,575,349	1,873,188	0
Insurance & Benefits	1,585,594	1,956,835	1,749,031	2,010,291	0
Temporary Services	308,449	230,330	417,521	241,961	0
Personnel Services	10,533,080	13,173,469	12,330,951	13,489,390	0
Utilities	371,596	438,674	341,026	389,209	0
Supplies	907,310	982,846	4,392,166	925,772	0
Small Equipment/ Computers	68,123	11,043	56,449	40,901	0
General Maintenance	109,282	331,854	292,409	235,408	0
Vehicle Maintenance	3,402,139	3,495,920	3,599,139	3,678,703	0
Vehicle Fuel	539,645	665,620	567,610	660,700	0
Communications	142,307	190,740	259,373	359,787	0
Travel and Development	43,890	93,876	80,934	89,896	0
Memberships and Dues	12,516	18,196	18,196	18,558	0
Insurance/Claims	87,673	172,976	158,015	191,060	0
Other Services	312,211	349,917	76,350	70,450	0
Operating	5,996,692	6,751,662	9,841,667	6,660,444	0
Accounting, Auditing & Legal	458,593	3,500	428,295	203,500	0
Medical Services	3,516	6,486	6,650	6,262	0
Other Contract Services	5,038,294	5,617,922	6,755,174	5,614,990	0
Contract Services	5,500,403	5,627,908	7,190,119	5,824,752	0
Land	0	0	0	0	0
Buildings	0	45,000	75,000	0	0
Improvements	0	0	0	0	0
Equipment - Office	23,079	17,000	17,000	0	0
Equipment - Other	665,207	436,737	516,368	1,160,165	0
Equipment - Motor Vehicles	1,733,204	1,714,000	2,125,901	2,290,500	0
Infrastructure	156	1,000	1,000	1,000	0
Capital Outlay	2,421,646	2,213,737	2,735,269	3,451,665	0
Transfers to Other Funds	14,471,642	12,717,432	12,614,927	11,877,981	0
Debt Service	1,537,738	1,689,574	1,704,391	2,290,962	0
Other Charges	15,285	697,176	23,544	1,799,778	0
Indirect Cost Allocation	1,022,178	1,079,000	1,049,800	1,081,300	0
Non-Profit/Gov't Agencies	3,582	3,621	3,451	3,451	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	0
Other Charges	1,116,045	1,854,797	1,151,795	2,959,529	0
Total Expenditures	41,577,246	44,028,579	47,569,119	46,554,723	0

Transit

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	4,707,400	5,410,348	5,079,736	5,581,102	0
Social Security & Pension	812,617	1,019,905	865,817	1,108,437	0
Insurance & Benefits	960,062	1,204,212	1,1013,644	1,258,449	0
Temporary Services	79,589	4,200	4,301	0	0
Personnel Services	6,559,668	7,638,665	6,963,498	7,947,988	0
Utilities	101,547	121,130	116,740	138,817	0
Supplies	130,065	146,231	142,167	153,091	0
Small Equipment/ Computers	8,598	0	17,269	44,787	0
General Maintenance	178,871	194,284	220,488	213,530	0
Vehicle Maintenance	866,748	868,830	880,780	916,525	0
Vehicle Fuel	625,176	818,550	576,120	770,170	0
Communications	80,788	93,740	94,620	104,870	0
Travel and Development	2,240	13,950	19,950	8,400	0
Memberships and Dues	5,050	5,439	5,439	5,285	0
Insurance/Claims	178,950	220,867	166,687	217,790	0
Other Services	0	3,559	5,519	600	0
Operating	2,178,033	2,486,580	2,245,779	2,573,865	0
Accounting, Auditing & Legal	4,453	10,000	4,000	3,600	0
Medical Services	7,368	7,540	7,640	9,302	0
Other Contract Services	318,024	355,435	350,314	362,816	0
Contract Services	329,845	372,975	361,954	375,718	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	23,873	23,520	36,367	12,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	23,873	23,520	36,367	12,000	0
Transfers to Other Funds	85,941	334,248	1,046,536	824,100	0
Debt Service	0	0	0	0	0
Other Charges	17,153	21,400	18,480	22,900	0
Indirect Cost Allocation	833,986	884,200	850,700	876,200	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	25,145	0	0	0	0
Cost Redistribution	-202,422	-217,200	-217,200	-217,200	0
Other Charges	673,862	688,400	651,980	681,900	0
Total Expenditures	9,851,222	11,544,388	11,306,114	12,415,571	0

Budget & Evaluation

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	396,903	377,134	391,345	387,430	0
Social Security & Pension	68,578	70,915	72,021	77,633	0
Insurance & Benefits	41,579	50,179	45,960	51,848	0
Temporary Services	0	0	0	0	0
Personnel Services	507,060	498,228	509,326	516,911	0
Utilities	0	0	0	0	0
Supplies	744	1,000	680	1,000	0
Small Equipment/ Computers	0	0	0	600	0
General Maintenance	3,796	3,990	4,359	4,751	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,374	4,100	3,890	3,773	0
Travel and Development	3,212	4,901	4,375	4,901	0
Memberships and Dues	50	250	250	250	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	11,176	14,241	13,554	15,275	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	725	760	882	725	0
Contract Services	725	760	882	725	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	18	145	145	145	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	18	145	145	145	0
Total Expenditures	518,979	513,374	523,907	533,056	0

City Attorney's Office

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2021 Recommend	FY 2022 Adopted
Salaries & Wages	675,057	697,476	734,006	722,916	0
Social Security & Pension	125,340	138,777	143,312	152,884	0
Insurance & Benefits	76,266	81,549	73,282	84,435	0
Temporary Services	4,308	0	0	0	0
Personnel Services	880,971	917,802	950,600	960,235	0
Utilities	0	0	0	0	0
Supplies	49,836	48,300	54,160	49,945	0
Small Equipment/ Computers	250	300	300	0	0
General Maintenance	0	0	77	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,733	4,870	4,530	4,747	0
Travel and Development	4,604	9,431	9,431	9,431	0
Memberships and Dues	3,293	4,230	4,230	4,265	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	61,716	67,131	72,728	68,388	0
Accounting, Auditing & Legal	212,070	353,647	353,647	353,647	0
Medical Services	0	0	0	0	0
Other Contract Services	90	100	112	100	0
Contract Services	212,160	353,747	353,759	353,747	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	504	699	699	699	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	504	699	699	699	0
Total Expenditures	1,155,351	1,339,379	1,377,786	1,383,069	0

City Manager's Office

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	1,626,260	1,541,559	1,679,269	1,715,533	0
Social Security & Pension	285,988	293,049	315,162	345,446	0
Insurance & Benefits	174,023	189,780	175,178	207,759	0
Temporary Services	15,345	0	21,740	0	0
Personnel Services	2,101,616	2,024,388	2,191,349	2,268,738	0
Utilities	0	0	0	0	0
Supplies	18,490	26,900	22,890	29,590	0
Small Equipment/ Computers	7,695	2,850	3,634	3,896	0
General Maintenance	2,277	6,568	12,545	95,477	0
Vehicle Maintenance	1,903	1,490	1,840	1,906	0
Vehicle Fuel	418	730	870	1,000	0
Communications	23,932	28,817	21,273	21,272	0
Travel and Development	30,250	39,547	24,087	39,547	0
Memberships and Dues	11,132	13,129	13,129	12,365	0
Insurance/Claims	0	0	0	0	0
Other Services	0	12,420	2,070	12,420	0
Operating	96,097	132,451	102,338	217,473	0
Accounting, Auditing & Legal	0	15,000	15,000	15,000	0
Medical Services	0	0	0	0	0
Other Contract Services	136,679	208,349	252,025	239,567	0
Contract Services	136,679	223,349	267,025	254,567	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	29,541	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	50,305	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	50,305	0	29,541	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	1,533	3,025	3,025	3,525	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	12,480	12,661	0
Other Charges	1,533	3,025	15,505	16,186	0
Total Expenditures	2,386,230	2,383,213	2,605,758	2,756,964	0

Corporate Communications

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	514,468	524,870	534,483	499,616	0
Social Security & Pension	88,866	98,772	98,944	100,202	0
Insurance & Benefits	66,568	84,730	77,523	78,378	0
Temporary Services	0	0	0	0	0
Personnel Services	669,902	708,372	710,950	678,196	0
Utilities	0	0	0	0	0
Supplies	11,861	9,968	10,423	11,961	0
Small Equipment/ Computers	13,085	14,068	16,231	7,231	0
General Maintenance	23,600	24,473	60,472	15,868	0
Vehicle Maintenance	1,584	3,400	1,394	1,426	0
Vehicle Fuel	120	270	220	300	0
Communications	89,429	76,971	92,774	129,266	0
Travel and Development	4,966	7,447	7,287	7,347	0
Memberships and Dues	11,077	14,044	14,044	9,714	0
Insurance/Claims	0	0	0	0	0
Other Services	19,225	16,859	16,161	11,728	0
Operating	174,947	167,500	219,006	194,841	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	12,735	39,476	133,716	148,488	0
Contract Services	12,735	39,476	133,716	148,488	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	49,479	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	25,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	49,479	25,000	0
Transfers to Other Funds	0	0	0	88,348	0
Debt Service	0	0	0	0	0
Other Charges	374	325	325	325	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	78,742	83,600	83,500	84,600	0
Cost Redistribution	-101,242	-107,400	-87,000	-87,800	0
Other Charges	-22,126	-23,475	-3,175	-2,875	0
Total Expenditures	835,458	891,873	1,109,976	1,131,998	0

Finance

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	1,431,123	1,545,426	1,587,416	1,703,378	0
Social Security & Pension	245,046	290,198	292,591	341,236	0
Insurance & Benefits	229,558	254,784	238,683	283,441	0
Temporary Services	106,709	0	284,302	0	0
Personnel Services	2,012,436	2,090,408	2,402,992	2,328,055	0
Utilities	41,054	44,900	45,200	46,600	0
Supplies	18,307	22,535	20,151	23,254	0
Small Equipment/ Computers	4,488	4,400	4,550	6,786	0
General Maintenance	31,373	140,225	43,718	119,374	0
Vehicle Maintenance	6,450,510	6,965,845	6,860,371	7,256,166	0
Vehicle Fuel	0	0	0	0	0
Communications	35,924	42,710	40,770	38,586	0
Travel and Development	7,895	26,153	19,269	28,277	0
Memberships and Dues	1,515	4,527	4,645	6,022	0
Insurance/Claims	2,762,486	3,372,927	3,014,705	3,299,722	0
Other Services	217,855	218,249	218,421	220,856	0
Operating	9,571,407	10,842,471	10,271,800	11,045,643	0
Accounting, Auditing & Legal	82,135	110,945	166,079	112,130	0
Medical Services	14,655	15,000	18,700	19,200	0
Other Contract Services	567,411	899,382	1,040,368	609,644	0
Contract Services	664,201	1,025,327	1,225,147	740,974	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	137,140	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	137,140	0	0	0	0
Transfers to Other Funds	40,700	371,750	371,750	447,807	0
Debt Service	0	0	0	0	0
Other Charges	497	4,897	58,318	3,555	0
Indirect Cost Allocation	29,061	54,000	53,200	54,800	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	-12,480	-12,661	0
Other Charges	29,558	58,897	99,038	45,694	0
Total Expenditures	12,455,442	14,388,853	14,370,727	14,608,173	0

Human Resources Development

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	924,067	1,031,301	951,113	1,042,601	0
Social Security & Pension	158,987	194,061	174,085	208,991	0
Insurance & Benefits	160,949	183,756	149,913	176,689	0
Temporary Services	23,867	0	19,100	0	0
Personnel Services	1,267,870	1,409,118	1,294,211	1,428,281	0
Utilities	0	0	0	0	0
Supplies	78,903	67,368	58,054	76,948	0
Small Equipment/ Computers	3,266	6,730	22,996	0	0
General Maintenance	31,402	39,182	38,847	47,502	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	22,503	20,821	17,241	19,903	0
Travel and Development	45,470	93,858	73,663	93,856	0
Memberships and Dues	5,641	9,229	9,229	9,220	0
Insurance/Claims	15,578,223	19,601,825	17,039,010	20,133,835	0
Other Services	0	0	0	0	0
Operating	15,765,408	19,839,013	17,259,040	20,381,264	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	29,866	52,600	51,805	50,277	0
Other Contract Services	209,480	245,539	241,753	397,864	0
Contract Services	239,346	298,139	293,558	448,141	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	1,068,068	784,875	784,875	1,543,500	0
Debt Service	0	0	0	0	0
Other Charges	39,893	106,522	58,329	388,092	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	39,893	106,522	58,329	388,092	0
Total Expenditures	18,380,585	22,437,667	19,690,013	24,189,278	0

Information Technology

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	1,629,069	1,841,672	1,792,696	1,889,327	0
Social Security & Pension	282,438	342,629	328,996	376,988	0
Insurance & Benefits	234,813	277,002	276,002	284,059	0
Temporary Services	99,121	0	22,875	0	0
Personnel Services	2,245,441	2,461,303	2,420,569	2,550,374	0
Utilities	0	0	0	0	0
Supplies	13,902	25,880	24,770	23,680	0
Small Equipment/ Computers	84,202	83,818	153,347	102,150	0
General Maintenance	1,702,301	2,746,613	2,661,733	2,826,451	0
Vehicle Maintenance	3,561	1,465	3,215	3,288	0
Vehicle Fuel	202	340	110	200	0
Communications	195,271	205,420	200,700	201,890	0
Travel and Development	61,897	95,425	96,666	82,125	0
Memberships and Dues	10,582	31,317	31,317	38,351	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	2,071,916	3,190,278	3,171,858	3,278,135	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	567,758	827,190	929,765	780,511	0
Contract Services	567,758	827,190	929,765	780,511	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	1,118,659	2,242,097	2,242,097	1,619,064	0
Debt Service	0	0	0	0	0
Other Charges	1,809	6,545	4,545	6,545	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-72,560	0	0	0	0
Other Charges	-70,751	6,545	4,545	6,545	0
Total Expenditures	5,933,023	8,727,413	8,768,834	8,234,629	0

Mayor, Council & City Clerk

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	379,131	412,533	410,881	416,597	0
Social Security & Pension	46,637	52,875	52,804	57,393	0
Insurance & Benefits	76,142	119,453	77,417	124,517	0
Temporary Services	0	0	0	0	0
Personnel Services	501,910	584,861	541,102	598,507	0
Utilities	0	0	0	0	0
Supplies	19,501	25,550	26,265	28,450	0
Small Equipment/ Computers	224	13,200	13,200	0	0
General Maintenance	7,617	8,312	6,912	10,730	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	11,516	18,550	15,930	16,908	0
Travel and Development	35,592	48,550	60,651	48,550	0
Memberships and Dues	136,655	166,213	166,137	200,273	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	211,105	280,375	289,095	304,911	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	198,655	136,503	149,186	320,900	0
Contract Services	198,655	136,503	149,186	320,900	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	5,586	205,620	188,020	5,620	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	5,586	205,620	188,020	5,620	0
Total Expenditures	917,256	1,207,359	1,167,403	1,229,938	0

Other Appropriations

Description	FY 2020 Actual	FY 2021 Original Budget	FY 2021 Estimate	FY 2022 Recommend	FY 2022 Adopted
Salaries & Wages	1,021,635	1,145,915	1,135,282	1,279,487	0
Social Security & Pension	79,174	238,935	238,129	249,266	0
Insurance & Benefits	1,822,173	1,985,636	1,927,404	2,008,208	0
Temporary Services	0	0	0	0	0
Personnel Services	2,922,982	3,370,486	3,300,815	3,536,961	0
Utilities	24,950	32,760	24,079	24,800	0
Supplies	1,303	4,100	1,120	3,000	0
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	7,901	19,000	15,000	15,418	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	40	50	50	50	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance/Claims	885,336	1,168,128	1,264,244	1,179,411	0
Other Services	204,596	227,010	203,677	209,788	0
Operating	1,124,126	1,451,048	1,508,170	1,432,467	0
Accounting, Auditing & Legal	2,050	75,000	27,600	27,600	0
Medical Services	0	0	0	0	0
Other Contract Services	12,600	23,345	14,745	16,245	0
Contract Services	14,650	98,345	42,345	43,845	0
Land	0	0	0	0	0
Buildings	0	0	550,000	0	0
Improvements	0	0	0	0	0
Equipment - Office	8,643	0	0	0	0
Equipment - Other	0	218,025	218,025	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	8,643	218,025	768,025	0	0
Transfers to Other Funds	7,332,605	6,013,295	7,542,419	6,099,050	0
Debt Service	10,441,428	11,659,214	10,930,775	12,453,245	0
Other Charges	137,914	682,475	152,900	691,336	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	10,602,341	10,865,263	11,206,560	12,172,951	0
Inventory	975,934	1,184,000	709,000	744,000	0
Cost Redistribution	-982,229	-1,246,700	-766,900	-801,900	0
Other Charges	10,733,960	11,485,038	11,301,560	12,806,387	0
Total Expenditures	32,578,394	34,295,451	35,394,109	36,371,955	0

Capital Outlay By Fund

Type of			Recommended			Adopted		Replace- ment	
Fund	Capital	Department	Description	Price	Qty	Total	Qty		Total
General Fund									
Equipment - Other									
Replacements									
	FIR		Respirator Fit Testing System	\$ 9,396	1	\$9,396		\$0	Yes
	FIR		Thermal Imaging Camera	\$ 8,000	2	\$16,000		\$0	Yes
	FIR		Inflatable Rescue Boat	\$ 5,695	2	\$11,390		\$0	Yes
	PRM		Golf Cart	\$ 10,000	1	\$10,000		\$0	Yes
	PRM		Riding Mower	\$ 16,000	6	\$96,000		\$0	Yes
	PRM		Tractor Mower	\$ 45,000	2	\$90,000		\$0	Yes
	PRM		Riding Mower	\$ 60,000	1	\$60,000		\$0	Yes
	PRM		Tow Behind Brush Cutter	\$ 23,000	2	\$46,000		\$0	Yes
	PRM		Attached Implement Brush Cutter	\$ 8,000	1	\$8,000		\$0	Yes
	PRM-District		Riding Mower	\$ 16,000	1	\$16,000		\$0	Yes
	PRM-District		Riding Mower	\$ 25,000	1	\$25,000		\$0	Yes
	PRM-District		Backhoe	\$ 60,000	1	\$60,000		\$0	Yes
	PS		Backhoe	\$ 140,000	1	\$140,000		\$0	Yes
	PS		Track Loader	\$ 290,000	1	\$290,000		\$0	Yes
	PS		Roller	\$ 50,000	1	\$50,000		\$0	Yes
	PS		Road Grader	\$ 250,000	1	\$250,000		\$0	Yes
	PS		Bobcat	\$ 80,000	1	\$80,000		\$0	Yes
	PS		Asphalt Truck	\$ 230,000	1	\$230,000		\$0	Yes
Total Replacements						\$1,487,786		\$0	
Additions									
	FIR		Vehicular Repeater 7/800Mhz	\$ 5,759	3	\$17,277		\$0	No
	FIR		Desktop 12 Channel Unit	\$ 27,010	1	\$27,010		\$0	No
	FIR		7X16 Tandem Axle Enclosed Cargo Trailer	\$ 6,725	1	\$6,725		\$0	No
	FIR		Portable Radios	\$ 6,500	24	\$156,000		\$0	No
	FIR		Radius Area Monitoring System	\$ 38,632	1	\$38,632		\$0	No
	FIR		X-ray Inspection System	\$ 28,848	1	\$28,848		\$0	No
	PRM		Tractor Bat Wing Mower	\$ 68,000	1	\$68,000		\$0	No
Total Additions						\$342,492		\$0	
Total Equipment - Other						\$1,830,278		\$0	
Vehicles									
Replacements									
	CC		Van	\$ 25,000	1	\$25,000		0	Yes
	DS		Pickup Truck	\$ 26,000	1	\$26,000		0	Yes
	DS		Sedan	\$ 20,000	1	\$20,000		\$0	Yes
	DS		Sedan	\$ 20,000	1	\$20,000		\$0	Yes
	FIR		Pickup Truck	\$ 35,000	1	\$35,000		\$0	Yes
	FIR		Pickup Truck	\$ 38,000	1	\$38,000		\$0	Yes
	FIR		Sports Utility	\$ 30,000	1	\$30,000		\$0	Yes
	FIR		Heavy Rescue Truck	\$1,000,000	1	\$1,000,000		\$0	Yes
	FIR		Fire Pumper	\$ 680,000	1	\$680,000		\$0	Yes
	FIR		Brush Truck	\$ 150,000	1	\$150,000		\$0	Yes
	FIR		Pickup Truck	\$ 38,000	1	\$38,000		\$0	Yes
	FIR		Sports Utility	\$ 45,000	1	\$45,000		\$0	Yes
	POL		Marked Sedan	\$ 38,500	20	\$770,000		\$0	Yes
	POL		Marked SUV - K9	\$ 50,000	1	\$50,000		\$0	Yes
	POL		Marked Sedan	\$ 34,000	1	\$34,000		\$0	Yes
	POL		Unmarked Sedan	\$ 34,000	12	\$408,000		\$0	Yes
	POL		Marked Pick Up	\$ 37,800	3	\$113,400		\$0	Yes
	POL		Unmarked Sedan	\$ 30,000	2	\$60,000		\$0	Yes
	POL		Marked Pickup	\$ 39,000	2	\$78,000		\$0	Yes
	POL		Van	\$ 30,000	1	\$30,000		\$0	Yes
	POL		Marked Pickup	\$ 35,000	1	\$35,000		\$0	Yes

Capital Outlay By Fund

Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	ment
		PRM	Limb Truck	\$ 218,000	2	\$436,000		\$0	Yes
		PRM	Dump Truck	\$ 195,000	1	\$195,000		\$0	Yes
		PRM	Pickup, Dump Body	\$ 50,000	2	\$100,000		\$0	Yes
		PRM	Pickup, Utility Body	\$ 42,500	2	\$85,000		\$0	Yes
		PRM	Pickup Truck	\$ 29,000	2	\$58,000		\$0	Yes
		PRM	Pickup Truck	\$ 26,000	4	\$104,000		\$0	Yes
		PRM	Van	\$ 25,000	1	\$25,000		\$0	Yes
		PRM-District	Pickup Truck	\$ 36,000	1	\$36,000		\$0	Yes
		PRM-District	Pickup Truck	\$ 26,000	2	\$52,000		\$0	Yes
		PRM-District	Van	\$ 25,000	1	\$25,000		\$0	Yes
		PRM-District	Van	\$ 30,000	1	\$30,000		\$0	Yes
		PS	Pickup Utility Body	\$ 42,500	1	\$42,500		\$0	Yes
		PS	Dump Truck Tandem	\$ 195,000	1	\$195,000		\$0	Yes
Total Replacements						\$5,068,900		\$0	
Additions									
		POL	Unmarked Sedan	\$ 34,000	2	\$68,000		\$0	No
Total Additions						\$68,000		\$0	
Total Vehicles						\$5,136,900		\$0	
Rights-of-Way									
		PS	Rights-of-Way	\$ 1,000	1	\$1,000		\$0	No
Total Rights-of-Way						\$1,000		\$0	
Transfers									
		CC	Transfer to General Gov't Fund - Council Chambers AV Equipment Upgrade	\$ 88,348	1	\$88,348		\$0	No
		ECD	Transfer to Fed'l & St Asst - Commercial Corridor Revitalization	\$ 50,000	1	\$50,000		\$0	No
		FIN	Transfer to General Gov't Fund - Revenue Management System	\$ 226,307	1	\$226,307		\$0	Yes
		FIN	Transfer to General Gov't Fund - ERP Backfills	\$ 71,500	1	\$71,500		\$0	Yes
		FIN	Transfer to General Gov't Fund - Fleet Management Information System	\$ 150,000	1	\$150,000		\$0	No
		HRD	Transfer to General Gov't Fund - ERP Backfills	\$ 28,500	1	\$28,500		\$0	Yes
		FIR	Transfer to Public Safety Fund - Records Management System Replacement	\$ 79,200	1	\$79,200		\$0	Yes
		IT	Transfer to General Government - Computer Replacement Program	\$ 589,504	1	\$589,504		\$0	Yes
		IT	Transfer to General Government - Desktop Virtualization Infrastructure	\$ 60,000	1	\$60,000		\$0	No
		IT	Transfer to General Government - Direct Fiber Connection for Remote Sites	\$ 95,000	1	\$95,000		\$0	No
		IT	Transfer to General Government - IT Disaster Recovery Initiative	\$ 213,810	1	\$213,810		\$0	No
		IT	Transfer to General Government - MS E-Mail Exchange	\$ 20,000	1	\$20,000		\$0	No
		IT	Transfer to General Government - Public Safety Security Compliance (CJIS)	\$ 147,750	1	\$147,750		\$0	No
		IT	Transfer to General Government - City Domain Migration	\$ 470,000	1	\$470,000		\$0	No
		IT	Transfer to General Government - Application Packaging Factory	\$ 10,000	1	\$10,000		\$0	No

Capital Outlay by Fund

Type of		Description	Price	Recommended		Adopted		Replace- ment
Fund	Capital Department			Qty	Total	Qty	Total	
	IT	Transfer to General Government - City Website Update/Redesign	\$ 13,000	1	\$13,000		\$0	No
	OAP	Transfer to Econ/Phs Development - Support Infrastructure for Stadium Area	\$ 110,000	1	\$110,000		\$0	No
	POL	Transfer to Public Safety Fund - Body Worn Cameras	\$ 201,960	1	\$201,960		\$0	Yes
	PRM	Transfer to General Gov't Fund - Building Maintenance - Other	\$ 150,000	1	\$150,000		\$0	Yes
	PRM	Transfer to General Gov't Fund - Building Maintenance - Roof Replacement	\$ 124,144	1	\$124,144		\$0	Yes
	PRM	Transfer to General Gov't Fund - HVAC/Boiler Replacements	\$ 80,000	1	\$80,000		\$0	Yes
	PRM	Transfer to Recreation and Cultural Fund - Playground Repair/Refurbish	\$ 100,000	1	\$100,000		\$0	Yes
	PRM	Transfer to Recreation and Cultural Fund - Control Link Lights	\$ 210,000	1	\$210,000		\$0	No
	PRM	Transfer to Recreation and Cultural Fund - Wifi Locks	\$ 80,000	1	\$80,000		\$0	No
	PRM	Transfer to Recreation and Cultural Fund - Little Cross Creek Greenway - Phases I and II	\$ 96,000	1	\$96,000		\$0	No
	PS	Transfer to Recreation and Cultural Fund - Cape Fear River Trail - Botanical Garden	\$ 525,000	1	\$525,000		\$0	No
	PS	Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 79,250	1	\$79,250		\$0	Yes
	PS	Transfer to Transportation Fund - Pavement Preservation Program	\$6,575,000	1	\$6,575,000		\$0	No
	PS	Transfer to Transportation Fund - Sidewalks	\$ 555,882	1	\$555,882		\$0	No
	PS	Transfer to Transportation Fund - Public Street Development	\$ 454,065	1	\$454,065		\$0	No
	PS	Transfer to Transportation Fund - Bridge Preservation Program	\$ 100,000	1	\$100,000		\$0	No
	PS	Transfer to Transportation Fund - Intersection Improvements	\$ 100,000	1	\$100,000		\$0	No
	PS	Transfer to Transportation Fund - Downtown Streetscape	\$ 75,000	1	\$75,000		\$0	No
	PS	Transfer to Transportation Fund - Multi-Use Lane Markings	\$ 75,000	1	\$75,000		\$0	No
	PS	Transfer to Transportation Fund - Thoroughfare Streetlights	\$ 50,000	1	\$50,000		\$0	No
Total Transfers					\$12,054,220		\$0	
Total General Fund					\$19,022,398		\$0	
Airport Fund								
Transfers								
		Transfer to Airport Capital Project Fund - Airport 8 Unit T-Hangar	\$ 400,000	1	\$400,000		\$0	No
		Transfer to Airport Capital Project Fund - Airport Terminal Renovations - Data	\$ 60,000	1	\$60,000		\$0	No
Total Transfers					\$460,000		\$0	
Total Airport Fund					\$460,000		\$0	
Solid Waste Fund								
Equipment - Other Replacements								
		Fleet Mind DVR's	\$ 9,033	5	\$45,165		\$0	Yes
Total Replacements					\$45,165		\$0	

Capital Outlay by Fund

Type of		Recommended			Adopted		Replace-		
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	ment
Vehicles									
Replacements									
			Refuse Truck - Automated Side Loader	\$ 320,000	4	\$1,280,000		\$0	Yes
			Refuse Truck - Rear Loader	\$ 305,000	1	\$305,000		\$0	Yes
			Refuse Truck - Rear Loader Mini ASL	\$ 250,000	1	\$250,000		\$0	Yes
			Llmb Truck - Rear Loader	\$ 218,000	1	\$218,000		\$0	Yes
Total Replacements						\$2,053,000		\$0	
Total Solid Waste Fund						\$2,098,165		\$0	
Parking Fund									
Equipment - Other									
			Hay Street Parking Deck Pay Station	\$ 75,000	1	\$75,000		\$0	No
Total Equipment - Other						\$75,000		\$0	
Total Parking Fund						\$75,000		\$0	
Stormwater Fund									
Transfers									
			Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$ 1,788,136	1	\$1,788,136		\$0	No
			Transfer to Water, Sewer & Stormwater - Drainage Assistance Program	\$ 400,000	1	\$400,000		\$0	No
			Transfer to Water, Sewer & Stormwater - Ray Ave Rd Repair	\$ 306,922	1	\$306,922		\$0	No
			Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$ 285,000	2	\$570,000		\$0	Yes
			Transfer to Water, Sewer & Stormwater - Pickup 4x4	\$ 36,000	1	\$36,000		\$0	Yes
			Transfer to Water, Sewer & Stormwater - Pickup 4x4	\$ 29,000	1	\$29,000		\$0	Yes
Total Transfers						\$3,130,058		\$0	
Total Stormwater Fund						\$3,130,058		\$0	
Transit Fund									
Vehicles									
Replacements									
			Vehicle Taxes & Tags	\$ 2,000	6	\$12,000		\$0	Yes
Total Replacements						\$12,000		\$0	
Transfers									
			Transfer to Transit Capital Project Fund - Local Grant Matches	\$ 768,350	1	\$768,350		\$0	Yes
Total Transfers						\$768,350		\$0	
Total Transit Fund						\$780,350		\$0	
Total Capital Outlay						\$25,565,971		\$0	

Capital Outlay by Portfolio By Department

Type of		Description	Price	Recommended		Adopted		Replace- ment
Department	Capital			Qty	Total	Qty	Total	
Community Investment								
Development Services								
Vehicles								
		Sedan	\$ 20,000	2	\$40,000		\$0	Yes
		Pickup, Reg Cab	\$ 26,000	1	\$26,000		\$0	Yes
		Total Vehicles			\$66,000		\$0	
		Total Development Services			\$66,000		\$0	
Economic & Community Development								
Transfers								
		Transfer to Fed'l & St Asst - Commercial Corridor Revitalization	\$ 50,000	1	\$50,000		\$0	No
		Total Transfers			\$50,000		\$0	
		Total Economic & Community Development			\$50,000		\$0	
		Total Community Investment			\$116,000		\$0	
Operations								
Airport								
Transfers								
		Transfer to Airport Capital Project Fund - Airport 8 Unit T-Hangar	\$ 400,000	1	\$400,000		\$0	Yes
		Transfer to Airport Capital Project Fund - Airport Terminal Renovations - Data	\$ 60,000	1	\$60,000		\$0	Yes
		Total Transfers			\$460,000		\$0	
		Total Airport			\$460,000		\$0	
Fire								
Equipment - Other								
		Respirator Fit Testing System	\$ 9,396	1	\$9,396		\$0	Yes
		Vehicular Repeater 7/800Mhz	\$ 5,759	3	\$17,277		\$0	No
		Desktop 12 Channel Unit	\$ 27,010	1	\$27,010		\$0	No
		7X16 Tandem Axle Enclosed Cargo Trailer	\$ 6,725	1	\$6,725		\$0	No
		Portable Radios	\$ 6,500	24	\$156,000		\$0	No
		Thermal Imaging Camera	\$ 8,000	2	\$16,000		\$0	Yes
		Radius Area Monitoring System	\$ 38,632	1	\$38,632		\$0	No
		X-ray Inspections System	\$ 28,848	1	\$28,848		\$0	No
		Inflatable Rescue Boat	\$ 5,695	2	\$11,390		\$0	Yes
		Total Equipment - Other			\$311,278		\$0	
Vehicles								
		Pickup Truck	\$ 35,000	1	\$35,000		\$0	Yes
		Pickup Truck	\$ 38,000	1	\$38,000		\$0	Yes
		Sports Utility	\$ 30,000	1	\$30,000		\$0	Yes
		Heavy Rescue Truck	\$ 1,000,000	1	\$1,000,000		\$0	Yes

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
		Fire Pumper	\$ 680,000	1	\$680,000		\$0	Yes
		Brush Truck	\$ 150,000	1	\$150,000		\$0	Yes
		Pick up Truck	\$ 38,000	1	\$38,000		\$0	Yes
		Sports Utility	\$ 45,000	1	\$45,000		\$0	Yes
		Total Vehicles			\$2,016,000		\$0	
		Transfers						
		Transfer to Public Safety Fund - Records Management System	\$ 79,200	1	\$79,200		\$0	Yes
		Total Transfers			\$79,200		\$0	
		Total Fire			\$2,406,478		\$0	
		Parks, Recreation & Maintenance						
		Equipment - Other						
		Golf Cart	\$ 10,000	1	\$10,000		\$0	Yes
		Riding Mower	\$ 16,000	6	\$96,000		\$0	Yes
		Tractor Mower	\$ 45,000	2	\$90,000		\$0	Yes
		Riding Mower	\$ 60,000	1	\$60,000		\$0	Yes
		Tractor with Bat Wing Mower	\$ 68,000	1	\$68,000		\$0	No
		Tow Behind Brush Cutter	\$ 23,000	2	\$46,000		\$0	Yes
		Attached Implement Brush Cutter	\$ 8,000	1	\$8,000		\$0	Yes
		Total Equipment - Other			\$378,000		\$0	
		Vehicles						
		Limb Truck	\$ 218,000	2	\$436,000		\$0	Yes
		Dump Truck	\$ 195,000	1	\$195,000		\$0	Yes
		Pickup, Dump Body	\$ 50,000	2	\$100,000		\$0	Yes
		Pickup, Utility Body	\$ 42,500	2	\$85,000		\$0	Yes
		Pickup Truck	\$ 29,000	2	\$58,000		\$0	Yes
		Pickup Truck	\$ 26,000	4	\$104,000		\$0	Yes
		Van	\$ 25,000	1	\$25,000		\$0	Yes
		Total Vehicles			\$1,003,000		\$0	
		Transfers						
		Transfer to General Gov't Fund - Building Maintenance - Other	\$ 150,000	1	\$150,000		\$0	Yes
		Transfer to General Gov't Fund - Building Maintenance - Roof Replacement	\$ 124,144	1	\$124,144		\$0	Yes
		Transfer to General Gov't Fund - HVAC/Boiler Replacements	\$ 80,000	1	\$80,000		\$0	Yes
		Transfer to Recreation and Cultural Fund - Playground Repair/Refurbish	\$ 100,000	1	\$100,000		\$0	Yes
		Transfer to Recreation and Cultural Fund - Control Link Lights	\$ 210,000	1	\$210,000		\$0	No
		Transfer to Recreation and Cultural Fund - Wifi Locks	\$ 80,000	1	\$80,000		\$0	No
		Transfer to Recreation and Cultural Fund - Little Cross Creek Greenway - Phases I and II	\$ 96,000	1	\$96,000		\$0	No
		Total Transfers			\$840,144		\$0	
		Total Parks, Recreation & Maintenance			\$2,221,144		\$0	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Parks, Recreation & Maintenance - District								
	Equipment - Other							
		Riding Mower	\$ 16,000	1	\$16,000		\$0	Yes
		Riding Mower	\$ 25,000	1	\$25,000		\$0	Yes
		Backhoe	\$ 60,000	1	<u>\$60,000</u>		<u>\$0</u>	Yes
		Total Equipment - Other			\$101,000		\$0	
	Vehicles							
		Pickup Truck	\$ 36,000	1	\$36,000		\$0	Yes
		Pickup Truck	\$ 26,000	2	\$52,000		\$0	Yes
		Van	\$ 25,000	1	\$25,000		\$0	Yes
		Van	\$ 30,000	1	<u>\$30,000</u>		<u>\$0</u>	Yes
		Total Vehicles			\$143,000		\$0	
		Total Parks, Recreation & Maintenance - District			\$244,000		\$0	
Police								
	Vehicles							
		Marked Sedan	\$ 38,500	20	\$770,000		\$0	Yes
		Marked SUV - K9	\$ 50,000	1	\$50,000		\$0	Yes
		Marked Sedan	\$ 34,000	1	\$34,000		\$0	Yes
		Unmarked Sedan	\$ 34,000	2	\$68,000		\$0	No
		Unmarked Sedan	\$ 34,000	12	\$408,000		\$0	Yes
		Marked Pickup	\$ 37,800	3	\$113,400		\$0	Yes
		Unmarked Sedan	\$ 30,000	2	\$60,000		\$0	Yes
		Marked Pickup	\$ 39,000	2	\$78,000		\$0	Yes
		Van	\$ 30,000	1	\$30,000		\$0	Yes
		Marked Pickup	\$ 35,000	1	<u>\$35,000</u>		<u>\$0</u>	Yes
		Total Vehicles			\$1,646,400		\$0	
	Transfers							
		Transfer to Public Safety Fund - Body Worn						
		Cameras	\$ 201,960	1	<u>\$201,960</u>		<u>\$0</u>	Yes
		Total Transfers			\$201,960		\$0	
		Total Police			\$1,848,360		\$0	
Public Services								
	Equipment - Other							
		Backhoe	\$ 140,000	1	\$140,000		\$0	Yes
		Track Loader	\$ 290,000	1	\$290,000		\$0	Yes
		Roller	\$ 50,000	1	\$50,000		\$0	Yes
		Road Grader	\$ 250,000	1	\$250,000		\$0	Yes
		Bobcat	\$ 80,000	1	\$80,000		\$0	Yes
		Asphalt Truck	\$ 230,000	1	\$230,000		\$0	Yes
		FleetMind DVRs	\$ 9,033	5	\$45,165		\$0	Yes
		Foot Pay Station	\$ 75,000	1	<u>\$75,000</u>		<u>\$0</u>	No
		Total Equipment - Other			\$1,160,165		\$0	
	Vehicles							
		Pickup Utility Body	\$ 42,500	1	\$42,500		\$0	Yes
		Dump Truck Tandem	\$ 195,000	1	\$195,000		\$0	Yes
		Refuse Truck - Automated Side Loader	\$ 320,000	4	\$1,280,000		\$0	Yes
		Refuse Truck - Rear Loader	\$ 305,000	1	\$305,000		\$0	Yes
		Refuse Truck - Rear Loader Mini ASL	\$ 250,000	1	\$250,000		\$0	Yes
		Limb Truck - Rear Loader	\$ 218,000	1	<u>\$218,000</u>		<u>\$0</u>	Yes
		Total Vehicles			\$2,290,500		\$0	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
	Rights-of-Way							
		Rights-of-Way	\$ 1,000	1	<u>\$1,000</u>		<u>\$0</u>	No
	Total Rights-of-Way				\$1,000		\$0	
	Transfers							
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 79,250	1	\$79,250		\$0	Yes
		Transfer to Transportation Fund - Pavement Preservation Program	\$ 6,575,000	1	\$6,575,000		\$0	No
		Transfer to Transportation Fund - Sidewalks	\$ 555,882	1	\$555,882		\$0	No
		Transfer to Transportation Fund - Public Street Development	\$ 454,065	1	\$454,065		\$0	No
		Transfer to Transportation Fund - Bridge Preservation Program	\$ 100,000	1	\$100,000		\$0	No
		Transfer to Transportation Fund - Intersection Improvements	\$ 100,000	1	\$100,000		\$0	No
		Transfer to Transportation Fund - Downtown Streetscape	\$ 75,000	1	\$75,000		\$0	No
		Transfer to Transportation Fund - Multi-Use Lane Markings	\$ 75,000	1	\$75,000		\$0	No
		Transfer to Transportation Fund - Thoroughfare Streetlights	\$ 50,000	1	\$50,000		\$0	No
		Transfer to Recreation and Cultural Fund - Cape Fear River Trail - Botanical Garden Extension	\$ 525,000	1	\$525,000		\$0	No
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$ 1,788,136	1	\$1,788,136		\$0	No
		Transfer to Water, Sewer & Stormwater - Drainage Assistance Program	\$ 400,000	1	\$400,000		\$0	No
		Transfer to Water, Sewer & Stormwater - Ray Ave Rd Repair	\$ 306,922	1	\$306,922		\$0	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$ 285,000	2	\$570,000		\$0	Yes
		Transfer to Water, Sewer & Stormwater - Pickup 4x4	\$ 36,000	1	\$36,000		\$0	Yes
		Transfer to Water, Sewer & Stormwater - Pickup 2x4	\$ 29,000	1	<u>\$29,000</u>		<u>\$0</u>	Yes
	Total Transfers				\$11,719,255		\$0	
	Total Public Services				\$15,170,920		\$0	
	Transit							
	Vehicles							
		Vehicle Taxes & Tags	\$ 2,000	6	<u>\$12,000</u>		<u>\$0</u>	Yes
	Total Vehicles				\$12,000		\$0	
	Transfers							
		Transfer to Transit Capital Project Fund - Local Grant Matches	\$ 824,100	1	<u>\$768,350</u>		<u>\$0</u>	No
	Total Transfers				\$768,350		\$0	
	Total Transit				\$780,350		\$0	
	Total Operations				\$23,131,252		\$0	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Support Services and Administration								
Corporate Communications Department								
	Vehicles							
		Van	\$ 25,000	1	<u>\$25,000</u>		<u>\$0</u>	Yes
		Total Vehicles			<u>\$25,000</u>		<u>\$0</u>	
	Transfers							
		Transfer to General Gov't Fund - Council Chambers AV Equipment Upgrade	\$ 88,348	1	<u>\$88,348</u>		<u>\$0</u>	No
		Total Transfers			<u>\$88,348</u>		<u>\$0</u>	
		Total Corporate Communicatons Department			<u>\$113,348</u>		<u>\$0</u>	
Finance Department								
	Transfers							
		Transfer to General Gov't Fund - Revenue Management System	\$ 226,307	1	\$226,307		\$0	Yes
		Transfer to General Gov't Fund - ERP Backfills	\$ 71,500	1	\$71,500		\$0	Yes
		Transfer to General Gov't Fund - Fleet Management Information System	\$ 150,000	1	<u>\$150,000</u>		<u>\$0</u>	No
		Total Transfers			<u>\$447,807</u>		<u>\$0</u>	
		Total Finance Department			<u>\$447,807</u>		<u>\$0</u>	
Human Resources Development Department								
	Transfers							
		Transfer to General Gov't Fund - ERP Backfills	\$ 28,500	1	<u>\$28,500</u>		<u>\$0</u>	Yes
		Total Transfers			<u>\$28,500</u>		<u>\$0</u>	
		Total Human Resources Development Department			<u>\$28,500</u>		<u>\$0</u>	
Information Technology								
	Transfers							
		Transfer to General Government - Computer Replacement Program	\$ 589,504	1	\$589,504		\$0	Yes
		Transfer to General Government - Desktop Virtualization Infrastructure	\$ 60,000	1	\$60,000		\$0	No
		Transfer to General Government - Direct Fiber Connection for Remote Sites	\$ 95,000	1	\$95,000		\$0	No
		Transfer to General Government - IT Disaster Recovery Initiative	\$ 213,810	1	\$213,810		\$0	No
		Transfer to General Government - MS E-Mail Exchange	\$ 20,000	1	\$20,000		\$0	No
		Transfer to General Government - Public Safety Security Compliance (CJIS)	\$ 147,750	1	\$147,750		\$0	No
		Transfer to General Government - City Domain Migration	\$ 470,000	1	\$470,000		\$0	No

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replace-ment
		Transfer to General Government - Application Packaging Factory	\$ 10,000	1	\$10,000		\$0	No
		Transfer to General Government - City Website Update/Redesign	\$ 13,000	1	\$13,000		\$0	No
		Total Transfers			\$1,619,064		\$0	
		Total Information Technology			\$1,619,064		\$0	
		Total Support Services and Administration			\$2,208,719		\$0	
		Other Appropriations						
		Transfers						
		Transfer to Econ/Phs Development - Support Infrastructure for Stadium Area	\$ 110,000	1	\$110,000		\$0	No
		Total Transfers			\$110,000		\$0	
		Total Other Appropriations			\$110,000		\$0	
		Total Capital Outlay			\$25,565,971		\$0	

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, 2020 totaled \$18,974,835. Furthermore, the City's has voter approved authority to issue an additional \$19,000,000 in bonds for parks and recreation. In combination, these would represent 0.3% of the City's total assessed taxable value at June 30, 2020.

Resources

- This budget dedicates an amount equivalent to 5.07 cents of the recommended 49.95 cent tax rate for the general capital funding plan, and an additional 1.42 cents of the tax rate is dedicated to fund debt service on \$35 million of authorized Parks and Recreation general obligation bonds.
- \$25,000 from the Central Business Tax District (CBTD) Fund and ad valorem taxes generated by property value increases in the CBTD from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate are dedicated to this plan each fiscal year to fund Franklin Street Parking Deck debt service.
- Resources dedicated to the repayment of the financing for the Downtown Stadium include team lease payments, ad valorem taxes generated by property value increases at the redevelopment site from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate, and other General Fund resources. The funding plan is also supported by interfund loans from the Risk Management fund to extend the funding model over thirty years, as compared to the twenty year financing period.
- Other funding sources also include:
 - Federal interest rebates for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program. The fiscal year 2022 rebate is projected at \$36,445.
 - 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 \$15,905,000 of GO bonds outstanding over two series of bonds as of June 30, 2021, at anticipated interest rates between 2.0% and 5.0%. The City's underlying GO bond credit ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poor's (S&P). The following table illustrates the bond credit rating structures of Moody's and S&P.

	Moody's	S&P	
Prime	Aaa	AAA	Investment Grade ↑ ↓
High Grade	Aa1	AA+	
	Aa2	AA	
	Aa3	AA-	
Upper Medium Grade	A1	A+	
	A2	A	
	A3	A-	
Lower Medium Grade	Baa1	BBB+	
	Baa2	BBB+	
	Baa3	BBB-	

- Four interfund loans from the Risk Management Fund to the General Fund are projected to be outstanding at June 30, 2021 for cash flow for the 30 year stadium funding plan, for construction of the Cape Fear River Trail, for redevelopment improvements on Murchison Road, and to provide partial funding for the Westover Aquatic Center. As of June 30, 2021,
- Planned GO bond issuances during fiscal year 2022 include \$19 million for the second and final issuance authorized by voters on the March, 2016 \$35 million parks and recreation bond referendum.
- Planned capital lease financings during fiscal year 2022 include \$7,613,284 for the construction of a fire station and \$3,087,996 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 \$1,515,000 to the General Fund during fiscal year 2022 to provide for cash flow needs for the 30 year stadium funding plan.
- Capital lease agreements are installment purchases collateralized by the property that is financed. The City currently manages 16 capital leases through the capital funding plan for a recreation center, three fire stations, two parking decks, Segra stadium, renovations of City Hall, an aquatic center, an enterprise resource planning software system, and various vehicles and equipment. Outstanding obligations on June 30, 2021 are projected to total \$70,368,673, at fixed rates of 0.63% to 2.91% for shorter term equipment and vehicle financings, and at 1.9% to 5.0% for facility financings.

Capital Funding Plan

SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/21 *	FY2022 Principal & Interest
<i>General Obligation Bonds</i>			
2019 Refunding Bonds	Refunded Series 2005 Public Improvement Bonds	1,505,000	460,250
2019 Parks & Recreation Bonds	First Tranche of \$35M Approved by Voters	14,400,000	1,364,000
		<u>\$ 15,905,000</u>	<u>\$ 1,824,250</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	453,701	318,252
Capital Lease - Construction	Franklin Street Parking Deck	1,783,157	482,550
Capital Lease - Construction	Fire Station 19	892,315	197,536
Capital Lease - Construction	Fire Station 12	3,060,000	254,250
Capital Lease - Construction	City Hall Renovations	1,505,000	140,903
Capital Lease - Construction	Downtown Stadium	30,315,000	2,978,172
Capital Lease - Construction	Downtown Stadium	2,345,000	221,957
Capital Lease - Construction	Hay St. Parking Deck and Redevelopment	12,615,000	1,241,508
Capital Lease - Construction	Lake Rim Aquatic Center	2,465,000	252,350
Capital Lease - Equipment	January 2018 Radio Equipment Financing	809,276	824,170
Capital Lease - Equipment	June 2018 Vehicle/Equipment Financing	958,862	979,497
Capital Lease - Equipment	May 2019 Vehicle/Equipment Financing	1,304,000	675,644
Capital Lease - Equipment	December 2019 Radio Equipment Financing	1,093,744	378,120
Capital Lease - Equipment	February 2020 Vehicle/Equipment Financing	2,121,394	725,859
Capital Lease - Equipment	ERP System Replacement	4,796,647	1,215,658
Capital Lease - Equipment	March 2021 Vehicle/Equipment Financing	3,850,577	975,887
Interfund Loan	Murchison Road Redevelopment	294,958	201,974
Interfund Loan	Westover Pool	51,128	35,027
Interfund Loan	Cape Fear River Trail	112,500	114,820
Interfund Loan	Stadium Funding Plan	2,218,700	0
		<u>\$ 73,045,959</u>	<u>\$ 12,214,134</u>
		<u>\$ 88,950,959</u>	<u>\$ 14,038,384</u>

* Only includes outstanding debt funded through the Capital Funding Plan

SUMMARY OF PLANNED FISCAL YEAR 2022 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount	FY2022 Principal & Interest
<i>General Obligation Bonds</i>			
Parks & Recreation Bonds	Balance of \$35M Approved by Voters	19,000,000	0
<i>Other Financings</i>			
Capital Lease - Construction	Fire Station 4	7,613,284	104,683
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	3,087,996	0
Interfund Loan	Stadium Funding Model	1,515,000	0
		<u>\$ 31,216,280</u>	<u>\$ 104,683</u>

Five-Year Capital and Technology Improvement Plans

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

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

Planning Process

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

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 2022 to 2026 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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
AIRPORT									
Airline Terminal Improvement Part I	Airport	23,487,140	697,604	0	0	0	0	0	24,184,744
Airline Terminal Improvement Part II	Airport	2,249,708	30,878,489	342,063	0	0	0	0	33,470,260
Airport Public Art	Airport	0	0	50,000	0	0	0	0	50,000
Consolidated Rental Car Facility	Airport	9,786	0	0	0	450,023	6,652,703	6,647,489	13,760,001
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	4,500,000	0	0	0	4,500,000
Runway & Aprons Crack Sealing	Airport	0	76,329	76,329	0	0	0	0	152,658
South Aviation Area Electrical Upgrades	Airport	0	450,000	0	0	0	0	0	450,000
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	0	500,000	3,500,000	0	4,000,000
T-Hangar (8 unit)	Airport	54,742	90,000	1,055,258	0	0	0	0	1,200,000
TOTAL - AIRPORT		25,801,376	32,192,422	1,523,650	4,500,000	950,023	10,152,703	6,647,489	81,767,663
ECONOMIC DEVELOPMENT									
Affordable Housing Project Fund	Economic & Community Development	100,756	59,244	0	0	0	0	0	160,000
Commercial Corridor Revitalization Program	Economic & Community Development	0	200,000	50,000	50,000	50,000	50,000	50,000	450,000
Day Resource Center and Emergency Shelter	Economic & Community Development	27,400	2,051,341	1,911,259	0	0	0	0	3,990,000
Downtown Stadium	City Manager's Office	40,279,096	1,089,006	0	0	0	0	0	41,368,102
Dr. E.E. Smith House Restoration	Economic & Community Development	293,520	28,255	0	0	0	0	0	321,775
Good Neighbor Homebuyer Program	Economic & Community Development	0	250,000	0	0	0	0	0	250,000
Hay Street Parking Deck and Mixed Use Development	City Manager's Office	17,806,401	124,694	0	0	0	0	0	17,931,095
Hope VI City Contributions	Economic & Community Development	6,131,278	469,722	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 I	Airport	24,184,744	0	0	0	24,184,744		0
Airline Terminal Improvement Part II	Airport	33,470,260	0	0	0	33,470,260		0
Airport Public Art	Airport	50,000	0	0	0	50,000		0
Consolidated Rental Car Facility	Airport	9,786	0	6,300,192	7,450,023	13,760,001	Customer Facility Charges	0
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	4,500,000	4,500,000	Federal Grant and Airport Funds	0
Runway & Aprons Crack Sealing	Airport	152,658	0	0	0	152,658		0
South Aviation Area Electrical Upgrades	Airport	0	0	0	450,000	450,000	Federal Reimbursement (USASOC)	0
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	4,000,000	4,000,000	Federal Grant and Airport Funds	0
T-Hangar (8 unit)	Airport	800,000	0	0	400,000	1,200,000	Airport Funds	0
TOTAL - AIRPORT		58,667,448	0	6,300,192	16,800,023	81,767,663		0
ECONOMIC DEVELOPMENT								
Affordable Housing Project Fund	Economic & Community Development	160,000	0	0	0	160,000		0
Commercial Corridor Revitalization Program	Economic & Community Development	200,000	250,000	0	0	450,000		0
Day Resource Center and Emergency Shelter	Economic & Community Development	3,990,000	0	0	0	3,990,000	TBD-Potential County partnership, CDBG funding	0
Downtown Stadium	City Manager's Office	41,368,102	0	0	0	41,368,102		0
Dr. E.E. Smith House Restoration	Economic & Community Development	321,775	0	0	0	321,775		0
Good Neighbor Homebuyer Program	Economic & Community Development	250,000	0	0	0	250,000		0
Hay Street Parking Deck and Mixed Use Development	City Manager's Office	17,931,095	0	0	0	17,931,095	Included in FY21 Operating Budget	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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
Murchison Road Redevelopment	Economic & Community Development	1,622,647	677,353	0	0	0	0	0	2,300,000
Replacement Parking for City Employees	City Manager's Office	627,317	308,666	0	0	0	0	0	935,983
Support Infrastructure for Downtown Stadium Area	City Manager's Office	1,773,443	626,759	311,921	0	0	0	0	2,712,123
Texfi Remediation Pilot Study	Public Services	829,335	66,389	0	0	0	0	0	895,724
TOTAL - ECONOMIC DEVELOPMENT		69,491,193	6,951,429	2,273,180	50,000	50,000	50,000	50,000	78,915,802
GENERAL GOVERNMENT									
280 Lamon Admin Building Repairs and Storage Building Relocation	Parks & Recreation	149,180	163,453	0	0	0	0	0	312,633
333 Alexander Street Facility Repair	Parks & Recreation	3,300	301,700	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	3,227	100,000	50,000	50,000	50,000	50,000	50,000	353,227
Automated Truck Wash Facility	Public Services	0	0	467,284	0	0	0	0	467,284
Building Exterior Generator Connections	Parks & Recreation	0	137,300	0	0	0	0	0	137,300
Building Maintenance - City Hall Other Facility Renos	Parks & Recreation	2,911,243	191,842	0	0	0	0	0	3,103,085
Building Maintenance-HVAC/Boiler Replacement	Parks & Recreation	748,662	109,692	80,000	35,000	65,000	60,000	0	1,098,354
Building Maintenance-Other Projects	Parks & Recreation	534,222	260,007	150,000	50,000	50,000	50,000	50,000	1,144,229
Building Maintenance-Roof Replacement	Parks & Recreation	1,256,075	60,000	135,000	55,000	50,000	0	0	1,556,075
City Hall First Floor Renovations - Phase I	City Manager's Office	0	1,049,803	0	0	0	0	0	1,049,803
Cross Creek Hurricane Repair and Bank Stabilization	Public Services	533,799	10,701,376	0	0	0	0	0	11,235,175
Fuel Dispensers Replacement	Public Services	0	40,000	0	0	0	0	0	40,000
Hope Center Building Renovations	Parks & Recreation	0	88,400	0	0	0	0	0	88,400
Parking Lot Resurfacing	Public Services	254,091	83,018	79,250	53,800	45,000	23,875	117,000	656,034
TOTAL - GENERAL GOVERNMENT		6,452,065	13,548,450	961,534	243,800	260,000	183,875	217,000	21,866,724

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								ANNUAL OPERATING BUDGET IMPACT
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES / REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	
Murchison Road Redevelopment	Economic & Community Development	2,300,000	0	0	0	2,300,000		0
Replacement Parking for City Employees	City Manager's Office	935,983	0	0	0	935,983		0
Support Infrastructure for Downtown Stadium Area	City Manager's Office	2,602,123	110,000	0	0	2,712,123		0
Texfi Remediation Pilot Study	Public Services	895,724	0	0	0	895,724		0
TOTAL - ECONOMIC DEVELOPMENT		77,555,802	1,360,000	0	0	78,915,802		0
GENERAL GOVERNMENT								
280 Lamon Admin Building Repairs and Storage Building Relocation	Parks & Recreation	312,633	0	0	0	312,633		0
333 Alexander Street Facility Repair	Parks & Recreation	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	253,227	100,000	0	0	353,227		0
Automated Truck Wash Facility	Public Services	467,284	0	0	0	467,284		20,000
Building Exterior Generator Connections	Parks & Recreation	137,300	0	0	0	137,300		0
Building Maintenance - City Hall Other Facility Renos	Parks & Recreation	3,103,085	0	0	0	3,103,085		0
Building Maintenance-HVAC/Boiler Replacement	Parks & Recreation	858,354	240,000	0	0	1,098,354		0
Building Maintenance-Other Projects	Parks & Recreation	794,229	350,000	0	0	1,144,229		0
Building Maintenance-Roof Replacement	Parks & Recreation	1,326,931	229,144	0	0	1,556,075		0
City Hall First Floor Renovations - Phase I	City Manager's Office	1,049,803	0	0	0	1,049,803		0
Cross Creek Hurricane Repair and Bank Stabilization	Public Services	11,235,175	0	0	0	11,235,175		0
Fuel Dispensers Replacement	Public Services	40,000	0	0	0	40,000		0
Hope Center Building Renovations	Parks & Recreation	88,400	0	0	0	88,400		10,000
Parking Lot Resurfacing	Public Services	337,109	318,925	0	0	656,034		0
TOTAL - GENERAL GOVERNMENT		20,628,655	1,238,069	0	0	21,866,724		30,000

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
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	400,575	0	0	0	0	0	406,250
Cape Fear River Park (Scope TBD)	Parks & Recreation	0	0	400,000	1,980,815	0	0	0	2,380,815
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	155,043	29,957	0	0	0	0	0	185,000
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	4,141,648	3,036,959	525,000	0	0	0	0	7,703,607
Central City Landscape Design for Trails and Parks	Parks & Recreation	6,210	66,490	0	0	0	0	0	72,700
Concrete Repairs at Various Parks	Parks & Recreation	44,340	10,660	0	0	0	0	0	55,000
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	10,430	15,719	0	0	0	0	0	26,149
Downtown Core Tree Replacements	Parks & Recreation	1,430	48,570	0	0	0	0	0	50,000
East of the River Parks Bond Project (To be determined by Council)	Parks & Recreation	13,320	1,500,000	0	0	0	0	0	1,513,320
Existing Parks and Building Renovations	Parks & Recreation	229,569	795,431	0	0	0	0	0	1,025,000
Gateway/Roadway Enhancement	Parks & Recreation	294,591	83,558	0	0	0	0	0	378,149
Jordan Soccer Complex	Parks & Recreation	35,241	1,800,000	0	0	0	0	0	1,835,241
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	45,402	34,191	0	0	0	0	0	79,593
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	0	20,000	480,000	0	10,000	0	0	510,000
Martin Luther King Jr. Park	Parks & Recreation	6,850	43,150	0	600,000	0	0	0	650,000
McArthur Sports Field Complex	Parks & Recreation	90,983	2,908	3,043,956	529,816	0	0	0	3,667,663
NC State Veterans Park - Phase 2B	Parks & Recreation	26,745	1,115,725	0	0	0	0	0	1,142,470
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	151,581	176,871	0	0	0	0	0	328,452

Five-Year Capital Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS						
		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
PROJECT	DEPARTMENT							
PARKS, RECREATION AND CULTURE								
Big Cross Creek Multiuse Trail	Parks & Recreation	852,000	0	0	0	852,000		0
Blounts Creek Trail	Parks & Recreation	93,750	62,500	0	250,000	406,250	Grant Funds (FAMPO)	0
Cape Fear River Park (Scope TBD)	Parks & Recreation	2,380,815	0	0	0	2,380,815		TBD
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	185,000	0	0	0	185,000		0
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	7,178,607	525,000	0	0	7,703,607		0
Central City Landscape Design for Trails and Parks	Parks & Recreation	72,700	0	0	0	72,700		0
Concrete Repairs at Various Parks	Parks & Recreation	55,000	0	0	0	55,000		0
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	26,149	0	0	0	26,149		0
Downtown Core Tree Replacements	Parks & Recreation	50,000	0	0	0	50,000		0
East of the River Parks Bond Project (To be determined by Council)	Parks & Recreation	1,513,320	0	0	0	1,513,320		0
Existing Parks and Building Renovations	Parks & Recreation	1,025,000	0	0	0	1,025,000		0
Gateway/Roadway Enhancement	Parks & Recreation	378,149	0	0	0	378,149		0
Jordan Soccer Complex	Parks & Recreation	1,835,241	0	0	0	1,835,241		103,400
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	79,593	0	0	0	79,593		0
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	20,000	98,000	0	392,000	510,000	Grant Funds (FAMPO)	0
Martin Luther King Jr. Park	Parks & Recreation	150,000	0	0	500,000	650,000	MLK Park Committee Future Fundraising	0
McArthur Sports Field Complex	Parks & Recreation	3,667,663	0	0	0	3,667,663		40,612
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	FEMA and State Reimbursements	0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
Neighborhood Entryway Matching Grant Program	Parks & Recreation	0	25,000	0	0	0	0	0	25,000
Playground Repairs/Refurbishing	Parks & Recreation	846,868	312,966	100,000	100,000	150,000	100,000	100,000	1,709,834
Reforestation Areas	Parks & Recreation	0	75,000	0	0	0	0	0	75,000
Repaving at Walking Trails	Parks & Recreation	6,470	53,530	0	0	0	0	0	60,000
Senior Center - East	Parks & Recreation	175,939	1,886,500	1,798,731	2,392,530	0	0	0	6,253,700
Senior Center- West	Parks & Recreation	1,173,015	920,151	6,207,172	0	0	0	0	8,300,338
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	1,857,770	810,259	236,814	0	0	0	0	2,904,843
Tennis Center	Parks & Recreation	329	5,999,671	0	0	0	0	0	6,000,000
Western Dog Parks: Bonanza and Bailey Lake	Parks & Recreation	0	198,000	0	0	0	0	0	198,000
TOTAL - PARKS, RECREATION AND CULTURE		9,819,474	19,813,816	12,791,673	5,603,161	160,000	100,000	100,000	48,388,124
PUBLIC SAFETY									
Fire Station #4 Relocation	Fire/Emergency Management	419,694	1,008,429	6,810,161	0	0	0	0	8,238,284
Generator and UPS Replacement	Police	0	342,560	0	0	0	0	0	342,560
Police Modular Classroom Building	Police	0	76,162	0	0	0	0	0	76,162
TOTAL - PUBLIC SAFETY		419,694	1,427,151	6,810,161	0	0	0	0	8,657,006
STORMWATER MANAGEMENT									
Stormwater Program	Public Services	19,688,437	14,953,378	7,222,103	3,350,000	3,850,000	1,350,000	2,100,000	52,513,918
TOTAL - STORMWATER MANAGEMENT		19,688,437	14,953,378	7,222,103	3,350,000	3,850,000	1,350,000	2,100,000	52,513,918
TRANSIT									
FAST Transit Center	Transit	14,497,457	106,397	0	0	0	0	0	14,603,854
Grove Street Facility Improvements	Transit	0	0	80,000	121,000	0	0	0	201,000
Shelters and Benches	Transit	543,304	70,000	70,000	36,000	50,000	50,000	50,000	869,304
Sidewalks and ADA Accessibility Improvements	Transit	266,957	135,818	135,817	90,000	90,000	90,000	90,000	898,592
TOTAL - TRANSIT		15,307,718	312,215	285,817	247,000	140,000	140,000	140,000	16,572,750

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
Neighborhood Entryway Matching Grant Program	Parks & Recreation	25,000	0	0	0	25,000		
Playground Repairs/Refurbishing	Parks & Recreation	1,159,834	550,000	0	0	1,709,834		0
Reforestation Areas	Parks & Recreation	75,000	0	0	0	75,000		0
Repaving at Walking Trails	Parks & Recreation	60,000	0	0	0	60,000		0
Senior Center - East	Parks & Recreation	6,253,700	0	0	0	6,253,700		116,801
Senior Center- West	Parks & Recreation	8,300,338	0	0	0	8,300,338		352,381
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	2,904,843	0	0	0	2,904,843		8,737
Tennis Center	Parks & Recreation	6,000,000	0	0	0	6,000,000		70,967
Western Dog Parks: Bonanza and Bailey Lake	Parks & Recreation	198,000	0	0	0	198,000		4,843
TOTAL - PARKS, RECREATION AND CULTURE		46,010,624	1,235,500	0	1,142,000	48,388,124		697,741
PUBLIC SAFETY								
Fire Station #4 Relocation	Fire/Emergency Management	8,238,284	0	0	0	8,238,284		0
Generator and UPS Replacement	Police	342,560	0	0	0	342,560		12,580
Police Modular Classroom Building	Police	76,162	0	0	0	76,162		3,972
TOTAL - PUBLIC SAFETY		8,657,006	0	0	0	8,657,006		16,552
STORMWATER MANAGEMENT								
Stormwater Program	Public Services	37,720,128	0	0	14,793,790	52,513,918	Stormwater Funds and Federal Grant	0
TOTAL - STORMWATER MANAGEMENT		37,720,128	0	0	14,793,790	52,513,918		0
TRANSIT								
FAST Transit Center	Transit	14,603,854	0	0	0	14,603,854		Included in FY21 Operating Budget
Grove Street Facility Improvements	Transit	0	40,200	0	160,800	201,000	Federal Grants	0
Shelters and Benches	Transit	697,581	34,344	0	137,379	869,304	Federal Grants	0
Sidewalks and ADA Accessibility Improvements	Transit	538,592	72,000	0	288,000	898,592	Federal Grants	0
TOTAL - TRANSIT		15,840,027	146,544	0	586,179	16,572,750		0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
TRANSPORTATION									
Bridge Preservation Program	Public Services	4,395	511,898	100,000	100,000	100,000	100,000	100,000	1,016,293
College Lakes Dam	Public Services	0	0	0	0	0	2,695,484	0	2,695,484
Dam Safety and Preservation Program	Public Services	0	100,000	0	75,000	0	75,000	0	250,000
Downtown Streetscape	Public Services	1,154,955	133,212	75,000	75,000	75,000	75,000	75,000	1,663,167
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	48,813	2,106,977	0	0	0	0	0	2,155,790
Hinsdale Road Reconstruction	Public Services	0	0	0	0	264,152	1,130,572	0	1,394,724
Intersection Improvements	Public Services	317,796	263,160	100,000	150,000	300,000	150,000	150,000	1,430,956
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	312,188	2,967,012	0	0	0	0	0	3,279,200
Mirror Lake Dr and Dam Restoration	Public Services	5,303,049	353,812	0	0	0	0	0	5,656,861
Multi Use Lanes	Public Services	174,999	50,001	75,000	75,000	75,000	75,000	75,000	600,000
NCDOT Municipal Agreements	Public Services	1,827,900	1,149,094	0	300,000	1,700,000	350,000	0	5,326,994
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	9,498,498	7,887,766	6,575,000	4,700,000	4,850,000	5,000,000	5,150,000	43,661,264
Public Street Development	Public Services	247,174	254,956	454,065	0	0	0	0	956,195
Ray Avenue Repair	Public Services	9,215	1,323,785	306,922	0	0	0	0	1,639,922
Shawcroft Rd Roadway Restoration	Public Services	1,340,685	16,461	0	0	0	0	0	1,357,146
Sidewalk Improvements	Public Services	1,367,270	4,268,683	600,000	350,000	700,000	850,000	1,015,000	9,150,953
Sykes Pond Road Repair	Public Services	208,807	1,741,193	0	0	0	0	0	1,950,000
Thoroughfare Street Lighting	Public Services	82,384	242,616	50,000	50,000	50,000	50,000	50,000	575,000
TOTAL - TRANSPORTATION		21,898,128	23,370,626	8,335,987	5,875,000	8,114,152	10,551,056	6,615,000	84,759,949
Grand Totals		168,878,085	111,569,487	40,204,105	19,868,961	13,524,175	22,527,634	15,869,489	392,441,936

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
TRANSPORTATION								
Bridge Preservation Program	Public Services	516,293	500,000	0	0	1,016,293		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	100,000	125,000	0	25,000	250,000	Stormwater Funds	0
Downtown Streetscape	Public Services	1,288,167	375,000	0	0	1,663,167		0
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	500,000	0	0	1,655,790	2,155,790	FEMA	0
Hinsdale Road Reconstruction	Public Services	0	898,464	0	496,260	1,394,724	Stormwater Funds	0
Intersection Improvements	Public Services	580,956	850,000	0	0	1,430,956		0
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	3,279,200	0	0	0	3,279,200		0
Mirror Lake Dr and Dam Restoration	Public Services	5,656,861	0	0	0	5,656,861		0
Multi Use Lanes	Public Services	225,000	375,000	0	0	600,000		0
NCDOT Municipal Agreements	Public Services	2,604,499	2,722,495	0	0	5,326,994		0
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	17,386,264	26,275,000	0	0	43,661,264		Included in FY21 Operating Budget
Public Street Development	Public Services	502,130	454,065	0	0	956,195		0
Ray Avenue Repair	Public Services	1,333,000	0	0	306,922	1,639,922	Stormwater Funds	0
Shawcroft Rd Roadway Restoration	Public Services	1,357,146	0	0	0	1,357,146		0
Sidewalk Improvements	Public Services	5,680,071	3,470,882	0	0	9,150,953		0
Sykes Pond Road Repair	Public Services	1,950,000	0	0	0	1,950,000		0
Thoroughfare Street Lighting	Public Services	325,000	250,000	0	0	575,000		40,500
TOTAL - TRANSPORTATION		43,284,587	36,295,906	0	5,179,456	84,759,949	-	40,500
Grand Totals		308,364,277	39,276,019	6,300,192	38,501,448	392,441,936		784,793

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
SECURITY/INFRASTRUCTURE									
Access Control System (Proxy Card) Upgrade	Information Technology	24,000	10,000	0	0	0	0	0	34,000
Airport Terminal Renovations - Data Infrastructure	Airport	36,033	103,967	60,000	0	0	0	0	200,000
City Domain Migration	Information Technology	49,845	730,155	470,000	175,000	0	0	0	1,425,000
Computer Replacement Program	Information Technology	4,196,616	488,353	753,643	665,446	627,202	635,135	643,348	8,009,743
Consolidation of Development Services Data	Development Services	0	0	0	191,000	10,000	0	0	201,000
Desktop Virtualization Infrastructure	Information Technology	614,830	244,506	60,000	160,000	21,350	0	0	1,100,686
Direct Fiber Connection for Remote Sites	Information Technology	0	260,496	95,000	0	0	0	0	355,496
Internet Phone (City Wide VOIP)	Information Technology	419,616	93,422	0	0	0	0	318,001	831,039
IT Disaster Recovery Initiative	Information Technology	832,112	774,921	213,810	213,810	0	0	0	2,034,653
MS E-Mail Exchange	Information Technology	255,736	154,316	20,000	20,000	0	0	0	450,052
Public Safety Security Compliance (CJIS)	Information Technology	205,107	64,494	150,000	20,000	20,000	0	0	459,601
Public Safety Video Surveillance (Digital IP)	Police	793,883	42,885	0	0	0	0	0	836,768
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	37,878	23,772	0	0	0	0	132,000	193,650
Transit Security and Safety Systems	Transit	483,721	0	65,000	10,000	0	0	0	558,721
Virtual Server Expansion Equipment	Information Technology	186,260	165,774	0	0	160,000	0	0	512,034
TOTAL - SECURITY/INFRASTRUCTURE		8,135,637	3,157,061	1,887,453	1,455,256	838,552	635,135	1,093,349	17,202,443
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	13,500	101,500	0	0	15,000	5,000	0	135,000
Enterprise GIS Environment	Information Technology	448,969	8,000	8,000	8,000	8,000	68,000	8,000	556,969
FleetMind Solid Waste Smart Truck System	Public Services	769,961	114,253	66,166	63,846	64,460	92,962	65,687	1,237,335
TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS		1,232,430	223,753	74,166	71,846	87,460	165,962	73,687	1,929,304

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES / REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
SECURITY/INFRASTRUCTURE								
Access Control System (Proxy Card) Upgrade	Information Technology	34,000	0	0	0	34,000		0
Airport Terminal Renovations - Data Infrastructure	Airport	140,000	0	0	60,000	200,000	Airport Funds	0
City Domain Migration	Information Technology	780,000	645,000	0	0	1,425,000		0
Computer Replacement Program	Information Technology	4,724,533	2,935,977	0	349,233	8,009,743	Enterprise Fds, Comm Devel , County Parks and 911 Funds	0
Consolidation of Development Services Data	Development Services	0	201,000	0	0	201,000		20,000
Desktop Virtualization Infrastructure	Information Technology	859,336	241,350	0	0	1,100,686		0
Direct Fiber Connection for Remote Sites	Information Technology	260,496	95,000	0	0	355,496		0
Internet Phone (City Wide VOIP)	Information Technology	513,038	318,001	0	0	831,039		639
IT Disaster Recovery Initiative	Information Technology	1,607,033	427,620	0	0	2,034,653		50,000
MS E-Mail Exchange	Information Technology	410,052	40,000	0	0	450,052		0
Public Safety Security Compliance (CJIS)	Information Technology	271,851	187,750	0	0	459,601		7,000
Public Safety Video Surveillance (Digital IP)	Police	836,768	0	0	0	836,768		33,329
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	61,650	132,000	0	0	193,650		10,000
Transit Security and Safety Systems	Transit	483,721	15,000	0	60,000	558,721	FTA Funding	0
Virtual Server Expansion Equipment	Information Technology	352,034	160,000	0	0	512,034		10,000
TOTAL - SECURITY/INFRASTRUCTURE		11,334,512	5,398,698	0	469,233	17,202,443		130,968
BUSINESS INTELLIGENCE/DATA ANALYSIS								
Enterprise Data Warehouse	Information Technology	115,000	20,000	0	0	135,000		0
Enterprise GIS Environment	Information Technology	477,162	79,807	0	0	556,969		17,000
FleetMind Solid Waste Smart Truck System	Public Services	884,214	0	0	353,121	1,237,335	Solid Waste Fund	Included in FY21 Operating Budget
TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS		1,476,376	99,807	0	353,121	1,929,304		17,000

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
APPLICATION/SOFTWARE SERVICES									
911 Remote Call Taking Technology	Police	0	0	0	105,000	0	0	0	105,000
Address Implementation for County Tax Software Update	Information Technology	8,675	31,325	17,000	8,000	0	0	0	65,000
Airport Paid Parking Access Control System	Airport	0	0	350,000	0	0	0	0	350,000
Application Packaging Factory	Information Technology	0	85,000	10,000	0	0	0	0	95,000
Asset Management Plan	Public Services	0	200,000	50,000	0	0	0	0	250,000
Body Worn Camera Upgrades	Police	0	0	201,960	131,040	131,040	131,040	131,040	726,120
Cart Management System	Public Services	0	0	0	130,757	11,037	11,368	11,709	164,871
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	198,424	1,576	13,000	0	150,156	0	0	363,156
Control Link Lights	Parks & Recreation	0	0	210,000	0	0	0	0	210,000
Council Chambers Audio System Update	Corporate Communications	0	38,036	0	0	0	0	0	38,036
Crime Information Center Monitoring Equipment	Police	0	120,000	0	0	0	0	0	120,000
ERP Replacement Initiative	City Managers Office	113,420	3,982,922	1,006,230	120,000	5,000	0	0	5,227,572
Facial Recognition Software	Police	0	11,000	0	0	0	0	0	11,000
FAR Part 139 Automation	Airport	73,876	2,124	0	0	0	0	0	76,000
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	1,800,473	284,800	0	0	0	0	0	2,085,273
Fleet Management Information System	Finance	0	0	150,000	0	0	0	0	150,000
GrayKey Mobile Device Data Retrieval Subscription	Police	0	36,075	0	0	0	0	0	36,075
Gun Shot Detection Systems	Police	0	105,000	0	0	0	0	0	105,000
IT Service Management Software	Information Technology	0	0	0	182,000	0	0	0	182,000

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	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
APPLICATION/SOFTWARE SERVICES								
911 Remote Call Taking Technology	Police	0	0	0	105,000	105,000	911 Funds	8,000
Address Implementation for County Tax Software Update	Information Technology	65,000	0	0	0	65,000		0
Airport Paid Parking Access Control System	Airport	350,000	0	0	0	350,000		0
Application Packaging Factory	Information Technology	85,000	10,000	0	0	95,000		10,000
Asset Management Plan	Public Services	250,000	0	0	0	250,000		0
Body Worn Camera Upgrades	Police	0	726,120	0	0	726,120		164,835
Cart Management System	Public Services	0	0	0	164,871	164,871	Solid Waste Fund	1,000
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	200,000	163,156	0	0	363,156		0
Control Link Lights	Parks & Recreation	0	210,000	0	0	210,000		0
Council Chambers Audio System Update	Corporate Communications	38,036	0	0	0	38,036		0
Crime Information Center Monitoring Equipment	Police	120,000	0	0	0	120,000		0
ERP Replacement Initiative	City Managers Office	5,127,572	100,000	0	0	5,227,572	Included in FY21 Operating Budget	
Facial Recognition Software	Police	11,000	0	0	0	11,000		11,000
FAR Part 139 Automation	Airport	76,000	0	0	0	76,000		0
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	2,085,273	0	0	0	2,085,273	Included in FY21 Operating Budget	
Fleet Management Information System	Finance	0	150,000	0	0	150,000		50,000
GrayKey Mobile Device Data Retrieval Subscription	Police	36,075	0	0	0	36,075		35,000
Gun Shot Detection Systems	Police	105,000	0	0	0	105,000		35,000
IT Service Management Software	Information Technology	0	182,000	0	0	182,000		23,000

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	TOTAL PROJECT EXPENDITURES
IVR for FASTTRAC!	Transit	0	40,000	0	0	0	0	0	40,000
License Plate Reader Technology	Police	0	633,624	0	0	0	0	0	633,624
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	0	300,000	0	0	0	0	0	300,000
Records Management System Replacement	Fire/Emergency Management	0	0	79,200	0	0	0	0	79,200
Revenue Management System	Finance	0	0	472,932	0	0	0	0	472,932
Smart Force	Police	0	55,000	0	0	0	0	0	55,000
Taser Upgrades	Police	0	0	224,250	238,050	251,850	265,650	265,650	1,245,450
Time & Attendance / Payroll (Kronos)	Information Technology	623,925	117,266	0	0	0	0	0	741,191
Time & Attendance / Payroll Platform Upgrade (Kronos)	Information Technology	0	79,980	0	0	0	0	0	79,980
Transit Fare Collection System Replacement	Transit	0	228,500	0	0	829,235	0	0	1,057,735
Upgrade Communications Equipment 3G to 4G	Transit	75,000	0	10,000	0	0	0	0	85,000
Wifi Locks	Parks & Recreation	0	0	80,000	0	0	0	0	80,000
TOTAL - APPLICATION/SOFTWARE SERVICES		2,893,793	6,352,228	2,939,072	914,847	1,378,318	408,058	408,399	15,294,715
CITIZEN ENGAGEMENT/MOBILITY									
City Wireless Network Expansion Project	Information Technology	266,942	175,162	0	172,000	0	0	0	614,104
Council Chambers AV equipment update	Corporate Communications	0	0	88,348	0	0	0	0	88,348
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		266,942	175,162	88,348	172,000	0	0	0	702,452
Technology Improvement Plan Total		12,528,802	9,908,204	4,989,039	2,613,949	2,304,330	1,209,155	1,575,435	35,128,914

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								ANNUAL OPERATING BUDGET IMPACT
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES / REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	
IVR for FASTTRAC!	Transit	40,000	0	0	0	40,000		5,700
License Plate Reader Technology	Police	633,624	0	0	0	633,624		229,824
LSDBE Program Tracking Software	Finance	64,500	0	0	0	64,500		24,750
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	300,000	0	0	0	300,000		0
Records Management System Replacement	Fire/Emergency Management	0	79,200	0	0	79,200		71,787
Revenue Management System	Finance	246,625	226,307	0	0	472,932		71,932
Smart Force	Police	55,000	0	0	0	55,000		0
Taser Upgrades	Police	0	1,245,450	0	0	1,245,450		0
Time & Attendance / Payroll (Kronos)	Information Technology	741,191	0	0	0	741,191		0
Time & Attendance / Payroll Platform Upgrade (Kronos)	Information Technology	79,980	0	0	0	79,980		17,221
Transit Fare Collection System Replacement	Transit	40,000	165,847	0	851,888	1,057,735	FTA Demonstration Grant and PM Grant	48,575
Upgrade Communications Equipment 3G to 4G	Transit	75,000	2,000	0	8,000	85,000		0
Wifi Locks	Parks & Recreation	0	80,000	0	0	80,000		2,040
TOTAL - APPLICATION/SOFTWARE SERVICES		10,824,876	3,340,080	0	1,129,759	15,294,715		809,664
CITIZEN ENGAGEMENT/MOBILITY								
City Wireless Network Expansion Project	Information Technology	442,104	172,000	0	0	614,104		0
Council Chambers AV equipment update	Corporate Communications	0	88,348	0	0	88,348		3,085
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		442,104	260,348	0	0	702,452		3,085
Technology Improvement Plan Total		24,077,868	9,098,933	0	1,952,113	35,128,914		960,717

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ANNUAL BUDGET

FY
2022

RECOMMENDED

Appendices

Authorized Staffing FTEs by Department

ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

Airport

Full-Time

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

Budget and Evaluation Office

Full-Time

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

City Attorney

Full-Time

Assistant City Attorney	3
City Attorney	1
Executive Legal Assistant	1
Paralegal II	1
Police Attorney	1
Senior Administrative Assistant.....	1
Total	8

City Manager

Full-Time

Assistant City Manager	3
Assistant to the City Manager	1
City Manager	1
Chief of Staff	1
Customer Service Representative	4
Customer Service Representative Supervisor	1
Executive Assistant	1

Authorized Staffing FTEs by Department

City Manager – (cont'd)

Internal Auditor	1
Internal Audit Director	1
Management Analyst.....	2
Senior Administrative Assistant	1.9
(.1 funded in the Budget and Evaluation Office)	
Senior Internal Auditor	1
Strategic and Performance Analytics Manager	1
Total	19.9

Corporate Communications

Full-Time

Chief Branding Officer	1
Corporate Communications Director	1
Graphic Production Supervisor.....	1
Public Information Specialist	3
Senior Administrative Assistant	1
Television Production Specialist	1
Total	8

Development Services

Full-Time

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

Authorized Staffing FTEs by Department

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director (0.5 funded in Special Revenue Fund)	0.5
Economic & Community Development Director (0.5 funded in Special Revenue Fund)	0.5
Community Relations Specialist	1
Economic Development Administrator (0.8 funded in Special Revenue Fund)	0.2
Marketing & Business Development Manager	1
Senior Administrative Assistant	1
Total	4.2

Finance

Full-Time

Accountant	2
Accounting Manager	1
Accounting Technician	4
Accounts Payable Supervisor	1
Administrative Assistant	1
Alarm Ordinance Coordinator	1
Buyer	2
Chief Financial Officer	1
Collections Division Supervisor	1
Contract Compliance Administrator	1
Financial Analyst	2
Financial Reporting Manager	1
Fleet Manager	1
Management Analyst	1
Payroll & Liabilities Manager	1
Payroll Technician	2
Purchasing Manager	1
Purchasing Agent	1
Risk Coordinator	1
Senior Financial Analyst	1
Systems Analyst	1
Treasurer	1
Total	29

Fire & Emergency Management

Full-Time

Assistant Fire Chief	3
Deputy Fire Chief	3
Emergency Management Coordinator	1
Fire Battalion Chief.....	11
Fire Captain	51
Fire Chief	1
Fire Inspector	2
Fire Lieutenant	70
Fire Marshal	1
Firefighter	179
Office Assistant II	2
Office Supervisor	1

Authorized Staffing FTEs by Department

Fire - (cont'd)

Personnel Technician	1
Security Coordinator	1
Total	327

Human Relations

Full-Time

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

Human Resource Development

Full-Time

Deputy Human Resource Development Director	1
Human Resource Consultant	4
Human Resource Development Director	1
Human Resource Specialist	5
Office Assistant II	1
Office Supervisor	1
Organizational Development & Training Consultant	2
Organizational Development & Training Specialist	1
Safety Officer	1
Health and Wellness Specialist	1
Total	18

Information Technology

Full-Time

Application Support Specialist	3
Assistant Chief Information Officer-Administration & Operations	1
Chief Information Officer	1
Database Administrator	1
Desktop Support Specialist	3
ERP Systems Administrator	1
G.I.S. Analyst	1
G.I.S. Manager	1
Information Technology Administrative Specialist	1
Information Technology Asset Specialist.....	1
Information Technology Business Intelligence Manager	1
Information Technology Customer Relationship Manager	2
Information Technology Security Administrator	1
Information Technology Project Manager	3
Information Technology Solutions Architect	1
Infrastructure Technology Solutions Officer	1
Information Technology Systems Administrator	1
Information Technology Sr. Systems Administrator	1
Network Administrator	1
Senior Desktop Support Specialist	1
Telecommunications Analyst	1
Web Developer	1
Total	29

Authorized Staffing FTEs by Department

Mayor, Council and City Clerk

Full-Time

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

Other Appropriations

Full-Time

Warehouse Coordinator	0.25
(.25 funded in Public Services and .50 funded in Transit)	
Total	0.25

Parks, Recreation & Maintenance

Full-Time

Parks & Recreation Division – City Funded

Assistant Recreation Center Supervisor	14.5
Athletic Program Coordinator	4
Business Manager	1
Crew Leader	1
Crew Supervisor	6
Equipment Operator I	9
Fleet Services Coordinator	1
Historic Properties Coordinator	1
Historic Properties Manager	1
Historic Properties Specialist	1
Landscape Architect	1
Landscape Technician	2
Maintenance Worker	25
Management Analyst	0.5
Office Assistant II	1.5
Park Ranger	3
Park Ranger Manager	1
Park Ranger Supervisor	2
Parks Division Manager	1
Parks, Recreation & Maintenance Director	1
Recreation Center Supervisor	12
Recreation Division Supervisor	1
Senior Skilled Trades Technician	2
Skilled Trades Technician	2
Tree Care Supervisor	1
Tree Care Technician	2
Turf Technician	3

Parks & Recreation Division – County Funded

Administrative Manager	1
Assistant Recreation Center Supervisor	3.5
Athletic Program Coordinator	1
Crew Leader	1
Crew Supervisor	1
Equipment Operator I	1

Authorized Staffing FTEs by Department

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

Maintenance Worker	9
Management Analyst	0.5
Office Assistant II	0.5
Parks Superintendent	1
Personnel Technician	1
Recreation Center Supervisor	4
Recreation Division Manager	1
Recreation Division Supervisor	3
Recreation Program Coordinator	1
Skilled Trades Technician	1
Special Events Coordinator	1

Maintenance Division

Crew Supervisor	2
Electrician	1
Equipment Operator I	4
Equipment Operator II	7
Facilities Maintenance Supervisor	1
Facilities Manager	1
Maintenance Worker	3
Management Analyst	1
Office Assistant II	1
Senior Skilled Trades Technician	8
Skilled Trades Technician	1
Total	162

Police

Full-Time

911 Communications Manager	1
911 Assistant Communications Supervisor	4
911 Communications Supervisor	4
911 Office Administrator	1
911 Quality Assurance & Compliance Specialist	1
911 Systems 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	2
Custodial Supervisor	1
Enhanced 911 Coordinator	1
Forensic Firearms Examiner	2
Forensic Manager	1
Forensic Supervisor	2
Forensic NIBIN Technician	1

Authorized Staffing FTEs by Department

Police - (cont'd)

Forensic Technician	10
Forensic Video Technician	2
Homeless Community Coordinator.....	1
Installation Technician	2
Investigative Assistant.....	2
Latent Print Examiner	2
Lead Custodian	1
Mental Health Liaison	1
Office Assistant II	11
PD Accreditation & Grants Manager	1
PD Accreditation Specialist	1
Personnel Technician	1
Police Analyst	1
Police Administrative Services Manager	1
Police Captain	7
Police Chief.....	1
Police Lieutenant	21
Police Major	4
Police Officer	346
Police Records Clerk	23
Police Records Supervisor	4
Police Records Manager	1
Police Sergeant	51
Police Training Coordinator	1
Property & Evidence Technician	4
Telecommunicator I	17
Telecommunicator II	32
Radio Communications Technician.....	1
RMS Database Manager.....	1
RMS Database Specialist.....	1
Senior Administrative Assistant	1
Supply Technician.....	2
Technical Equipment Specialist.....	1
Victim Advocate	1

Part-Time

Background Investigator (1 position at 0.5)	0.5
Court Liaison Coordinator (1 position at 0.5).....	0.5
Custodian (1 position at 0.5).....	0.5
Total	605.5

Public Services

Full-Time

Administrative Assistant	1
Administrative Manager	1
Assistant City Traffic Engineer	1
Assistant Public Service Director – Engineering.....	1
Assistant Public Service Director – Solid Waste.....	1
Assistant Public Service Director – Transportation.....	1
Construction Contracts Coordinator	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

Construction Manager	1
Crew Supervisor	5
Deputy City Traffic Engineer	1
Engineer I	3
Engineer II	4
Engineer III	2
Engineering Inspector	8
Engineering Technician	2
Engineering Technician Supervisor.....	1
Equipment Operator I.....	4
Equipment Operator II.....	45
Equipment Operator III.....	34
Fleet Services Coordinator	1
Maintenance Worker.....	15
Office Assistant II	6
Paralegal I	1
Paralegal II	1
Pavement Preservation Program Manager.....	1
Personnel Technician	1
Public Information Specialist	2
Public Services Director	1
Real Estate Manager	1
Real Estate Officer	0.5
(0.5 funded in Airport)	
Routing Administrator	1
Senior Administrative Assistant.....	2
Senior Paralegal	1
Senior Project Engineer	1
Senior Signs and Markings Technician	1
Senior Survey Technician	2
Signs & Markings Supervisor	1
Signs & Markings Technician	5
Skilled Trades Technician	3
Solid Waste Collector.....	9
Solid Waste Manager	1
Solid Waste Superintendent.....	1
Solid Waste Supervisor	4
Stormwater Inspections Supervisor	1
Stormwater Inspector.....	4
Stormwater Manager	1
Stormwater Project Manager	1
Street Maintenance Superintendent	1
Street Maintenance Supervisor.....	3
Survey Crew Leader	1
Surveying Supervisor	1
Technology Asset Specialist.....	1
Traffic Signal Maintenance Supervisor	1
Traffic Signal System Analyst	1
Traffic Signal Technician	4

Authorized Staffing FTEs by Department

Public Services - (cont'd)

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	202.75

Transit

Full-Time

Assistant Transit Director	1
Automotive Service Aide	5
Automotive Technician	5
Civil Rights Program Analyst	1
Maintenance Manager	1
Maintenance Supervisor	1
Maintenance Worker	4
Office Assistant II.....	2
Para-Transit Operations Manager	1
Senior Administrative Assistant	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Technical Equipment Specialist.....	1
Transit Analyst	1
Transit Director	1
Transit Dispatcher	9
Transit Operations Superintendent	1
Transit Operator I	7
Transit Operator II	68
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	125

TOTAL 1,629.2

SPECIAL REVENUE FUND POSITIONS

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director	0.5
Administrative Assistant	1
Community Development Administrator	1
Community Relations Manager	1
Economic & Community Development Director.....	0.5
Economic Development Administrator	0.8

Authorized Staffing FTEs by Department

Economic & Community Development - (cont'd)

Housing Program Specialist	1
Neighborhood Resource Coordinator	1
Office Assistant II	1
Senior Housing Program Specialist	1
Total	8.8

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 1,662

FROZEN, UNFUNDED POSITIONS

Corporate Communications

Full-Time

Printer.....	1
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City Attorney

Full-Time

Police Attorney	1
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Finance

Full-Time

Accounting Technician.....	1
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Development Services

Full-Time

Building Inspector	1
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Parks, Recreation & Maintenance

Full-Time

Management Analyst	1
Site Security Coordinator.....	1

TOTAL FROZEN POSITIONS 6

Positions and Salary Grade Assignments

Grade 150 \$25,302 - \$38,878
Custodian

Grade 151 \$26,867 - \$41,282
Lead Custodian

Grade 152 \$28,889 - \$44,391
Maintenance Worker
Office Assistant I
Solid Waste Collector
Transit Operator I

Grade 153 \$31,338- \$48,154
Automotive Service Aide
Customer Service Representative
Equipment Operator I
Office Assistant II
Printer
Signs & Markings Technician
Supply Technician
Transit Operator II

Grade 154 \$34,108 - \$52,410
Administrative Assistant
Background Investigator
Court Liaison Coordinator
Custodial Supervisor
Equipment Operator II
Installation Technician
Landscape Technician
Permit Technician
Personnel Technician
Police Records Clerk
Property & Evidence Technician
Senior Automotive Service Aide
Senior Signs and Markings Technician
Senior Survey Technician
Transit Dispatcher
Turf Technician

Grade 155 \$37,302 - \$57,319
Accounting Technician
Alarm Ordinance Coordinator
Automotive Technician
Civilian Crash Investigator
Crime Prevention Specialist
Equipment Operator III

Positions and Salary Grade Assignments

Grade 155 (cont'd)

\$37,302 - \$57,319

Fleet Services Coordinator
Forensic Technician
Human Relations Administrative Specialist
Information Technology Administrative Specialist
Neighborhood Resource Coordinator
Police Training Coordinator
Senior Administrative Assistant
Senior Transit Dispatcher
Skilled Trades Technician
Technical Equipment Specialist
Technology Asset Specialist
Traffic Signal Technician
Tree Care Technician
Warehouse Coordinator

Grade 156

\$41,887 - \$64,363

Assistant Recreation Center Supervisor
Code Enforcement Administrator (Housing)
Code Enforcement Administrator (RAPID)
Code Enforcement Administrator (Zoning)
Crew Leader
Customer Service Representative Supervisor
Desktop Support Specialist
Engineering Technician
Executive City Council Assistant
Executive Legal Assistant
Forensic NIBIN Technician
Forensic Video Technician
Graphic Production Supervisor
Health & Wellness Specialist
Historical Properties Specialist
Housing Program Specialist
Human Resource Specialist
Juvenile Restitution Program Coordinator
Latent Print Examiner
Marketing Specialist
Organization Development & Training Specialist
Paralegal I
Park Ranger
Payroll Technician
Police Records Supervisor
RMS Database Specialist
Senior Automotive Technician
Senior Skilled Trades Technician
Signs & Markings Supervisor
Survey Crew Leader
Traffic Technician

Positions and Salary Grade Assignments

Grade 156 (cont'd)

\$41,887 - \$64,363

Victim Advocate

Grade 157

\$44,993 - \$69,134

Building Inspector

Buyer

Community Relations Specialist

Crew Supervisor

Crime Analyst

Electrical Inspector

Electrician

Engineering Inspector

Fire Inspector

Information Technology Asset Specialist

Investigative Assistant

Mechanical Inspector

Paralegal II

Planner I

Police Department Accreditation Specialist

Plumbing Inspector

Risk Coordinator

Stormwater Inspector

Traffic Signal Systems Analyst

Transit Supervisor

Tree Care Supervisor

Grade 158

\$48,485 - \$74,500

Airport Maintenance Supervisor

Code Enforcement Supervisor (Housing)

Engineering Technician Supervisor

Facilities Maintenance Supervisor

Forensic Firearms Examiner

RMS Database Manager

Routing Administrator

Senior Desktop Support Specialist

Senior Housing Program Specialist

Senior Paralegal

Solid Waste Supervisor

Street Maintenance Supervisor

Web Developer

Grade 159

\$52,598 - \$80,821

Application Support Specialist

Construction Contracts Coordinator

Deputy City Clerk

Plans Examiner

Purchasing Agent

Positions and Salary Grade Assignments

Grade 159 (cont'd)	\$52,598 - \$80,821
Stormwater Inspections Supervisor	

Grade 160	\$56,270 - \$86,479
Building Inspections Supervisor	
Deputy Fire Marshal	
Development Liaison	
Electrical Inspections Supervisor	
G.I.S. Analyst	
Mechanical Inspections Supervisor	
Plumbing Inspections Supervisor	

Grade 251	\$42,909 - \$67,428
Permit Technician Supervisor	

Grade 252	\$46,090 - \$72,425
Athletic Program Coordinator	
Civil Rights Program Analyst	
Executive Assistant	
Historical Properties Coordinator	
Local Government Management Fellow	
Office Supervisor	
Operation Ceasefire Program Coordinator	
Paratransit Operations Manager	
Park Ranger Supervisor	
Public Information Specialist	
Recreation Center Supervisor	
Recreation Program Coordinator	
Site Security Coordinator	
Special Events Coordinator	
Television Production Specialist	
Transit Safety & Training Coordinator	

Grade 253	\$49,667 - \$78,048
911 Systems Analyst	
Accountant	
Accounts Payable Supervisor	
Administrative Manager	
Automotive Technician Supervisor	
Collections Division Supervisor	
Planner II	
Police Records Manager	
Surveying Supervisor	
Traffic Signal Maintenance Supervisor	
Transit Planner	
Transportation Planner	

Positions and Salary Grade Assignments

Grade 254

\$53,880 - \$84,669

Budget & Evaluation Analyst
Chief Branding Officer
Chief Zoning Administrator
Crime Analyst Supervisor
Engineer I
Financial Analyst
Forensic Supervisor
Historical Properties Manager
Human Resource Consultant
Information Technology Customer Relationship Manager
Internal Auditor
Management Analyst
Organizational Development & Training Consultant
Park Ranger Manager
Police Analyst
Police Department Accreditation & Grants Manager
Recreation Division Supervisor
Safety Officer
Senior Planner
Transit Analyst

Grade 255

\$58,650 - \$92,166

Community Relations Manager
Contract Compliance Administrator
Database Administrator
Emergency Management Coordinator
Engineer II
Housing & Code Enforcement Division Manager
Human Relations Manager
Information Technology Systems Administrator
Landscape Architect
Marketing & Business Development Manager
Network Administrator
Pavement Preservation Manager
Payroll & Liabilities Manager
Senior Corporate Performance Analyst
Senior Internal Auditor
Senior Financial Analyst

Grade 256

\$64,137 - \$100,785

Assistant to the City Manager
Assistant City Traffic Engineer
Building Official
Business Manager
Community Development Administrator
Construction Manager

Positions and Salary Grade Assignments

Grade 256 (cont'd)

\$64,137 - \$100,785

Economic Development Administrator
Engineer III
ERP Business Systems Analyst
Facilities Manager
Facility Security Officer
Forensic Manager
Information Technology ERP Systems Analyst
Information Technology Security Administrator
Information Technology Senior Systems Administrator
Information Technology Solutions Architect
Parks Superintendent
Planning & Zoning Division Manager
Real Estate Manager
Security Coordinator
Solid Waste Superintendent
Street Maintenance Superintendent
Telecommunications Analyst
Transit Operations Superintendent
Treasurer
Watershed Modeling Engineer

Grade 257

\$70,418 - \$110,656

Accounting Manager
Deputy City Traffic Engineer
Financial Reporting Manager
G.I.S. Manager
Information Technology Project Manager
Parks Division Manager
Purchasing Manager
Recreation Division Manager
Senior Project Engineer
Senior Project Manager
Solid Waste Manager
Stormwater Project Manager

Grade 258

\$77,732 - \$122,150

Assistant Budget & Evaluation Director
Assistant Chief Information Officer – Administration & Operations
Assistant Economic & Community Development Director
Assistant Development Services Director
Assistant Transit Director
City Clerk
Fleet Manager
Information Technology Business Intelligence Manager
Infrastructure Technology Solutions Officer
Project & Contract Manager

Positions and Salary Grade Assignments

Grade 258 (cont'd)	\$77,732 - \$122,150
Stormwater Manager	
Strategic & Performance Analytics Manager	
Grade 259	\$89,403 - \$140,491
911 Communications Manager	
Assistant City Attorney	
Assistant Public Services Director – Engineering	
Assistant Public Services Director – Solid Waste	
Assistant Public Services Director - Transportation	
Deputy Airport Director	
Deputy Human Resource Director	
Police Administrative Services Manager	
Police Attorney	
Grade 301	\$37,000 - \$59,700
Firefighter	
Grade 303	\$46,305 - \$67,305
Fire Lieutenant	
Grade 304	\$57,600 - \$88,300
Fire Captain	
Grade 305	\$38,000 - \$60,705
Police Officer	
Grade 307	\$50,000 - \$82,261
Police Sergeant	
Grade 321	\$30,893 - \$49,893
Telecommunicator I	
Grade 322	\$37,195 - \$49,893
Telecommunicator II	
Grade 323	\$43,000 - \$67,500
911 Assistant Communications Supervisor	
911 Quality Assurance & Compliance Specialist	
Enhanced 911 Coordinator	
Grade 324	\$46,000 - \$72,200
911 Training Specialist	
Radio Communications Technician	
Grade 325	\$49,000 - \$77,000
911 Communications Supervisor	
911 Office Administrator	

Positions and Salary Grade Assignments

Grade 401 Fire Battalion Chief	\$63,000 - \$98,900
Grade 402 Assistant Fire Chief Fire Marshal	\$80,000 - \$125,600
Grade 403 Deputy Fire Chief	\$86,712 - \$136,100
Grade 404 Police Lieutenant	\$60,000 - \$94,200
Grade 405 Police Captain	\$70,000 - \$109,900
Grade 406 Police Major	\$80,000 - \$125,600
Grade 407 Assistant Police Chief	\$90,000 - \$141,300
Executive Pay Band Airport Director Budget & Evaluation Director Chief Financial Officer Chief Information Officer Construction Management & Capital Projects Director Corporate Communications Director Development Services Director Economic & Community Development Director Fire Chief Human Relations Director Human Resource Development Director Internal Audit Director Parks, Recreation & Maintenance Director Police Chief Public Services Director Transit Director	\$112,200 - \$163,200
Senior Executive Pay Band Assistant City Manager Chief of Staff	\$127,500 - \$198,900

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Building Plan Review

Building Permits

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Vested Rights Certificate

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Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
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	
Fuel Pricing	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997	
Property Leases			
Tie-Down Fee	\$45.00 per month	2003	
Old T-Hangar Rental	\$200.00 per month	2017	
New T-Hangar Rental	\$225.00 per month	2017	
Ground Lease - Unimproved	\$0.25 per sq. ft. per year	2017	
Ground Lease - Improved	\$0.35 per sq. ft. per year	2017	
Corporate Office Space	\$5.50 per sq. ft. per year plus utilities	2017	
Corporate Hangar Space	\$2.50 per sq. ft. per year plus utilities	2017	
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003	
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004	
Rental Cars			
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011	
Rental Car Booth Space	\$253.52 per month	2009	
Customer Facility Charge	\$4 per day, up to 10 days. These funds are used to support rental car facility upgrades	2014	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Ground Transportation Operators			
Taxicab Booth	\$303.52 per month	2020	
Terminal Leases and Fees			
Short Term Parking (1-30 minutes)	\$1.00	2002	
Short Term Parking (each additional 30 minutes)	\$1.00	2002	
Short Term Parking (maximum 24 hours)	\$12.00	2015	
Long Term Parking (0-1 hour)	\$1.00	2002	
Long Term Parking (each additional hour)	\$1.00	2002	
Long Term Parking (maximum 24 hours)	\$9.00	2015	
Public Safety Airline Charge	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991	
Advertising Space	\$883.33 plus commissions	1998	
Exhibition Flight Permit	\$5.00 per flight, or \$25.00 per six-month period	N/A	
Security Fees Per Application			
Fingerprint Processing (airport badges only)	\$60.00	2020	
Security Threat Assessment	\$40.00	2020	
Lost Badge Replacement	\$40.00 1st/\$50.00 2nd	2020	
Biennial Renewal Fee	\$40.00	2020	
Passenger Facility Charge	\$4.50	2018	
Corporate Communications			
City Song and Music Video DVDs	\$10.00 each	2007	Remove Fee
Development Services			
<u>Code Enforcement Fees:</u>			
Administrative Fee (Abatement Actions)	\$125.00	2014	\$200.00
Citations			
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior	\$200.00 per day
Advertising Violation			
Prohibited Sign Violation	\$500.00 per day	2014	\$200.00 per day
All Other Advertising Violations	\$200.00 per day	2014	
Animal and Fowl Violation	\$100, \$200, or \$300 per day	2002 or prior	
Illegal Dumping Violation Section 22-16-D			\$500.00 plus City's cost of removal
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-CSE(6)	\$500.00 per day	2011	
Solid Waste Violation (trash or overgrown lot)	\$100.00 per day	1995	\$200.00 per day
Substandard Housing Violation	\$100.00 per day	2014	\$200.00 per day
Taxicab Violation	\$250.00 per day	2002 or prior	\$200.00 per day
Trailer/Mobile Home Violation	\$100.00 per day	2014	\$200.00 per day
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	
Lot Cleaning	Based on contract	2002	
Rental Action Management Program (RAMP)			
Registration Fee	\$500.00	2017	
Civil Penalty for Failure to Comply with RAMP Provisions	\$50.00 per day for the first 30 days, \$100.00 per day for the next 30 days, and \$500.00 per day for each subsequent day	2012	
Taxicab Permits			
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
<u>Plan Review, Permit and Inspection Fees:</u>			
<i>Building Plan Review</i>			
Plan Review Fees (Inspections Division)			
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	
Greater than 40,000 sq. ft.	\$1,075.00	2014	
Express Plan Review			\$1,500.00 for the first hour and \$150.00 per discipline/trade for each additional hour, plus normal square footage based plan review fee
Re-Review Fee (applies after 1st re-review)	1/2 of original fee	2010	Retitle: Re-Review Fee for Revision of Approved Plan
Single Trade Plan Review			
Electrical Plan Review Only	\$75.00	2014	
Mechanical Plan Review Only	\$75.00	2014	
Plumbing Plan Review Only	\$75.00	2014	
Other Project Plan Reviews:			
Cell Tower	\$75.00	2014	
Small and minor project (remodel area less than 10% of structure square footage)	\$75.00	2014	
Pole Sign	\$75.00	2014	
Retaining Wall (engineered)	\$75.00	2014	
Change of Use Review (no construction)			No Fee
Change of Occupancy Classification (no construction)			\$75.00
<i>Building Permits</i>			
Minimum Fee	\$75.00	2019	
New Construction or Additions			
Commercial	\$0.32 per sq. ft. for commercial	2014	
Residential	\$0.30 per heated sq.ft. for residential	2017	
	\$0.15 per unheated sq.ft. for residential	2017	
Major Renovations of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.32 per sq. ft. of work area	2019	
Minor Renovations of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.16 per sq. ft. of work area	2019	
Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, stand-alone insulation permits, etc.)			
Residential access ramp installation	No Charge	2015	
Construction Cost : \$0.00-1,000.00	\$75.00	2019	} Replace with fees below
Construction Cost : \$1,001-2,500	\$75.00	2019	
Construction Cost : \$2,501-5,000	\$75.00	2019	
Construction Cost : \$5,001-10,000	\$75.00	2014	
Construction Cost : \$10,001-15,000	\$90.00	2014	
Construction Cost : \$15,001-20,000	\$105.00	2014	
Construction Cost : \$20,001-25,000	\$125.00	2014	
Construction Cost : \$25,001-30,000	\$145.00	2014	
Construction Cost : \$30,001-35,000	\$160.00	2014	
Construction Cost : \$35,001-40,000	\$175.00	2014	
Construction Cost : \$40,001-45,000	\$190.00	2014	
Construction Cost : \$45,001-50,000	\$210.00	2014	
Construction Cost : \$50,001-60,000	\$230.00	2014	
Construction Cost: \$0 - \$10,000			
Construction Cost: \$10,001 - \$20,000			
Construction Cost: \$20,001 - \$30,000			
Construction Cost: \$30,001 - \$40,000			
Construction Cost: \$40,001 - \$50,000			
Construction Cost: \$50,001 - \$60,000			
			\$75.00
			\$100.00
			\$130.00
			\$160.00
			\$190.00
			\$220.00

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 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 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2014	\$350.00 for the first \$100,000 plus \$5.00 for each additional \$2,000 or fraction thereof
Shell Construction (Includes walls, roof, floor and utilities; any additional construction will incur additional fees)	\$0.16 per sq. ft.	2019	
Electrical Permits			
Minimum Fee			
Commercial	\$75.00	2017	
Residential	\$75.00	2019	
New Construction or Additions			
Commercial	\$0.09 per sq. ft. for commercial	2014	
Residential	\$0.08 per sq. ft. for residential	2020	
Major Renovations of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.09 per sq. ft. of work area	2019	
Minor Renovations of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one	\$0.05 per sq. ft. of work area	2019	
Single Item Electrical Permit: Permit Associated with Alteration, Replacement, Modification, etc.			
Residential thru 200A	\$30.00	2014	Remove from fee schedule
Residential over 200A	\$35.00	2014	Remove from fee schedule
Commercial thru 800A	\$60.00	2014	Remove from fee schedule
Commercial over 800A	\$85.00	2014	Remove from fee schedule
Meter upgrade/repair/replace	\$75.00 each meter	2020	
Separately Derived Systems	\$75.00	2020	Retitle: Generators/Solar Panels
Mobile Home Services or Feeders	\$30.00	2014	Remove from fee schedule
New or Replacement Pedestal	\$75.00 each meter	2020	Remove from fee schedule
Switch and Receptacle Installation	\$0.50 per switch and receptacle; minimum fee \$75.00	2020	
Temporary Pole	\$30.00	2014	\$75.00 per pole
Motor and/or Motor Control Unit	\$75.00 for first, \$30.00 for each additional	2020	
Electric Sign Connection/Circuit	\$75.00 for first, \$10.00 for each additional	2020	
Low Voltage Wiring (fire, communications, etc.)	\$75.00 for first system, \$10.00 for each additional system	2020	
Gasoline/LP Dispenser	\$75.00 for first, \$10.00 for each additional pump	2020	
Outside Commercial Pole Lights	\$5.00	2014	
Swimming Pool Bonding and Equipment	\$75.00 per pool	2020	Retitle: Spa/Fountain/Pool Equipment Wiring and/or Pool Bonding
Mechanical Permits			
Minimum Fee			
Commercial	\$75.00	2017	
Residential	\$75.00	2019	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
New Construction or Additions			
Commercial	\$0.09 per sq. ft.	2014	
Residential	\$0.08 per sq. ft.	2012	
Major Renovations of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.09 per sq. ft. of work area	2019	
Minor Renovations of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.05 per sq. ft. of work area	2019	
Single Item Mechanical Permits			
Gas line	\$75.00 each		Retitle: Gas Piping
Heating and Air Conditioning Appliance - Replacement Only	\$75.00 each	2020	
Commercial Hood/Canopy over Cooking Equipment	\$75.00 each	2017	
Commercial Refrigeration	\$75.00 for the first unit, \$50.00 for each additional unit	2017	
Gas Appliances other than Heating and Air Conditioning (e.g. gas logs, gas cooking	\$75.00 for first, \$10.00 for each additional unit	2020	
Ductwork Only	\$75.00 for first, \$10.00 for each additional	2020	
Exhaust Systems (exhaust fans, spray booths, etc.)	\$75.00 for first, \$10.00 for each additional system	2020	
Plumbing Permits			
Minimum Fee			
Commercial	\$75.00	2017	
Residential	\$75.00	2019	
New Construction or Additions			
Commercial	\$0.07 per sq. ft.	2014	
Residential	\$0.06 per heated sq. ft.	2017	
Major Renovations of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.07 per sq. ft. of work area	2019	
Minor Renovations of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	0.04 per sq. ft. of work area	2019	
Single Item Plumbing Permits			
Water Heater - Replacement Only	\$75.00	2020	
Sewer Connection and Water Piping (fee per building sewer, water service line, irrigation system, one and two-family dwelling sprinkler system, etc.)	\$75.00	2020	
Miscellaneous Inspections and Fees			
Demolition Permit	Same fee structure as cost-based Building Permits	2008	
Building Permit for Signs	\$75.00	2019	
Insulation Permit			
Residential & Commercial	\$0.03 per sq. ft. when part of a building permit	2011	
Insulation Only (not connected to a permit)			
Construction Cost : \$0.01 to \$10,000			\$75.00
Construction Cost: \$10,001 - \$20,000			\$100.00
Construction Cost: \$20,001 - \$30,000			\$130.00
Construction Cost: \$30,001 - \$40,000			\$160.00
Construction Cost: \$40,001 - \$50,000			\$190.00
Construction Cost: \$50,001 - \$60,000			\$220.00
Construction Cost: \$60,001 - \$70,000			\$250.00
Construction Cost: \$70,001 - \$80,000			\$265.00
Construction Cost: \$80,001 - \$90,000			\$280.00
Construction Cost: \$90,001 - \$100,000			\$295.00
Construction Cost: \$100,001 and above			\$350.00 for the first \$100,000 plus \$5.00 for each additional \$2,000 or fraction thereof

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Floodplain Development Permit	\$35.00	2014	
Manufactured/Modular Home Placement Permit	\$75.00	2020	
Processing Fee for Permit Fee Refunds	\$30.00	2014	
After Hours and Weekend Inspections (subject to inspector availability and approval)	\$100.00 per trade (minimum two hours) in addition to other applicable fees	2020	
Callback Inspections for Each Applicable Permit	\$100.00 per each call back according to department policy	2020	Remove from fee schedule and replace with Notice of Violation Fine below
Contractor Change on Permitted Project	\$30.00 for each permitted trade	2014	
Change of Occupancy Classification Permit (where no work has been conducted or is occurring)	\$75.00	2020	
Change of Occupant Permit (no change in occupancy classification)	\$10.00	2020	Retitle: Change of Occupant/Change of Use Permit (where no construction is occurring)
Notice of Violation Fine			\$100.00 fine per inspection according to Department policy
Temporary Power/Stocking CO/Temporary CO when Approved	\$125.00 each	2019	
Multi-Trade Permits (for qualifying projects)	\$75.00	2019	
Work Without a Required Permit	2 times all applicable permit fees	2017	
Homeowner Recovery Fee (per NCGS § 87-15.6)	\$10.00 for each residential permit issued	2003	
Daycare Inspections	\$125.00	2014	
Yard Sale Permits	\$10.00 for the first sale; \$15.00 for second or third sale. Only 3 yard sales per calendar year permitted.	2017	
<u>Planning & Zoning Permits and Fees:</u>			
Administrative Adjustment Fee	\$35.00 per standard for which adjustment requested	2014	
Alternative Signage Plan Review	\$250.00	2014	
Appeal Fee	\$500.00	2011	
Board of Adjustment Hearing Fee	\$500.00	2007	
Certificate of Appropriateness (Historic Resources Commission)			
Minor Work	\$50.00	2019	
Major Work (Existing)	\$200.00	2019	
Major Work (Full/New Façade)	\$500.00	2019	
Clear Cutting Permit			
Without Site or Subdivision Plan Review	\$50.00 for the first 3 acres plus \$15.00 for each additional acre or part thereof	2014	
With Site or Subdivision Plan Review	No additional fee	2011	
Development Agreement (UDO)	\$2,500.00	2011	
Payment in Lieu of Park Land			
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-5.C.6(c2).	\$7,836.00 per acre	2020	\$12,038.96 per acre
Payment in Lieu of Specimen Tree Preservation	\$50.00 per caliper inch per tree	2019	
Planning and Zoning Re-Inspection Fee	\$75.00 for every inspection required after the 1st re-inspection	2019	
Rezoning Fees			
Conditional Zoning	\$700.00	2008	
Planned Development	\$700.00 plus site plan review fee	2010	
Sign Placement Permits			
Construction Cost : \$5,001 - \$10,000	\$75.00	2019	
Construction Cost : \$10,001 - \$15,000	\$90.00	2019	
Construction Cost : \$15,001 - \$20,000	\$105.00	2019	
Construction Cost : \$20,001 - \$25,000	\$125.00	2019	
Construction Cost : \$25,001 - \$30,000	\$145.00	2019	
Construction Cost : \$30,001 - \$35,000	\$160.00	2019	
Construction Cost : \$35,001 - \$40,000	\$175.00	2019	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Construction Cost : \$40,001 - \$45,000	\$190.00	2019	
Construction Cost : \$45,001 - \$50,000	\$210.00	2019	
Construction Cost : \$50,001 - \$60,000	\$230.00	2019	
Construction Cost : \$60,001 - \$70,000	\$250.00	2019	
Construction Cost : \$70,001 - \$80,000	\$265.00	2019	
Construction Cost : \$80,001 - \$90,000	\$280.00	2019	
Construction Cost : \$90,001 - \$100,000	\$295.00	2019	
Construction Cost: \$100,001 and above	\$350.00 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2019	
Sign Face Change	\$1.00 per sq. ft., \$25.00 minimum	2019	
Site Plan Review			
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq. ft. of building	2010	
Residential	\$500.00 plus \$20.00 per unit or lot	2010	
Revisions or re-reviews beyond first review	1/2 of original fee	2010	
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	\$700.00 plus site plan review fee	2010	
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	
Tax Grantback Application Fee	\$250.00	2010	
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, MRS, 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	\$700.00	2014	
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	
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
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 per 30 days	2015	
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A	
Replacement License due to Change of Location	\$5.00	N/A	
Fire & Emergency Management			
False Alarm	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010	
Fines			
Exit Violation	\$500.00 for the 1st offense, \$1,000.00 for each subsequent offense in the period of a year; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020	
Code Violation	\$100.00 for the 1st offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020	
Over-occupancy Violation	\$100.00 per person over the posted number allowed	2010	
Occupying a building without a Certificate of Occupancy	\$500.00 per offense	2010	
Installation of life safety equipment, or underground or above ground storage tanks and piping without proper plan review, permits and/or testing	\$500.00 per offense	2010	
Fire Inspection Fees			
Assembly (A-1, A-2, A-3, A-4, A-5)			
Up to 2,500 sq. ft.	\$75.00	2008	
2,501 - 10,000 sq. ft.	\$100.00	2008	
10,001 - 50,000 sq. ft.	\$150.00	2008	
50,001 - 100,000 sq. ft.	\$200.00	2008	
100,001 - 150,000 sq. ft.	\$250.00	2008	
150,001 - 200,000 sq. ft.	\$300.00	2008	
Over 200,000 sq. ft.	\$350.00	2008	
Factory/Industrial: (F-1, F-2)			
Up to 2,500 sq. ft.	\$75.00	2008	
2,501 - 10,000 sq. ft.	\$100.00	2008	
10,001 - 50,000 sq. ft.	\$150.00	2008	
50,001 - 100,000 sq. ft.	\$200.00	2008	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
100,001 - 150,000 sq. ft.	\$250.00	2008	
150,001 - 200,000 sq. ft.	\$300.00	2008	
Over 200,000 sq. ft.	\$350.00	2008	
Educational:			
Public and Private School, Day Care (not in residential home)			
<i>*Note: Public Schools inspected every 6 months</i>			
Up to 2,500 sq. ft.	\$75.00	2008	
2,501 - 10,000 sq. ft.	\$100.00	2008	
10,001 - 50,000 sq. ft.	\$150.00	2008	
50,001 - 100,000 sq. ft.	\$200.00	2008	
100,001 - 150,000 sq. ft.	\$250.00	2008	
150,001 - 200,000 sq. ft.	\$300.00	2008	
Over 200,000 sq. ft.	\$350.00	2008	
Hazardous: (H-1, H-2, H-3, H-4, H-5)			
Up to 2,500 sq. ft.	\$75.00	2008	
2,501 - 10,000 sq. ft.	\$100.00	2008	
10,001 - 50,000 sq. ft.	\$150.00	2008	
50,001 - 100,000 sq. ft.	\$200.00	2008	
100,001 - 150,000 sq. ft.	\$250.00	2008	
150,001 - 200,000 sq. ft.	\$300.00	2008	
Over 200,000 sq. ft.	\$350.00	2008	
Institutional: (I-1, I-2, I-3, I-4)			
Nursing home, hospital, mental health facility, detention center or detox center			
Up to 2,500 sq. ft.	\$75.00	2008	
2,501 - 10,000 sq. ft.	\$100.00	2008	
10,001 - 50,000 sq. ft.	\$150.00	2008	
50,001 - 100,000 sq. ft.	\$200.00	2008	
100,001 - 150,000 sq. ft.	\$250.00	2008	
150,001 - 200,000 sq. ft.	\$300.00	2008	
Over 200,000 sq. ft.	\$350.00	2008	
High-Rise:			
Up to 2,500 sq. ft.	\$75.00	2008	
2,501 - 10,000 sq. ft.	\$100.00	2008	
10,001 - 50,000 sq. ft.	\$150.00	2008	
50,001 - 100,000 sq. ft.	\$200.00	2008	
100,001 - 150,000 sq. ft.	\$250.00	2008	
150,001 - 200,000 sq. ft.	\$300.00	2008	
Over 200,000 sq. ft.	\$350.00	2008	
Residential:			
Group home	\$75.00 per visit	2008	
Day care (in a residence)	\$75.00 per visit	2008	
Foster home (in a residence)	\$75.00 per visit	2008	
Apartments/Dorm buildings up to 3 stories	\$75.00 for each residential building	2017	
Apartments/Dorm buildings over 3 stories			
Up to 2,500 sq. ft.	\$75.00	2017	
2,501 - 10,000 sq. ft.	\$100.00	2017	
10,001 - 50,000 sq. ft.	\$150.00	2017	
50,001 - 100,000 sq. ft.	\$200.00	2017	
100,001 - 150,000 sq. ft.	\$250.00	2017	
150,001 - 200,000 sq. ft.	\$300.00	2017	
Over 200,000 sq. ft.	\$350.00	2017	
All hotels (regardless of number of stories)			
Up to 2,500 sq. ft.	\$75.00	2017	
2,501 - 10,000 sq. ft.	\$100.00	2017	
10,001 - 50,000 sq. ft.	\$150.00	2017	
50,001 - 100,000 sq. ft.	\$200.00	2017	
100,001 - 150,000 sq. ft.	\$250.00	2017	
150,001 - 200,000 sq. ft.	\$300.00	2017	
Over 200,000 sq. ft.	\$350.00	2017	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Business, Mercantile, Storage, Church/Synagogue,		2008	
Miscellaneous (Group U)		2008	
Up to 2,500 sq. ft.	\$75.00	2008	
2,501 - 10,000 sq. ft.	\$100.00	2008	
10,001 - 50,000 sq. ft.	\$150.00	2008	
50,001 - 100,000 sq. ft.	\$200.00	2008	
100,001 - 150,000 sq. ft.	\$250.00	2008	
150,001 - 200,000 sq. ft.	\$300.00	2008	
Over 200,000 sq. ft.	\$350.00	2008	
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 1st re-review)	1/2 of original fee	2020	Retitle: Re-Review Fee for Revision of Approved Plan
Fire Code Construction Permits - Mandatory, includes final inspections			
Working without a Required Permit	Double the applicable permit fee	2020	
105.7.1 Automatic Fire Extinguishing Systems			
Fire Sprinkler Shop Drawings			
Fire sprinkler system (1 to 20 sprinkler heads)	\$75.00	2017	
Fire sprinkler system (21 to 50 sprinkler heads)	\$125.00	2017	
Each additional sprinkler head over 50	\$1.05 per additional sprinkler head	2017	
Alternate Automatic Fire Ext. system	\$125.00	2020	
Each additional nozzle	\$1.05 per additional nozzle	2020	
Alternate Automatic Fire Ext. system upfit	\$75.00	2020	
105.7.2 Battery System	\$75.00	2020	
105.7.3 Compressed Gas System	\$75.00	2020	
105.7.4 Cryogenic Fluids	\$75.00	2020	
105.7.5 Emergency Responder Radio Coverage System	\$100.00 plus \$10.00 per 1,000 ft	2020	
105.7.6 Fire Alarm and Detection Related Equipment			
Fire Alarm shop drawings			
Fire alarm system	\$125.00	2020	
Each initiating device	\$1.05 per initiating device	2020	
Fire sprinkler monitor system	\$125.00	2020	
Fire alarm upfit (panel replace, communicator, devices)	\$75.00	2020	
105.7.7 Fire Pump and Related Equipment	\$75.00	2020	
105.7.8 Flammable and Combustible Liquids			
Install, repair, or modify pipeline for transmission	\$75.00	2020	
Install, construct, alter tank vehicles, tanks, plants, terminals	\$75.00	2020	
Install, alter, remove, abandon flammable or combustible liquid tank	\$125.00	2012	
105.7.9 Gates and barricades across fire apparatus access roads	\$75.00	2020	
105.7.10 Hazardous Materials	\$75.00	2020	
105.7.11 Industrial Ovens	\$75.00	2020	
105.7.13 Private Fire Hydrants	\$125.00	2012	
105.7.14 Smoke Control or Smoke Exhaust System	\$75.00	2020	
105.7.15 Solar Photovoltaic Power System	\$75.00	2020	
105.7.16 Spraying and Dipping	\$125.00	2012	
105.7.17 Standpipe System	\$125.00	2012	
105.7.18 Temporary membrane structures and tents	\$75.00	2008	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Fire Code Operational Permits - Mandatory, renew on state inspection schedule			
Includes 1st inspection (105.6.15, 105.6)			
105.6.2 Amusement Buildings	\$75.00 per visit	2008	
105.6.5 Carnivals and Fairs	\$75.00 per visit	2008	
105.6.7 Combustible Dust Producing Operations	\$75.00 per visit	2020	
105.6.10 Covered Mall Building Displays	\$75.00 per visit	2008	
105.6.14 Exhibits and Trade shows	\$75.00 per visit	2008	
105.6.15 Explosives/Fireworks	\$250.00 per event	2004	
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	
Additional Inspections and Administrative Fees:			
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.
Vacant Building Inspection	\$50.00 per visit	2020	
Bonfire	\$35.00	2020	
Open Burning (Section 11-11 Exception 2 a-d)	\$125.00	2020	
Demolition Permit	\$75.00	2020	Retitle: Demolition Inspection
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	
Training Facility Fees			
ARFF - One-Day Training	\$250.00 per person	2010	
ARFF - Three-Day Training	\$425.00 per person	2010	
ARFF - Five-Day Training	\$550.00 per person	2011	
Refueling Course	\$65.00 per person	1993	
Industry	\$175.00 per burn	2010	
Drill Tower Usage	\$200.00 per day	2011	
with live burn	\$600.00 per day	2017	
Classroom use	\$50.00 per 4 hours	2011	
Confined Space Training Area	\$100.00 per day	2011	
Service Test Pit Area	\$100.00 per unit	2011	
Engine	\$200.00 per day	2011	
Miscellaneous Equipment Use	\$50.00 per day	2011	
Hazardous Material Protection Fee			
Haz-Mat Unit Response	\$555.00 per hour	2010	
Haz-Mat Battalion Chief Response	\$60.00 per hour	2010	
Engine Company Response	\$205.00 per hour	2010	
Truck Company Response	\$205.00 per hour	2010	
Rescue Company	\$175.00 per hour	2010	
Fire Suppression Battalion Chief Response	\$60.00 per hour	2010	
Material, Equipment, and Long Distance	Replacement Cost	1992	
Recalled Personnel	Time and half of the hourly salary of recalled personnel	1992	
Air Monitoring	\$170.00	2010	
Environmental Research Immediate Area - 1 year	\$20.00	2010	
Environmental Research Immediate Area - 5 year	\$115.00	2010	
Environmental Research Half Mile Radius - 1 year	\$60.00	2010	
Environmental Research Half Mile Radius - 5 year	\$190.00	2010	
Environmental Research One Mile Radius - 1 year	\$80.00	2010	
Environmental Research One Mile Radius - 5 year	\$230.00	2010	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Parking			
<i>Parking Fines</i>			
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	
<i>Immobilization Fee</i>			
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009	
<i>Leased Parking Spaces</i>			
All Parking Spaces	\$50.00 per month	2011	
Late Payment Penalty	\$10.00 penalty for lease payments received after the 5th of the month	2013	
Replacement Proxy Card	\$15.00	2016	
City Employee Parking			
Franklin Street Parking Deck	\$20.00 per month	2018	
Other Approved Lots	No charge	2018	
Hospitality Worker Parking			
Donaldson Lot	\$25.00 per month	2020	
<i>Hourly Paid Parking</i>			
All Lots and Decks (where applicable)			
9am-9pm Mon-Fri	\$1.00 per hour, or \$5.00 per day	2020	
Franklin Street Deck	\$1.00 per hour (first hour free), \$5.00 per day	2020	
On-Street (where applicable)	\$1.00 per hour, \$0.50 per 30 minutes in first hour	2020	
<i>Event Parking</i>			
	\$5.00 per event	2019	
Events include, but are not limited to, Woodpeckers Games, Spring Dogwood Festival, International Folk Festival, Fall Dogwood Festival, Zombie Walk, Dickens Holiday, and other events projected to have attendance greater than 10,000			
<i>Contractor Parking Permit</i>			
	\$15.00 per day, or \$50.00 per week	2020	
<i>Annual Contractor Parking Permit</i>			
	\$1,000.00 per year	2010	
<i>Residential Parking Permit</i>			
	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.			
<i>Special Event Permits</i>			
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
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 \$34 per banner for City removal	2017 2017	
Recreation Center Rentals			
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
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 Non-Resident - \$50 per hour in addition to applicable rental fee and deposit	2018 2018	
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999	
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011	
Park Rental Fees			
Ball Field Rental			
Field use with field preparation and lighting	Resident - \$195 per day, plus \$250 deposit Non-Resident - \$390 per day, plus \$250 deposit	2018 2018	
Field use	Resident - \$40 for up to 4 hours or \$55 per day, plus \$100 deposit Non-Resident - \$80 for up to 4 hours or \$110 per day, plus \$100 deposit	2018 2018	
Field lighting	Resident - \$25 per hour, plus \$100 deposit Non-Resident - \$50 per hour, plus \$100 deposit	2015 2015	
Basketball Court (Outdoor)	Resident - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours) Non-Resident - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2010 2015	
Cross Creek Park Rental	Resident - \$100 (1-4 hours), \$25 each additional hour Non-Resident - \$200 (1-4 hours), \$50 each additional hour	1999 2015	
Festival Park			
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007	
Category 2 - Non-profit event sponsored by a 501(c) 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 Non-Resident - \$1,100 per day plus \$250 deposit	2018 2018	
Martin Luther King Park	Resident - \$45 (1-4 hours), \$75 over 4 hours Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018 2018	
Mazarick Building	Resident - \$75 (1-4 hours), \$25 each additional hour plus \$200 deposit Non-Resident - \$150 (1-4 hours), \$50 each additional hour plus \$200 deposit	2018 2018	
North Carolina Veterans Park Visitors' Center and Outdoor Garden	Resident - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit Non-Resident - \$1,450 (1-4 hours), \$200 each additional hour plus \$700 deposit	2011 2015	
North Carolina Veterans Park Amphitheater			
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011	
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
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	2008	
	Non-Resident - \$1,000 per day plus \$250 deposit	2015	
Rowan Skate Park	Resident - \$1,000 per day plus \$250 deposit	2020	
	Non-Resident - \$2,000 per day plus \$250 deposit	2020	
Shelter - Small	Resident - \$45 (1-4 hours), \$75 over 4 hours	2018	
	Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018	
Shelter - Large	Resident - \$70 (1-4 hours), \$130 over 4 hours	2018	
	Non-Resident - \$140 (1-4 hours), \$260 over 4 hours	2018	
Splash Pad	Resident - \$75 for 60 minute rental outside of operational hours	2017	
	Non-Resident - \$150 for 60 minute rental outside of operational hours	2017	
Tokay Park Complex	Resident - \$575 per day plus \$250 deposit	2018	
	Non-Resident - \$1,150 per day plus \$250 deposit	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	1995 or prior	
	Non-Resident - \$2 per person per night, \$50 minimum	2015	
Family Campsite	Resident - \$10 per night	1995 or prior	
	Non-Resident - \$20 per night	2015	
Mobile Stage - Large (nonprofit organizations)	Resident - \$500 per calendar day, plus \$500 deposit	2008	
	Non-Resident - \$1,000 per calendar day, plus \$500 deposit	2015	
Mobile Stage - Small (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit	2008	
	Non-Resident - \$800 per calendar day, plus \$500 deposit	2015	
Mobile Bleachers (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit	2007	
	Non-Resident - \$800 per calendar day, plus \$500 deposit	2015	
Mobile Stage - Large (for profit organizations)	Resident - \$1,000 per calendar day, plus \$500 deposit	2008	
	Non-Resident - \$2,000 per calendar day, plus \$500 deposit	2015	
Mobile Stage - Small (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit	2008	
	Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2015	
Mobile Bleachers (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit	2007	
	Non-Resident - \$1,600 per calendar day, plus \$500 deposit	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	2018	
	Non-Resident - \$50	2018	
Youth Cheerleading	Resident - \$25	2018	
	Non-Resident - \$50	2018	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Youth Football	Resident - \$30	2018	
Late Registration for Youth Sports Programs	Non-Resident - \$60 \$5.00	2018 2001	
Swimming Pool Fees			
Swimming Lessons	\$48.00	2017	
Pool Entry Fee	\$2.00 per adult, \$1.00 per child	1995 or prior	
Pool Rental	Resident - \$200 deposit, \$175 rental fee for first 2 hours, \$50 for each additional hour; plus current rate of pay for lifeguards Non-Resident - \$200 deposit, \$350 rental fee for first 2 hours, \$100 for each additional hour; plus current rate of pay for lifeguards	2011 2015	
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			
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
3rd false alarm per fiscal year	\$25.00	2010	
4th false alarm per fiscal year	\$50.00	2010	
5th false alarm per fiscal year	\$50.00	2010	
6th false alarm per fiscal year	\$100.00	2010	
7th false alarm per fiscal year	\$100.00	2010	
In excess of 7th false alarm per fiscal year	\$200.00 each	2010	
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010	
IDB Photo Reports	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for contact sheet	2008	
Photographic CD	\$35.00 per CD	2008	
Wrecker Fees			
Annual Wrecker Inspection Fee	\$100.00 per truck	2008	
Wrecker Rotation Fee	\$15.00 per tow	2008	
Officer Fees	Variable	2002	
Services for Other Law Enforcement Agencies			
Range Fee	\$400.00 per day	2019	
Fee to Unlock Cell Phone			\$100.00 per device
Cell Phone Data Extraction Fee (Requesting agency to supply memory device)			\$75.00 per device
Public Services			
<u>Engineering & Infrastructure Fees and Penalties</u>			
Map Sales			
Aerial Photographs			
Prints (8 1/2" x 11")	\$10.00	2010	
Prints (8 1/2" x 14")	\$12.00	2010	
Prints (11" x 17")	\$15.00	2010	
Prints (18" x 24")	\$20.00	2010	
Prints (24" x 36")	\$30.00	2010	
Prints (36" x 48")	\$50.00	2010	
District Map	\$15.00	2010	
Large City Map with Street Index Booklet	\$35.00	2008	
Medium City Map	\$25.00	2010	
Precinct Map	\$15.00	2010	
Topographic Map	\$15.00	2008	
Copy Sales			
Prints (11" x 17")	\$2.00	2010	
Prints (8 1/2" x 11")	\$1.00	2010	
Prints (8 1/2" x 14")	\$2.00	2010	
Prints (18" x 24")	\$5.00	2010	
Prints (24" x 36")	\$6.00	2010	
Prints (36" x 48")	\$7.00	2010	
Development Plan Reviews/Infrastructure Permits			
Commercial Developments (one acre or less)	\$300.00	2015	
Commercial Developments (between one and ten acres)	\$525.00	2015	
Commercial Developments (in excess of ten acres)	\$975.00	2015	
Residential Subdivisions (50 lots or less)	\$525.00	2015	
Residential Subdivisions (51 to 100 lots)	\$750.00	2015	
Residential Subdivisions (in excess of 100 lots)	\$975.00	2015	
Resubmittal Fee (commercial or residential, per submittal)	\$225.00	2015	
Infrastructure Inspection Fees			
Roadway Inspection Fee	\$0.75 per linear ft.	2019	
Storm Drainage Pipe Inspection	\$0.50 per linear ft.	2019	
Driveway Permits			
Driveway Permit (commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (residential)	\$50.00	2004	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Resurfacing Permit	\$30.00		
Sidewalk Permit	\$30.00		
Payment in Lieu of Sidewalk Construction	\$35.58 per linear foot for 4' wide sidewalk*	2020	\$36.53 per linear foot for 4' wide sidewalk*
Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December.	\$41.28 per linear foot for 5' wide sidewalk	2020	\$42.38 per linear foot for 5' wide sidewalk*
	\$46.95 per linear foot for 6' wide sidewalk*	2020	\$48.20 per linear foot for 6' wide sidewalk*
Right of Way Excavations			
Drainage Excavation Permit	\$125.00	2015	
Excavation Permit	\$125.00	2015	
Reinspection Fee for Excavation	\$100.00	2015	
Roadway Degradation Fee	\$40.00 per sq. yd. of encroachment	2019	
Payment in Lieu of Resurfacing	Estimated square yards of asphalt required times cost per square yard from the most recent resurfacing contract for labor and materials, plus applicable roadway inspection fees	2015	
Right of Way Encroachment			
Small Cell Antenna Application Fee	\$100.00 total for the first 5 antennas, \$50.00 each for any additional antennas. Limit of 25 antennas per application.	2018	
Small Cell Antenna Technical Review Fee	Actual costs not to exceed \$500 per application	2018	
Right of way Encroachment - Utility Review Fee	\$200.00	2019	
Sidewalk Assessment (Petitioned)	\$10.00 per front foot		
Street Paving Assessments			
To improve a soil street to a strip paved street	\$15.00 per front foot	2015	
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015	
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015	
Traffic Control Photographic System Citations			
Civil penalty for violation	\$100.00	2015	
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015	
Traffic Control Services and Device Rental Fees			
Review Fee	\$50.00 per man hour	2020	
Labor Fee	\$25.00 per man hour	2006 or prior	
Equipment Fee	\$25.00 per hour per piece of equipment	2006 or prior	
Message Board	\$150.00 per board per day	2017	
Arrow Board	\$75.00 per board per day	2017	
36" Cone	\$1.00 per cone per day	2006 or prior	
36" Channelizer Cone	\$1.00 per cone per day	2017	
Barricade	\$2.00 per barricade per day	2006 or prior	
Drum	\$2.00 per drum per day	2016	
Flag	\$0.50 per flag per day	2006 or prior	
Sign Stand	\$1.25 per stand per day	2006 or prior	
Traffic Control Sign	\$2.00 per sign per day	2006 or prior	
Tripod	\$0.75 per tripod per day	2006 or prior	
Water Jersey	\$2.00 per jersey per day	2006 or prior	
House Moving Fee	\$1,500.00 Bond, \$25.00 administrative fee, \$25.00 per hour police escort fee and \$37.00 per hour signal technician fee	1987	
Right of Way Registration Fee	\$200.00	2002 or prior	
Street Closing Fee	\$1,500.00	2011	
Street Right of Way Withdrawal	\$500.00	2011	
Temporary Right of Way Encroachment Fee			
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008	
Temporary Truck Route Permit	\$100.00	2019	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
<u>Solid Waste Fees and Penalties</u>			
<i>Residential Solid Waste Fee</i>			
Single-family homes and residential units in multi-family properties of 7 units or less	\$225.00 per year	2020	
<i>Administrative Fee</i> (Abatement Actions)	\$100.00	2008	
<i>Backdoor Pickup Fee</i>			
Handicap Backdoor Pickup	No Charge	2002 or prior	
<i>Bulky Item or Limb Debris Pickup</i>			
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007	
Less than full truck load pickups	No Charge	2012	
<i>Household Construction Debris Pickup</i>			
Generated by contractor	Not offered		
Resulting from homeowner renovations	\$50.00	2011	
<i>Loose Leaf Pickup</i>			
Collection during scheduled neighborhood loose leaf collection	No charge		
Collection outside of scheduled neighborhood loose leaf collection			
Collection of 25 cubic yards or less	\$75.00	2012	
Collection of more than 25 cubic yards	\$250.00	2012	
<i>Set-Out Pickup</i>			
For curbside pickup of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00 for less than 20 cubic yards	2019	
<i>Rollout Carts</i>			
Cart Purchase	Variable based upon actual City purchase price	2007	
Optional Recycling Cart Exchange - Small for Large	\$20.00	2013	Remove from fee schedule
Delivery Fee	\$25.00 per delivery	2020	
Festival Park Events	10 garbage and 10 recycling carts provided - extra carts \$10.00 per cart per day	2017	
Events Outside of Festival Park	\$100 for 5 garbage and 5 recycling carts	2017	
<i>Solid Waste Fines</i>			
Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00 each		
<u>Stormwater Fees and Penalties</u>			
<i>Stormwater Fee (Quality & Improvements)</i>			
Single Family	\$6.00 per month per ERU	2018	
Non-Single Family	\$6.00 per month per 2,266 sq. ft. of impervious surface	2018	
<i>Stormwater Control Measure Inspection Fee</i>	\$300.00	2019	
<i>Stormwater Control Ordinance Variance Filing Fee</i>	\$500.00	2011	
<i>Stormwater Control Ordinance Civil Penalties</i>			
<i>Failure to Obtain Permit</i>			
First Offense within 2 years:			
Off-site impacts documented	\$3,000 per day	2011	
No off-site impacts documented	\$1,000 per day	2011	
Second Offense within 2 years:			
Off-site impacts documented	\$5,000 per day	2011	
No off-site impacts documented	\$3,000 per day	2011	
Third or Subsequent Offense within 2 years:			
Each violation	\$5,000 per day	2011	
<i>Illicit Connection and Improper Disposal Civil Penalties</i>			
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009	
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009	
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Stormwater Ordinance Appeal Fee	\$500.00	2019	
Other Violations of Stormwater Control Ordinance	Up to \$5,000/day	2011	
Transit			
Motor Vehicle License Tax for Transit	\$5.00 per year	2008	
Bus Fares and Passes			
Adult Bus Fare	\$1.25	2013	
Discount Bus Fare (elderly and disabled)	\$0.50	2013	
Adult 1-Ride Pass	\$1.25	2013	
Discount 1-Ride Pass (elderly and disabled)	\$0.50	2013	
One Day Pass	\$3.00	2013	
Discount One Day Pass (elderly and disabled)	\$1.50	2013	
Youth (18 & Under) Day Pass	\$2.00	2016	
Rolling 5 Day Pass	\$11.00	2016	
Discount Rolling 5 Day Pass (elderly and disabled)	\$5.50	2016	
Rolling 30 Day Pass	\$40.00	2013	
Discount Rolling 30 Day Pass (elderly and disabled)	\$17.00	2013	
Student Rolling 30 Day Pass	\$30.00	2013	
Student Semester Pass (Fayetteville State University, Methodist University and Fayetteville Technical Community College)	\$55 per fall or spring semester, or \$40 per summer term, convenience fee for Internet payment does not apply	2019	
Summer Fun Pass (18 & under for June, July & August)	\$15.00	2016	
ADA Demand Response Fare	\$2.00	2013	
ADA 20 Ride Pass	\$35.00	2013	
ADA 10 Ride pass	\$17.50	2013	
Child Fare	Children under 6 years of age - Free when accompanied by fare paying adult. Children over 42 inches may obtain an ID card with age verification.	2018	
City Employees	Free with Presentation of City Employee Identification Card	2019	
Promotions - Reduced Fare Days	Up to three (3) reduced fare days per year subject to approval of City Manager. \$0.25 per ride or free in exchange for donation	2019	
Bulk Pass Sale Discounts			
100 to 249 Passes	10% discount	2013	
250 to 499 Passes	15% discount	2013	
500 to 999 Passes	20% discount	2013	
1,000 or Greater Passes	25% discount	2013	
Third-Party Fare Agreements			
50 to 99 Passes (\$900 monthly revenue guarantee)	25% discount	2013	
100 to 249 Passes (\$1,400 monthly revenue guarantee)	30% discount	2013	
250 to 499 Passes (\$2,600 monthly revenue guarantee)	35% discount	2013	
500 or Greater Passes (\$3,600 monthly revenue guarantee)	40% discount	2013	
Cumberland County Court Programs and Fayetteville Police Department Homeless Prevention	\$0.40 per one day pass or \$20 per rolling 30 day pass	2018	
Cumberland County Schools			
After School Activity Pass	Free fare	2014	
Youth (18 & Under) Day Passes, Student Rolling 30 Day Passes, Summer Fun Passes	Passes up to \$5,000 in value per fiscal year at no charge	2016	
Cumberland County NCWorks Career Center			
One Day Pass, with minimum 100 pass purchase	\$1.00 per pass	2018	
Rolling 30 Day Pass, with minimum 50 pass	\$20.00 per pass	2018	
County and State Organizations and Affiliated Agencies			
One Day Pass, with minimum 100 pass purchase. Fiscal year maximum of 300 passes per organization or 1,500 total passes for all	\$1.00 per pass	2018	
Rolling 30 Day Pass, with minimum 50 pass purchase. Fiscal year maximum of 150 passes per organization or 500 total passes for all organizations.	\$20.00 per pass	2018	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY22 Changes (July 1, 2021)
Identification Cards			
1st Card	Free	2014	
2nd Card	\$2.00	2014	
3rd Card	\$3.00	2014	
Each Additional Card after 3rd	\$5.00	2014	
No Show/Late Cancellation Penalty for Demand Response Service			
2nd Violation	Final warning letter	2015	
3rd Violation	7 days suspension or \$10.00 penalty	2015	
4th Violation	14 days suspension or \$15.00 penalty	2015	
5th Violation	21 days suspension or \$20.00 penalty	2015	
6th & All Subsequent Violations	30 days suspension or \$25.00 penalty	2015	
FAST Transit Center Community Room Rental			
Nonprofit Organizations	\$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum	2018	
For Profit Organizations	\$200 deposit & \$260 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum	2018	
City Sponsored or Affiliated Agencies	Fees may be waived by City Manager or designee	2018	

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes (e.g., Arts Council).

Annexation: Annexation is a change in jurisdiction from one entity to another. For example, when annexed to Fayetteville, property changes from having services such as fire, police, parks and zoning being provided by Cumberland County to those same services being provided by the City of Fayetteville.

Annual Budget: A budget covering a single fiscal year (July 1 - June 30).

Appropriation: A budget authorization made by the City Council to incur obligations or make expenditures for purposes listed in the budget ordinance. An appropriation is limited in amount and to the time when it may be expended.

Assessed Valuation: A value determined by the County Tax Assessor's office for real and personal property that is used as the basis for levying property taxes.

Assets: Property owned by the City that has monetary value.

Available Fund Balance: For the purpose of developing fund balance projections as provided in the Fund Summaries section of this document, "Available Fund Balance at June 30, 2020" 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 2020-21 and 2021-22 are considered along with the available fund balance at June 30, 2020, to project fund balance at June 30, 2022. 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, 2022.

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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