

 **FAYETTEVILLE** ^{NC}

AMERICA'S CAN DO CITY



24

Fiscal Year

**ANNUAL
BUDGET**

Recommended

FayettevilleNC.gov





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**SECTION A:
INTRODUCTION**

Budget Message

May 25, 2023

Dear Mayor Colvin and Members of the City Council:

On behalf of the City's Leadership Team, I am honored to present the recommended fiscal year 2023-2024 (FY24) budget totals \$311.9 million for all funds or a 10.2% increase over the FY 23 budget. This budget addresses the challenges we face and focuses on building a resilient future for Fayetteville. Our approach aligns with the City Council's visionary goals and ensures compliance with the State of North Carolina statutes and the City of Fayetteville's charter.



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

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

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

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

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

Budget Message

We remain committed to addressing all of the City Council's strategic priorities, and the budget reflects this commitment. Specifically, we have allocated resources to address homelessness by opening and operating the Day Resource Center for Homelessness and funding the homeless impact reduction program. Additionally, the budget takes up the growing awareness of the significant impact of mental health on our residents. We plan to create a 'mental health navigator' position filling gaps left by other agencies and partners. Housed within the City Manager's Office, this individual will collaborate with the Senior Assistant to the City Manager for Public Safety and others to address livability issues previously managed solely by the Fayetteville Police Department. This pilot program, the Violence Interrupter program, and other public safety initiatives aim to create a safety net for those experiencing mental illness, homelessness and related challenges.

The proposed FY24 annual operating budget of \$311.9 million across all funds is \$28.9 million more than the original adopted budget for FY23, an increase of 10.2%.

For the General Fund the proposed budget is \$210.8 million, \$21.6 million more than FY 23, an increase of 11.4%. The General Fund growth is tied to the sales tax being returned to the County, the increased tax rate for the voter-approved general obligation debt, and the recommended increased tax rate for operations.

Revenue Conditions

Turning our attention to revenue, the budget acknowledges the delicate balance of powering city operations through a mix of ad valorem taxes, intergovernmental revenues, and fees for services, among other sources. Considering the increasing costs and the requirements set by the \$97 million general obligation bond, adjustments in revenue sources are necessary to provide essential city services, support our valuable employees, and position the city for continued growth. The proposed ad valorem property tax rate is \$0.5695 per \$100 of assessed valuation, representing a slight increase of \$0.07. This increase comprises \$.0425 to service the general obligation bonds approved last year and \$0.0275 to account for lost revenue from sales tax agreements with Cumberland County and the ongoing escalation of expenses.

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

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

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

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

Expenditure Highlights

Fayetteville is a growing city of more than 208,000 residents. This budget provides for continuation of all municipal services at the same service levels as FY 23. The budget does make modifications to several areas, largely through improvements in service delivery and improvements using technology. All of the modifications are designed to support the service demands and needs for a growing city.

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

Goal 1: Safe & Secure Community



- Finalize relocation and opening of Fire Station 4
- Funding for new 'mental health navigator' position
- Funding for homelessness Impact Reduction Program
- Initiation of voter-approved public infrastructure bond projects
- Impacts of gun violence study

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



- Continuation of the Corridor Revitalization program
- Funding to incentivize added flight destinations or services at the Fayetteville Regional Airport
- Support for Fayetteville Cumberland Economic Development Corporation
- Supports management of the downtown Arts and Entertainment District services and programs
- Continues implementation and support of the Local Small Business Enterprise (LSBE) program and recommendations from the disparity study
- Continuation of NextGen Workforce Initiatives

Goal 3: City Investment in Today and Tomorrow



- Provides \$4.7 million in annual pavement preservation funding accelerated by bond funding
- Continuation of stormwater watershed studies along with implementation and design of identified projects
- Dam safety, preservation and repairs
- Sustains housing opportunity programs including Housing Trust Fund, repairs and renovation and homeownership support through grant and bond funding

Budget Message

Goal 4: Desirable Place to Live, Work and Recreate



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

Goal 5: Financially Sound City Providing Exemplary City Services



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

Goal 6: Collaborative Citizen and Business Engagement



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

Revenue Highlights

- General property tax rate recommended at 56.95 cents per \$100 of assessed valuation, including 1.42 cents dedicated for parks and recreation projects and bond debt service and 5.07 cents dedicated to the general capital funding plan, 4.25 cents for the 2022 bond debt service, and 43.46 cents for general city operations.
- 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 increase to \$265 per year, additional minor fee adjustments are proposed with minimal expected revenue impacts
- Bus fares are recommended to remain at current levels
- Other fee adjustments include minor adjustments to code enforcement, building permit and trade inspection fees to simplify the fee structure with negligible expected revenue impacts

Budget Message

- FY 24 sales taxes are expected to grow by 13.2%, with all of the growth above FY 22, being returned to the County as part of the sales tax agreement. The value of this growth in FY 24 is \$8.3 million.
- FY 22 utility tax distributions projected to be .2% below budget, followed by a consistent projection for FY 23
- Payment in lieu of taxes from the Public Works Commission (PWC) is projected to be \$10.2 million in FY 24, 17.43% less than FY 22 budgeted payment of \$12.4 million. This is due to the estimated withholding of \$2 million to repay an advance on the PWC's payments made during the COVID-19 pandemic.

Sustaining Services For Our Future

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

- Employees are our greatest asset, and measures will be taken to support their well-being and job satisfaction.
- The solid waste fee will be adjusted to \$265 to ensure self-sufficiency.
- Small adjustments for fees and taxes will be made until the countywide revaluation in FY 2025. Additionally, we anticipate that the City Council will evaluate the ongoing revenue structure and likely not adopt a 'revenue-neutral' tax rate.
- Given the recruitment challenges and historical budget data, the General Fund recommended budget includes a 15% efficiency rate (\$19.8 million). This rate incorporates vacancy savings and other mid-year budget reductions that can be implemented over the next 12 months.

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

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

Respectfully submitted,



Douglas J. Hewett, ICMA-CM
City Manager

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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Award*

PRESENTED TO

**City of Fayetteville
North Carolina**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

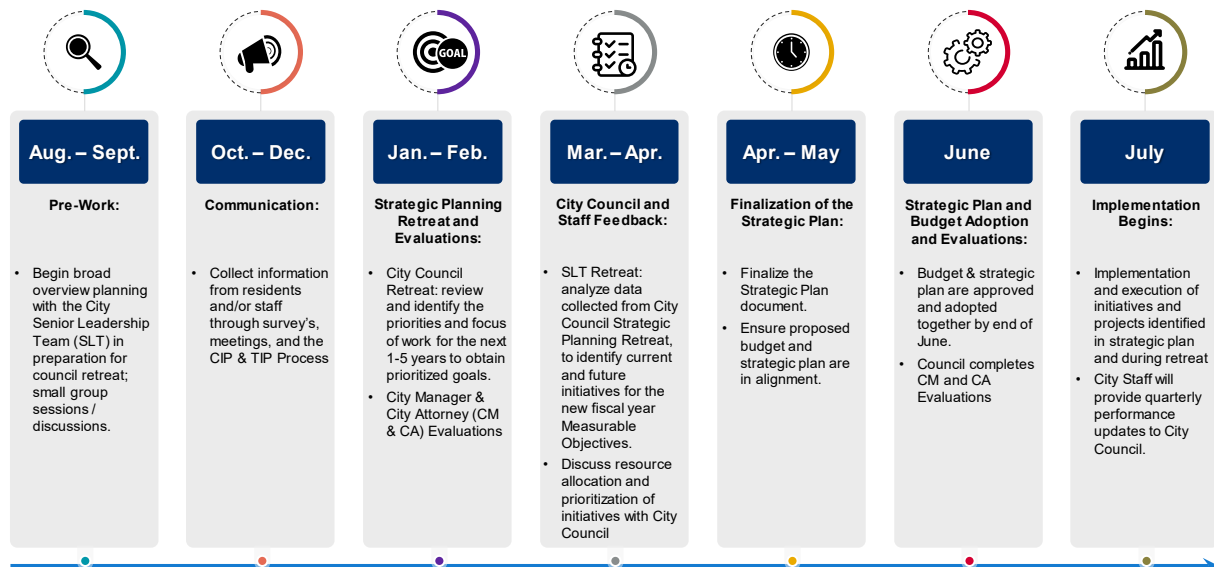
**SECTION B:
STRATEGY &
GOALS**

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

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



City's Strategic Plan and Performance Results

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



Resident Engagement and Input

The City of Fayetteville administered a survey to residents during the fall of 2019 as part of the ongoing strategic planning process. Due to pandemic safety concerns, the fiscal year 2022 biennial survey was pushed back and will be rescheduled accordingly. The purpose of the survey was to help ensure that the City's priorities continue to match the needs and desires of residents. The information provided is used to improve existing services and help the City better understand the evolving needs of Fayetteville residents. The resident survey is conducted biennially.

Key findings from the resident survey included:

- Residents have a positive perception of the City.
- The City is moving in the right direction.
- Satisfaction ratings have increased or stayed the same in 66 of 101 areas as compared to 2018.
- Areas with highest satisfaction: Public Safety, Parks and Recreation, Solid Waste, and customer service from City employees.
- Fayetteville rates 13% above the U.S. average in the Overall Quality of City Services.
- Fayetteville rates 15% above the U.S. average in Customer Service from City Employees.

Top overall priorities for City services:

- Traffic Flow
- Maintenance of City Streets

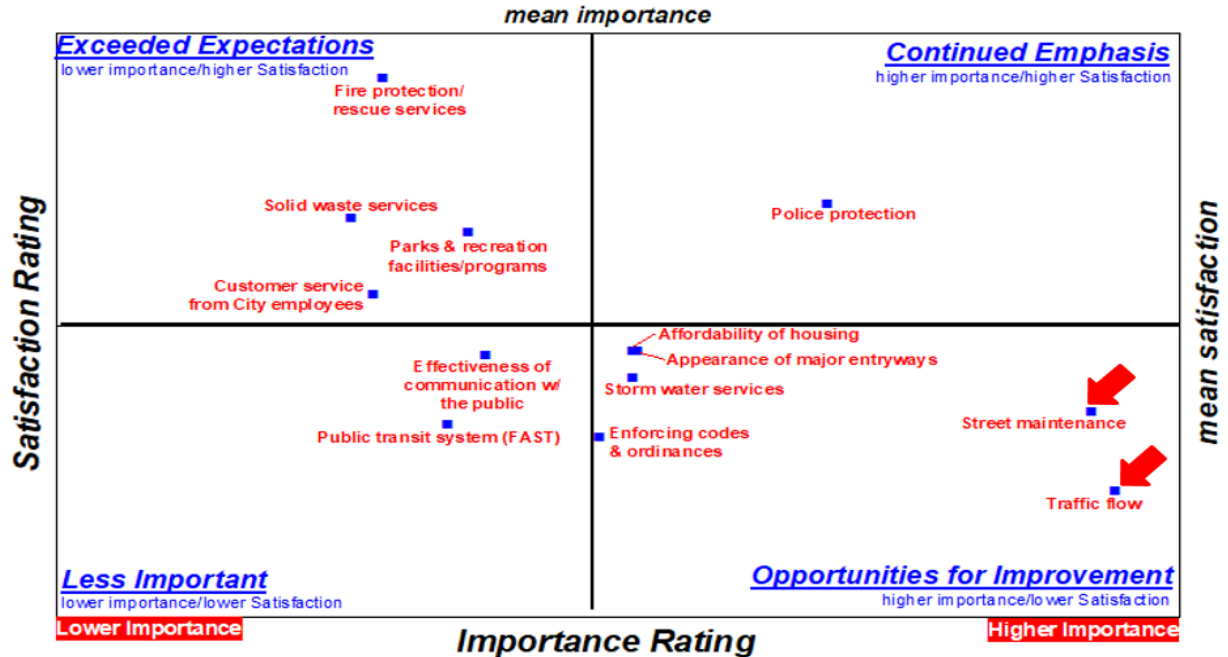
Top Strategic Goals to emphasize:

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

City's Strategic Plan and Performance Results

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

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



Source: ETC Institute (2019)

Staff Engagement and Input

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

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

Other Major Findings:

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

City's Strategic Plan and Performance Results

Feedback from employees is also received at the annual Employee Engagement and Empowerment (E3) Summit. Due to pandemic safety concerns, the annual summit in November 2021 was postponed. A review of the last E3 Summit is included below. A total of 48 employees participated, representing all departments.

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

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

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

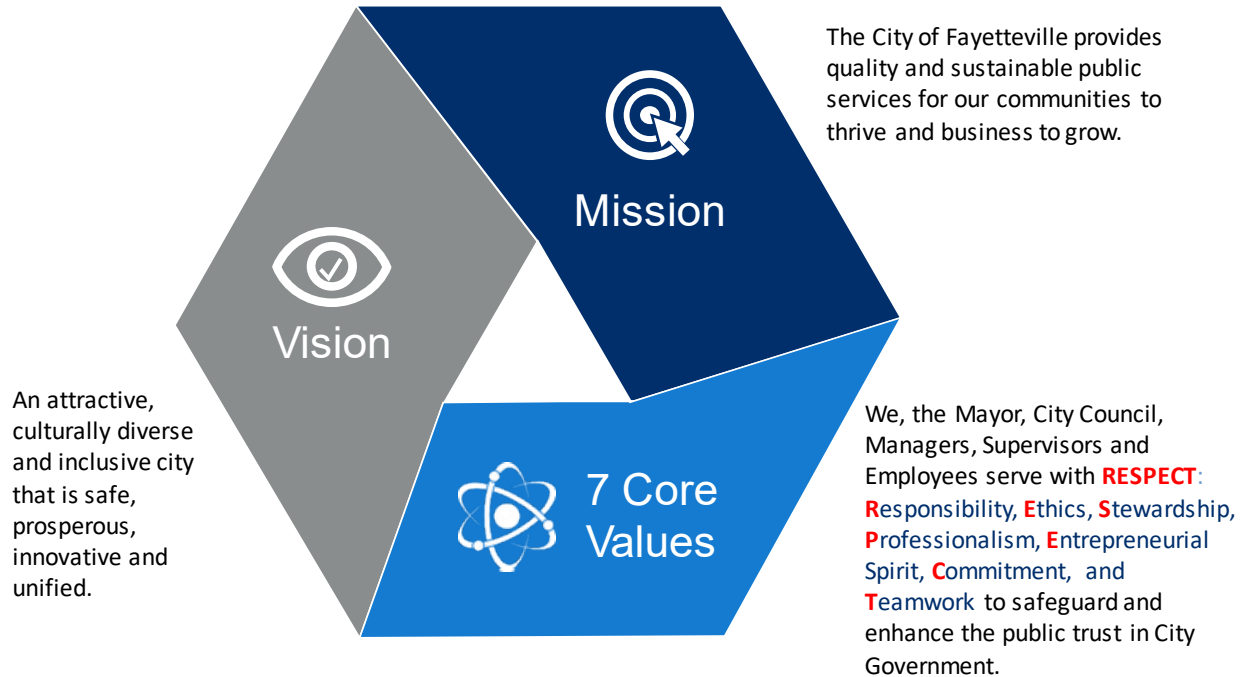
The City of Fayetteville is committed to being a high performing organization and seeks to leverage lean methodologies to implement improvements that produce positive results.

Strategic Plan Development and Framework



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

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



City's Strategic Plan and Performance Results






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




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

City's Strategic Plan and Performance Results

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



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

City's Strategic Plan and Performance Results

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



Goal 5: Financially Sound City Providing Exemplary City Services



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



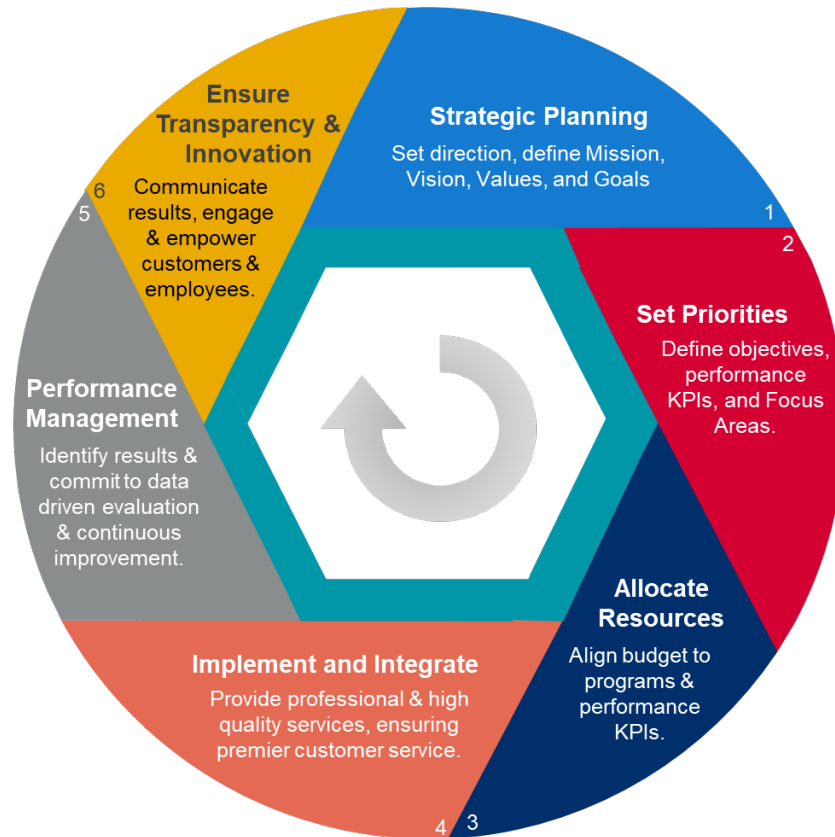
City's Strategic Plan and Performance Results

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

City's Strategic Plan and Performance Results

Strategic Plan Implementation and Organizational Performance Results

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



The City Council, together with the staff, is determined to implement the City's Strategic Plan and keeping both the Council and the public apprised of the progress made throughout the fiscal year. The City's performance program is founded on the identification of **Key Performance Indicators** (KPI) that cover both strategic and operational aspects, and are seamlessly aligned with the City Council's strategic plan. A few elements that characterize the City's performance program are highlighted below:

- City Council championed the commitment for the City to be a High Performing Organization with the adoption of a resolution. The City of Fayetteville is committed to:
 - ✓ Visionary leadership with strategic planning at all levels of organization
 - ✓ Satisfied and engaged workforce
 - ✓ Satisfied and engaged customers, suppliers, partners and collaborators
 - ✓ Demonstrable results with KPIs at all levels (Strategic & Operational)
 - ✓ Continuous improvement
- On a quarterly basis, a performance report is presented to both the City Council and the public. Employing a Work Breakdown Structure and leveraging project management methodologies, the City's staff upholds themselves accountable to adhere to targeted completion dates for essential actions throughout the fiscal year. This report serves as a valuable tool to enable Council, staff, and residents to track progress towards the City's overarching goals & objectives.

City's Strategic Plan and Performance Results

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

Strategic Plan and Performance Program Results:

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



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

Overview

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

Operating Budget

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

Accounting

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

Financial Policies

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

Fund Balance

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

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

Investments

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

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

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

Procurement

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

Capital Improvement Funding & Debt

- Capital projects will be financed for a period not to exceed the expected useful life of the project.
- The City will maintain its financial condition in order to maintain minimum bond ratings of AA+ and Aa1 from two nationally recognized municipal debt rating services. The City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City's Comprehensive Annual Financial Report, Annual Budget, and Capital Improvement Program. The City will seek to obtain the highest credit ratings on its debt issues.
- The City maintains a Capital Funding Plan (CFP) to manage funding for the repayment of principal and interest on general obligation debt, installment financing agreements and notes payable instruments for major capital improvements, and to cash fund major capital improvements when appropriate. The fiscal year 2023 budget dedicates an equivalent of 5.07 cents of the City's 56.95 cent (recommended) ad valorem tax rate (10.2 percent) to the CFP. The recommended fiscal year 2024 budget continues the same funding model for the CFP.
- Additionally, an equivalent of 1.42 cents of the 56.95 cent (recommended) 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 \$850,000 per occurrence), public officials' liability (up to \$500,000 per occurrence), law enforcement liability (up to \$500,000 per occurrence), and automobile liability (up to \$500,000 per occurrence).
- The City maintains excess liability insurance (\$10,000,000) to cover catastrophic losses.
- Property insurance on City buildings is for replacement value (less \$100,000 self-funded retention).
- The City carries commercial coverage for all other risks of loss.

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

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**SECTION C:
BUDGET
OVERVIEW**

Summary of Revenues and Expenditure Appropriations

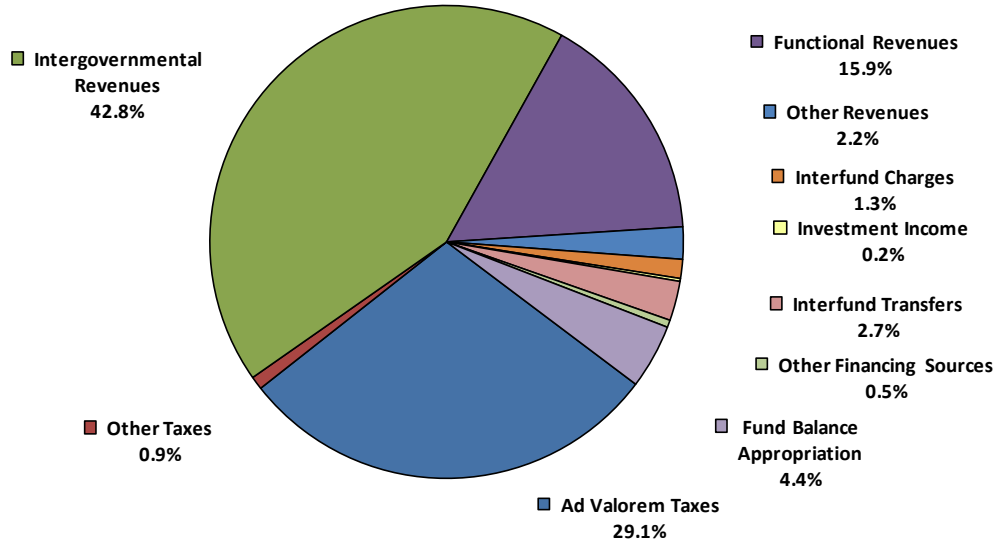
Funds Reported in Annual Budget Ordinance

	2022-23 Budget	2022-23 Projected	2023-24 Recommended Budget	2023-24 Adopted Budget
Ad Valorem Taxes	\$ 72,327,343	\$ 73,680,602	\$ 86,795,853	\$ 0
Other Taxes	2,404,297	2,208,650	2,232,210	0
Intergovernmental Revenues	106,179,872	105,747,858	107,329,652	0
Functional Revenues	39,174,851	38,400,817	41,690,783	0
Other Revenues	5,887,629	4,890,916	4,749,058	0
Interfund Charges	24,559,040	24,013,821	26,522,142	0
Investment Income	724,466	564,696	559,053	0
Employee Benefit Contributions	11,573,898	11,999,000	11,847,812	0
Other Financing Sources	8,040,961	11,233,703	13,409,994	0
Fund Balance Appropriation	12,048,255	9,847,365	16,729,076	0
Total Revenues and Other Financing Sources	\$ 282,920,612	\$ 282,587,428	\$ 311,865,633	\$ 0
Personnel Services	\$ 137,477,106	\$ 138,750,168	\$ 159,513,214	\$ 0
Operating Expenditures	62,900,938	65,713,959	66,706,420	0
Contract Services	13,276,871	13,088,588	13,750,250	0
Capital Outlay	10,545,360	20,542,605	8,902,934	0
Transfers to Other Funds	36,841,238	46,467,486	56,052,574	0
Debt Service	2,175,095	2,170,993	2,166,155	0
Other Charges	19,704,004	17,352,068	4,774,086	0
Total Expenditures and Other Financing Uses	\$ 282,920,612	\$ 304,085,867	\$ 311,865,633	\$ 0

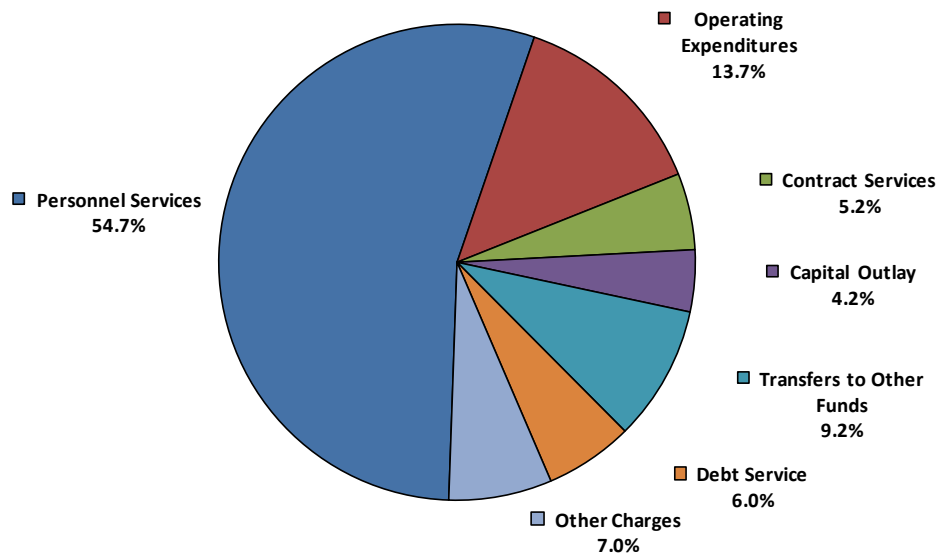
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2022-23 Recommended Budget Revenues and Other Financing Sources



2022-23 Recommended Budget Expenditures and Other Financing Uses



Summary of Revenues by Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund					
Ad Valorem Taxes	72,183,863	73,522,400	86,640,038	14,456,175	20.03%
Other Taxes	1,754,547	1,555,000	1,578,660	-175,887	-10.02%
Intergovernmental Revenues	97,729,555	99,463,674	102,487,840	4,758,285	4.87%
Functional Revenues	7,284,609	7,090,804	6,410,738	-873,871	-12.00%
Other Revenues	3,294,697	3,513,299	3,609,538	314,841	9.56%
Investment Income	120,195	161,300	161,300	41,105	34.20%
Other Financing Sources	2,656,016	2,839,099	4,297,449	1,641,433	61.80%
Fund Balance Appropriation	4,160,404	9,847,365	5,578,266	1,417,862	34.08%
Total Sources	189,183,886	197,992,941	210,763,829	21,579,943	11.41%
Parking Fund					
Functional Revenues	630,230	761,265	750,746	120,516	19.12%
Other Financing Sources	561,600	504,857	512,611	-48,989	-8.72%
Total Sources	1,191,830	1,266,122	1,263,357	71,527	6.00%
Central Business Tax District					
Ad Valorem Taxes	143,480	158,202	155,815	12,335	8.60%
Investment Income	1,000	325	325	-675	-67.50%
Other Financing Sources	139,274	139,274	139,274	0	0.00%
Fund Balance Appropriation	51,918	0	54,552	2,634	5.07%
Total Sources	335,672	297,801	349,966	14,294	4.26%
E-911 Fund					
Intergovernmental Revenues	959,725	959,725	959,725	0	0.00%
Investment Income	441	441	628	187	42.40%
Total Sources	960,166	960,166	960,353	187	0.02%
Storm Water Operating Fund					
Functional Revenues	11,562,131	11,505,377	11,716,604	154,473	1.34%
Investment Income	3,320	8,330	2,500	-820	-24.70%
Fund Balance Appropriation	4,816,559	0	8,341,661	3,525,102	73.19%
Total Sources	16,382,010	11,513,707	20,060,765	3,678,755	22.46%
PWC Assessment Fund					
Other Revenues	2,160,000	945,000	690,000	-1,470,000	-68.06%
Investment Income	360,000	200,000	200,000	-160,000	-44.44%
Total Sources	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
Safety and Workers's Comp Fund					
Other Revenues	12,893	0	0	-12,893	-100.00%
Investment Income	25,000	10,500	10,500	-14,500	-58.00%
Interfund Charges	2,346,000	2,515,000	2,590,000	244,000	10.40%
Total Sources	2,383,893	2,525,500	2,600,500	216,607	9.09%
Property and Liability Fund					
Other Revenues	165,000	222,600	223,800	58,800	35.64%
Investment Income	5,400	1,400	1,400	-4,000	-74.07%
Interfund Charges	2,298,940	2,239,019	2,421,914	122,974	5.35%
Total Sources	2,469,340	2,463,019	2,647,114	177,774	7.20%
Risk Management Fund					

Summary of Revenues by Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Employee Benefit Contributions	4,434,000	4,148,000	4,541,000	107,000	2.41%
Other Revenues	20,000	20,000	20,000	0	0.00%
Investment Income	190,000	132,000	132,000	-58,000	-30.53%
Other Financing Sources	118,649	118,649	0	-118,649	-100.00%
Fund Balance Appropriation	215,852	0	1,083,000	867,148	401.73%
Interfund Charges	16,775,000	16,107,000	18,168,000	1,393,000	8.30%
Total Sources	21,753,501	20,525,649	23,944,000	2,190,499	10.07%
Transit Operating Fund (FAST)					
Other Taxes	649,750	653,650	653,550	3,800	0.58%
Intergovernmental Revenues	6,832,549	3,936,815	3,270,000	-3,562,549	-52.14%
Functional Revenues	1,119,372	176,157	1,162,700	43,328	3.87%
Other Revenues	157,949	144,480	160,560	2,611	1.65%
Other Financing Sources	4,565,422	7,631,824	8,460,660	3,895,238	85.32%
Total Sources	13,325,042	12,542,926	13,707,470	382,428	2.87%
Airport Operating Fund					
Intergovernmental Revenues	187,651	906,969	130,772	-56,879	-30.31%
Functional Revenues	4,339,302	4,623,657	4,648,079	308,777	7.12%
Other Revenues	16,390	11,660	11,600	-4,790	-29.23%
Investment Income	5,920	18,400	18,400	12,480	210.81%
Fund Balance Appropriation	1,216,664	0	1,671,597	454,933	37.39%
Total Sources	5,765,927	5,560,686	6,480,448	714,521	12.39%
Solid Waste Operating Fund					
Intergovernmental Revenues	470,392	480,675	481,315	10,923	2.32%
Functional Revenues	14,239,207	14,243,557	17,001,916	2,762,709	19.40%
Other Revenues	60,700	33,877	33,560	-27,140	-44.71%
Investment Income	3,490	16,000	16,000	12,510	358.45%
Fund Balance Appropriation	1,586,858	0	0	-1,586,858	-100.00%
Total Sources	16,360,647	14,774,109	17,532,791	1,172,144	7.16%
Law Enforcement Officer's Special Separation Allowance Fund					
Investment Income	9,700	16,000	16,000	6,300	64.95%
Interfund Charges	3,139,100	3,152,802	3,342,228	203,128	6.47%
Total Sources	3,148,800	3,168,802	3,358,228	209,428	6.65%
Fleet Management Internal Service Fund					
Interfund Charges	7,139,898	7,851,000	7,306,812	166,914	2.34%
Total Sources	7,139,898	7,851,000	7,306,812	166,914	2.34%

Summary of Expenditures by Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund					
Personnel Services	112,222,115	115,839,330	132,698,140	20,476,025	18.25%
Operating Expenditures	24,644,519	26,505,211	25,531,144	886,625	3.60%
Contract Services	7,857,236	7,545,800	7,627,696	-229,540	-2.92%
Capital Outlay	7,632,971	16,168,773	6,292,698	-1,340,273	-17.56%
Transfers to Other Funds	24,912,251	33,967,597	40,367,442	15,455,191	62.04%
Debt Service	26,000	28,500	28,500	2,500	9.62%
Other Charges	11,888,794	12,897,491	-1,781,791	-13,670,585	-114.99%
Total Uses	189,183,886	212,952,702	210,763,829	21,579,943	11.41%
Parking Fund					
Operating Expenditures	176,355	210,220	207,381	31,026	17.59%
Contract Services	729,307	769,732	769,732	40,425	5.54%
Transfers to Other Funds	158,726	158,726	158,726	0	0.00%
Debt Service	127,442	127,444	127,518	76	0.06%
Total Uses	1,191,830	1,266,122	1,263,357	71,527	6.00%
Central Business Tax District					
Operating Expenditures	25,000	32,776	25,000	0	0.00%
Contract Services	271,125	271,005	271,980	855	0.32%
Transfers to Other Funds	39,547	55,373	52,986	13,439	33.98%
Total Uses	335,672	359,154	349,966	14,294	4.26%
E-911 Fund					
Personnel Services	110,451	124,848	125,802	15,351	13.90%
Operating Expenditures	309,056	329,159	296,802	-12,254	-3.96%
Contract Services	78,544	10,677	11,127	-67,417	-85.83%
Capital Outlay	0	531,794	0	0	0.00%
Other Charges	462,115	0	526,622	64,507	13.96%
Total Uses	960,166	996,478	960,353	187	0.02%
Storm Water Operating Fund					
Personnel Services	3,852,788	3,310,034	4,361,137	508,349	13.19%
Operating Expenditures	874,204	949,588	1,000,222	126,018	14.42%
Contract Services	799,461	783,066	715,870	-83,591	-10.46%
Capital Outlay	2,494	1,906	1,300	-1,194	-47.87%
Transfers to Other Funds	9,481,000	9,531,000	12,495,770	3,014,770	31.80%
Debt Service	936,363	935,845	931,111	-5,252	-0.56%
Other Charges	435,700	540,919	555,355	119,655	27.46%
Total Uses	16,382,010	16,052,358	20,060,765	3,678,755	22.46%
PWC Assessment Fund					
Other Charges	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
Total Uses	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
Safety and Workers's Comp Fund					
Personnel Services	333,856	282,207	318,334	-15,522	-4.65%
Operating Expenditures	1,754,528	2,428,997	2,000,483	245,955	14.02%
Contract Services	81,642	75,842	88,091	6,449	7.90%
Other Charges	213,867	33	193,592	-20,275	-9.48%

Summary of Expenditures by Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Safety and Workers's Comp Fund					
Total Uses	2,383,893	2,787,079	2,600,500	216,607	9.09%
Property and Liability Fund					
Personnel Services	77,075	57,003	77,243	168	0.22%
Operating Expenditures	2,318,532	2,261,583	2,501,714	183,182	7.90%
Contract Services	73,700	143,000	67,000	-6,700	-9.09%
Other Charges	33	33	1,157	1,124	3406.06%
Total Uses	2,469,340	2,461,619	2,647,114	177,774	7.20%
Risk Management Fund					
Personnel Services	158,775	155,256	161,017	2,242	1.41%
Operating Expenditures	20,165,901	18,747,514	22,345,716	2,179,815	10.81%
Contract Services	198,825	203,075	213,676	14,851	7.47%
Transfers to Other Funds	1,222,000	1,360,000	1,083,000	-139,000	-11.37%
Other Charges	8,000	7,297	140,591	132,591	1657.39%
Total Uses	21,753,501	20,473,142	23,944,000	2,190,499	10.07%
Transit Operating Fund (FAST)					
Personnel Services	9,019,453	8,225,477	9,242,050	222,597	2.47%
Operating Expenditures	2,550,300	2,631,840	2,687,705	137,405	5.39%
Contract Services	609,716	584,486	413,565	-196,151	-32.17%
Capital Outlay	16,048	16,048	16,000	-48	-0.30%
Transfers to Other Funds	440,425	436,175	794,650	354,225	80.43%
Other Charges	689,100	648,900	553,500	-135,600	-19.68%
Total Uses	13,325,042	12,542,926	13,707,470	382,428	2.87%
Airport Operating Fund					
Personnel Services	2,140,830	1,970,013	2,182,998	42,168	1.97%
Operating Expenditures	1,878,636	1,581,031	1,711,683	-166,953	-8.89%
Contract Services	206,861	172,030	377,661	170,800	82.57%
Capital Outlay	327,000	425,380	354,206	27,206	8.32%
Transfers to Other Funds	450,000	821,326	1,100,000	650,000	144.44%
Other Charges	762,600	1,039,281	753,900	-8,700	-1.14%
Total Uses	5,765,927	6,009,061	6,480,448	714,521	12.39%
Solid Waste Operating Fund					
Personnel Services	5,716,101	5,389,945	6,134,322	418,221	7.32%
Operating Expenditures	3,830,721	4,586,364	4,314,144	483,423	12.62%
Contract Services	2,329,254	2,488,675	2,979,222	649,968	27.90%
Capital Outlay	2,441,847	3,273,704	2,205,620	-236,227	-9.67%
Transfers to Other Funds	137,289	137,289	0	-137,289	-100.00%
Debt Service	1,085,290	1,079,204	1,079,026	-6,264	-0.58%
Other Charges	820,145	742,739	820,457	312	0.04%
Total Uses	16,360,647	17,697,920	17,532,791	1,172,144	7.16%
Law Enforcement Officer's Special Separation Allowance Fund					
Personnel Services	1,291,400	1,478,000	1,578,200	286,800	22.21%
Other Charges	1,857,400	0	1,780,028	-77,372	-4.17%
Total Uses	3,148,800	1,478,000	3,358,228	209,428	6.65%

Summary of Expenditures by Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Fleet Management Internal Service Fund					
Personnel Services	2,554,262	1,918,055	2,633,971	79,709	3.12%
Operating Expenditures	4,373,186	5,449,676	4,084,426	-288,760	-6.60%
Contract Services	41,200	41,200	214,630	173,430	420.95%
Capital Outlay	125,000	125,000	33,110	-91,890	-73.51%
Other Charges	46,250	330,375	340,675	294,425	636.59%
Total Uses	7,139,898	7,864,306	7,306,812	166,914	2.34%

Intrabudget Transfers

	2022-23 Budget	2022-23 Projected	2023-24 Recommended Budget	2023-24 Adopted Budget
General Fund				
From Central Business Tax District Fund	\$ 39,547	\$ 55,373	\$ 52,986	\$ 0
From Parking Fund	158,726	158,726	158,726	0
From Risk Management Fund	1,222,000	1,360,000	1,083,000	0
Total General Fund	\$ 1,420,273	\$ 1,574,099	\$ 1,294,712	\$ 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	\$ 3,139,100	\$ 3,152,802	\$ 3,342,228	\$ 0
Total LEOSSA Fund	\$ 3,139,100	\$ 3,152,802	\$ 3,342,228	\$ 0
Parking Fund				
From General Fund	\$ 561,600	\$ 504,857	\$ 512,611	\$ 0
Total Parking Fund	\$ 561,600	\$ 504,857	\$ 512,611	\$ 0
Transit Fund				
From General Fund	\$ 4,565,422	\$ 7,631,824	\$ 8,460,660	\$ 0
Total Transit Fund	\$ 4,565,422	\$ 7,631,824	\$ 8,460,660	\$ 0
Fleet Maintenance Fund				
Interfund Charges	\$ 7,139,898	\$ 7,851,000	\$ 7,306,812	\$ 0
Total Fleet Maintenance Fund	\$ 7,139,898	\$ 7,851,000	\$ 7,306,812	\$ 0
Risk Management Fund				
Interfund Charges	\$ 16,775,000	\$ 16,107,000	\$ 18,168,000	\$ 0
From General Fund	118,649	118,649	-	0
Total Risk Management Fund	\$ 16,893,649	\$ 16,225,649	\$ 18,168,000	\$ 0
Transfers from General Fund	\$ 5,384,945	\$ 8,394,604	\$ 9,112,545	\$ 0
Transfers from Other Funds	\$ 1,420,273	\$ 1,574,099	\$ 1,294,712	\$ 0
Interfund Charges	\$ 27,053,998	\$ 27,110,802	\$ 28,817,040	\$ 0
Total Intrabudget Transfers	\$ 33,859,216	\$ 37,079,505	\$ 39,224,297	\$ 0

Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2022-23 Budget	2023-24 Recommended Budget	2023-24 Adopted Budget
Funds Reported in Annual Budget Ordinance			
General Fund			
Community Investment	64.8	64.5	0.0
Operations	1,165.3	1,171.6	0.0
Support Services & Administration	118.8	120.9	0.0
Other Appropriations	0.2	0.2	0.0
Total General Fund	1,349.1	1,357.2	0.0
Airport Fund			
Operations	24.5	24.5	0.0
	24.5	24.5	0.0
Emergency Telephone System Fund			
Operations	1.3	1.3	0.0
	1.3	1.3	0.0
Solid Waste Fund			
Operations	81.4	80.9	0.0
	81.4	80.9	0.0
Stormwater Fund			
Operations	52.8	54.3	0.0
	52.8	54.3	0.0
Transit Fund			
Operations	126.0	126.0	0.0
	126.0	126.0	0.0
Total Annual Budget Ordinance	1,635.1	1,644.1	0.0
Funds Reported in Internal Service Fund Financial Plans			
Fleet Maintenance Fund			
Support Services & Administration	33.0	33.0	0.0
	33.0	33.0	0.0
Risk Management Fund			
Support Services & Administration	5.7	5.8	0.0
	5.7	5.8	0.0
Total Internal Service Fund Financial Plans	38.7	38.8	0.0
Multi-Year Special Revenue Funds *			
Federal and State Financial Assistance Fund			
Community Investment	9.2	9.6	0.0
Operations	19.0	19.0	0.0
Support Services & Administration	2.0	2.0	0.0
	30.2	30.6	0.0
Total Multi-Year Special Revenue Funds	30.2	30.6	0.0
Multi-Year Capital Project Funds *			
Support Services & Administration	5.0	5.0	0.0
Total Multi-Year Capital Project Funds	5.0	5.0	0.0
Total All Funds *	1,709.0	1,718.5	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	2022-23 Budget	2023-24 Recommended Budget	2023-24 Adopted Budget
Community Investment			
Economic & Community Development	16.0	16.0	0.0
Development Services	55.0	55.0	0.0
Human Relations	3.0	3.0	0.0
	74.0	74.0	0.0
Operations			
Airport	24.5	24.5	0.0
Fire	345.0	345.0	0.0
Parks, Recreation & Maintenance	164.0	164.0	0.0
Police	607.5	611.5	0.0
Public Services	203.3	205.8	0.0
Transit	126.0	126.0	0.0
	1,470.3	1,476.8	0.0
Support Services & Administration			
Budget and Evaluation	5.1	5.2	0.0
City Attorney's Office	11.5	12.5	0.0
City Manager's Office	25.9	25.8	0.0
Finance	63.0	64.0	0.0
Human Resource Development	19.0	19.0	0.0
Information Technology	29.0	29.0	0.0
Marketing & Communications	8.0	9.0	0.0
Mayor, Council and City Clerk	3.0	3.0	0.0
	164.5	167.5	0.0
Other Appropriations	0.2	0.2	0.0
Total All Departments	1,709.0	1,718.5	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

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

**SECTION D:
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.

Governmental Funds, continued.

Fund Accounting

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

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

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

Proprietary Funds

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

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

Enterprise Funds, continued.

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

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

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

Department/Fund Relationships

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

Department/Fund Relationships

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

General Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Ad Valorem Taxes	72,183,863	73,522,400	86,640,038	14,456,175	20.03%
Other Taxes	1,754,547	1,555,000	1,578,660	-175,887	-10.02%
Intergovernmental Revenues	97,729,555	99,463,674	102,487,840	4,758,285	4.87%
Functional Revenues	7,284,609	7,090,804	6,410,738	-873,871	-12.00%
Other Revenues	3,294,697	3,513,299	3,609,538	314,841	9.56%
Investment Income	120,195	161,300	161,300	41,105	34.20%
Other Financing Sources	2,656,016	2,839,099	4,297,449	1,641,433	61.80%
Fund Balance Appropriation	4,160,404	9,847,365	5,578,266	1,417,862	34.08%
Total Sources	189,183,886	197,992,941	210,763,829	21,579,943	11.41%
Personnel Services	112,222,115	115,839,330	132,698,140	20,476,025	18.25%
Operating Expenditures	24,644,519	26,505,211	25,531,144	886,625	3.60%
Contract Services	7,857,236	7,545,800	7,627,696	-229,540	-2.92%
Capital Outlay	7,632,971	16,168,773	6,292,698	-1,340,273	-17.56%
Transfers to Other Funds	24,912,251	33,967,597	40,367,442	15,455,191	62.04%
Debt Service	26,000	28,500	28,500	2,500	9.62%
Other Charges	11,888,794	12,897,491	-1,781,791	-13,670,585	-114.99%
Total Uses	189,183,886	212,952,702	210,763,829	21,579,943	11.41%
Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Budget and Evaluation	547,499	526,490	618,370	70,871	12.94%
City Attorney's Office	1,851,464	1,902,060	2,090,069	238,605	12.89%
City Manager's Office	2,835,962	2,939,065	2,944,914	108,952	3.84%
Development Services	5,255,752	5,307,278	5,710,311	454,559	8.65%
Economic and Community Development	1,506,154	1,782,928	1,750,646	244,492	16.23%
Finance	3,177,787	4,003,742	3,947,389	769,602	24.22%
Fire Department	35,222,004	37,329,459	35,831,905	609,901	1.73%
Human Relations	350,543	263,927	341,830	-8,713	-2.49%
Human Resource Development	1,610,275	1,862,319	1,721,554	111,279	6.91%
Information Technology	7,621,534	7,485,673	9,229,836	1,608,302	21.10%
Marketing and Communications	940,733	927,491	978,697	37,964	4.04%
Mayor, City Council, and City Clerk	1,072,753	1,060,104	1,354,290	281,537	26.24%
Other Appropriations	27,825,220	35,882,280	35,957,523	8,132,303	29.23%
Parks, Recreation, and Maintenance	26,495,405	31,188,878	29,001,745	2,506,340	9.46%
Police Department	58,060,994	66,972,743	65,427,860	7,366,866	12.69%
Public Services	14,809,807	13,518,265	13,856,890	-952,917	-6.43%
Total General Fund	189,183,886	212,952,702	210,763,829	21,579,943	11.41%

Central Business Tax District

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Ad Valorem Taxes	143,480	158,202	155,815	12,335	8.60%
Investment Income	1,000	325	325	-675	-67.50%
Other Financing Sources	139,274	139,274	139,274	0	0.00%
Fund Balance Appropriation	51,918	0	54,552	2,634	5.07%
Total Sources	335,672	297,801	349,966	14,294	4.26%
Operating Expenditures	25,000	32,776	25,000	0	0.00%
Contract Services	271,125	271,005	271,980	855	0.32%
Transfers to Other Funds	39,547	55,373	52,986	13,439	33.98%
Total Uses	335,672	359,154	349,966	14,294	4.26%

Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Economic and Community Development	335,672	359,154	349,966	14,294	4.26%
Total Central Business Tax District	335,672	359,154	349,966	14,294	4.26%

E-911 Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Intergovernmental Revenues	959,725	959,725	959,725	0	0.00%
Investment Income	441	441	628	187	42.40%
Total Sources	960,166	960,166	960,353	187	0.02%
Personnel Services	110,451	124,848	125,802	15,351	13.90%
Operating Expenditures	309,056	329,159	296,802	-12,254	-3.96%
Contract Services	78,544	10,677	11,127	-67,417	-85.83%
Capital Outlay	0	531,794	0	0	0.00%
Other Charges	462,115	0	526,622	64,507	13.96%
Total Uses	960,166	996,478	960,353	187	0.02%
Uses by Department					
Police Department	960,166	996,478	960,353	187	0.02%
Total E-911 Fund	960,166	996,478	960,353	187	0.02%

Law Enforcement Officer's Special Separation Allowa

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Investment Income	9,700	16,000	16,000	6,300	64.95%
Interfund Charges	3,139,100	3,152,802	3,342,228	203,128	6.47%
Total Sources	3,148,800	3,168,802	3,358,228	209,428	6.65%
Personnel Services	1,291,400	1,478,000	1,578,200	286,800	22.21%
Other Charges	1,857,400	0	1,780,028	-77,372	-4.17%
Total Uses	3,148,800	1,478,000	3,358,228	209,428	6.65%
Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Other Appropriations	3,148,800	1,478,000	3,358,228	209,428	6.65%
Total Law Enforcement Officer's Special Separa	3,148,800	1,478,000	3,358,228	209,428	6.65%

Parking Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Functional Revenues	630,230	761,265	750,746	120,516	19.12%
Other Financing Sources	561,600	504,857	512,611	-48,989	-8.72%
Total Sources	1,191,830	1,266,122	1,263,357	71,527	6.00%
Operating Expenditures	176,355	210,220	207,381	31,026	17.59%
Contract Services	729,307	769,732	769,732	40,425	5.54%
Transfers to Other Funds	158,726	158,726	158,726	0	0.00%
Debt Service	127,442	127,444	127,518	76	0.06%
Total Uses	1,191,830	1,266,122	1,263,357	71,527	6.00%

Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Public Services	1,191,830	1,266,122	1,263,357	71,527	6.00%
Total Parking Fund	1,191,830	1,266,122	1,263,357	71,527	6.00%

PWC Assessment Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Other Revenues	2,160,000	945,000	690,000	-1,470,000	-68.06%
Investment Income	360,000	200,000	200,000	-160,000	-44.44%
Total Sources	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
Other Charges	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
Total Uses	2,520,000	1,145,000	890,000	-1,630,000	-64.68%

Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Other Appropriations	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
Total PWC Assessment Fund	2,520,000	1,145,000	890,000	-1,630,000	-64.68%

Airport Operating Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Intergovernmental Revenues	187,651	906,969	130,772	-56,879	-30.31%
Functional Revenues	4,339,302	4,623,657	4,648,079	308,777	7.12%
Other Revenues	16,390	11,660	11,600	-4,790	-29.23%
Investment Income	5,920	18,400	18,400	12,480	210.81%
Fund Balance Appropriation	1,216,664	0	1,671,597	454,933	37.39%
Total Sources	5,765,927	5,560,686	6,480,448	714,521	12.39%
Personnel Services	2,140,830	1,970,013	2,182,998	42,168	1.97%
Operating Expenditures	1,878,636	1,581,031	1,711,683	-166,953	-8.89%
Contract Services	206,861	172,030	377,661	170,800	82.57%
Capital Outlay	327,000	425,380	354,206	27,206	8.32%
Transfers to Other Funds	450,000	821,326	1,100,000	650,000	144.44%
Other Charges	762,600	1,039,281	753,900	-8,700	-1.14%
Total Uses	5,765,927	6,009,061	6,480,448	714,521	12.39%
Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Airport	5,765,927	6,009,061	6,480,448	714,521	12.39%
Total Airport Operating Fund	5,765,927	6,009,061	6,480,448	714,521	12.39%

Solid Waste Operating Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Intergovernmental Revenues	470,392	480,675	481,315	10,923	2.32%
Functional Revenues	14,239,207	14,243,557	17,001,916	2,762,709	19.40%
Other Revenues	60,700	33,877	33,560	-27,140	-44.71%
Investment Income	3,490	16,000	16,000	12,510	358.45%
Fund Balance Appropriation	1,586,858	0	0	-1,586,858	-100.00%
Total Sources	16,360,647	14,774,109	17,532,791	1,172,144	7.16%
Personnel Services	5,716,101	5,389,945	6,134,322	418,221	7.32%
Operating Expenditures	3,830,721	4,586,364	4,314,144	483,423	12.62%
Contract Services	2,329,254	2,488,675	2,979,222	649,968	27.90%
Capital Outlay	2,441,847	3,273,704	2,205,620	-236,227	-9.67%
Transfers to Other Funds	137,289	137,289	0	-137,289	-100.00%
Debt Service	1,085,290	1,079,204	1,079,026	-6,264	-0.58%
Other Charges	820,145	742,739	820,457	312	0.04%
Total Uses	16,360,647	17,697,920	17,532,791	1,172,144	7.16%
Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Public Services	16,360,647	17,697,920	17,532,791	1,172,144	7.16%
Total Solid Waste Operating Fund	16,360,647	17,697,920	17,532,791	1,172,144	7.16%

Storm Water Operating Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Functional Revenues	11,562,131	11,505,377	11,716,604	154,473	1.34%
Investment Income	3,320	8,330	2,500	-820	-24.70%
Fund Balance Appropriation	4,816,559	0	8,341,661	3,525,102	73.19%
Total Sources	16,382,010	11,513,707	20,060,765	3,678,755	22.46%
Personnel Services	3,852,788	3,310,034	4,361,137	508,349	13.19%
Operating Expenditures	874,204	949,588	1,000,222	126,018	14.42%
Contract Services	799,461	783,066	715,870	-83,591	-10.46%
Capital Outlay	2,494	1,906	1,300	-1,194	-47.87%
Transfers to Other Funds	9,481,000	9,531,000	12,495,770	3,014,770	31.80%
Debt Service	936,363	935,845	931,111	-5,252	-0.56%
Other Charges	435,700	540,919	555,355	119,655	27.46%
Total Uses	16,382,010	16,052,358	20,060,765	3,678,755	22.46%
Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Public Services	16,382,010	16,052,358	20,060,765	3,678,755	22.46%
Total Storm Water Operating Fund	16,382,010	16,052,358	20,060,765	3,678,755	22.46%

Transit Operating Fund (FAST)

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Other Taxes	649,750	653,650	653,550	3,800	0.58%
Intergovernmental Revenues	6,832,549	3,936,815	3,270,000	-3,562,549	-52.14%
Functional Revenues	1,119,372	176,157	1,162,700	43,328	3.87%
Other Revenues	157,949	144,480	160,560	2,611	1.65%
Other Financing Sources	4,565,422	7,631,824	8,460,660	3,895,238	85.32%
Total Sources	13,325,042	12,542,926	13,707,470	382,428	2.87%
Personnel Services	9,019,453	8,225,477	9,242,050	222,597	2.47%
Operating Expenditures	2,550,300	2,631,840	2,687,705	137,405	5.39%
Contract Services	609,716	584,486	413,565	-196,151	-32.17%
Capital Outlay	16,048	16,048	16,000	-48	-0.30%
Transfers to Other Funds	440,425	436,175	794,650	354,225	80.43%
Other Charges	689,100	648,900	553,500	-135,600	-19.68%
Total Uses	13,325,042	12,542,926	13,707,470	382,428	2.87%
Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Transit	13,325,042	12,542,926	13,707,470	382,428	2.87%
Total Transit Operating Fund (FAST)	13,325,042	12,542,926	13,707,470	382,428	2.87%

Fleet Management Internal Service Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Interfund Charges	7,139,898	7,851,000	7,306,812	166,914	2.34%
Total Sources	7,139,898	7,851,000	7,306,812	166,914	2.34%
Personnel Services	2,554,262	1,918,055	2,633,971	79,709	3.12%
Operating Expenditures	4,373,186	5,449,676	4,084,426	-288,760	-6.60%
Contract Services	41,200	41,200	214,630	173,430	420.95%
Capital Outlay	125,000	125,000	33,110	-91,890	-73.51%
Other Charges	46,250	330,375	340,675	294,425	636.59%
Total Uses	7,139,898	7,864,306	7,306,812	166,914	2.34%

Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Finance	7,139,898	7,864,306	7,306,812	166,914	2.34%
Total Fleet Management Internal Service Fund	7,139,898	7,864,306	7,306,812	166,914	2.34%

Risk Management Fund

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Employee Benefit Contributions	4,434,000	4,148,000	4,541,000	107,000	2.41%
Other Revenues	20,000	20,000	20,000	0	0.00%
Investment Income	190,000	132,000	132,000	-58,000	-30.53%
Other Financing Sources	118,649	118,649	0	-118,649	-100.00%
Fund Balance Appropriation	215,852	0	1,083,000	867,148	401.73%
Interfund Charges	16,775,000	16,107,000	18,168,000	1,393,000	8.30%
Total Sources	21,753,501	20,525,649	23,944,000	2,190,499	10.07%
Personnel Services	158,775	155,256	161,017	2,242	1.41%
Operating Expenditures	20,165,901	18,747,514	22,345,716	2,179,815	10.81%
Contract Services	198,825	203,075	213,676	14,851	7.47%
Transfers to Other Funds	1,222,000	1,360,000	1,083,000	-139,000	-11.37%
Other Charges	8,000	7,297	140,591	132,591	1657.39%
Total Uses	21,753,501	20,473,142	23,944,000	2,190,499	10.07%
Uses by Department	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Human Resource Development	21,753,501	20,473,142	23,944,000	2,190,499	10.07%
Total Risk Management Fund	21,753,501	20,473,142	23,944,000	2,190,499	10.07%

Fund Balance Projections

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

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

Fund Balance Projections

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

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

Fund Balance Projections

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

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

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

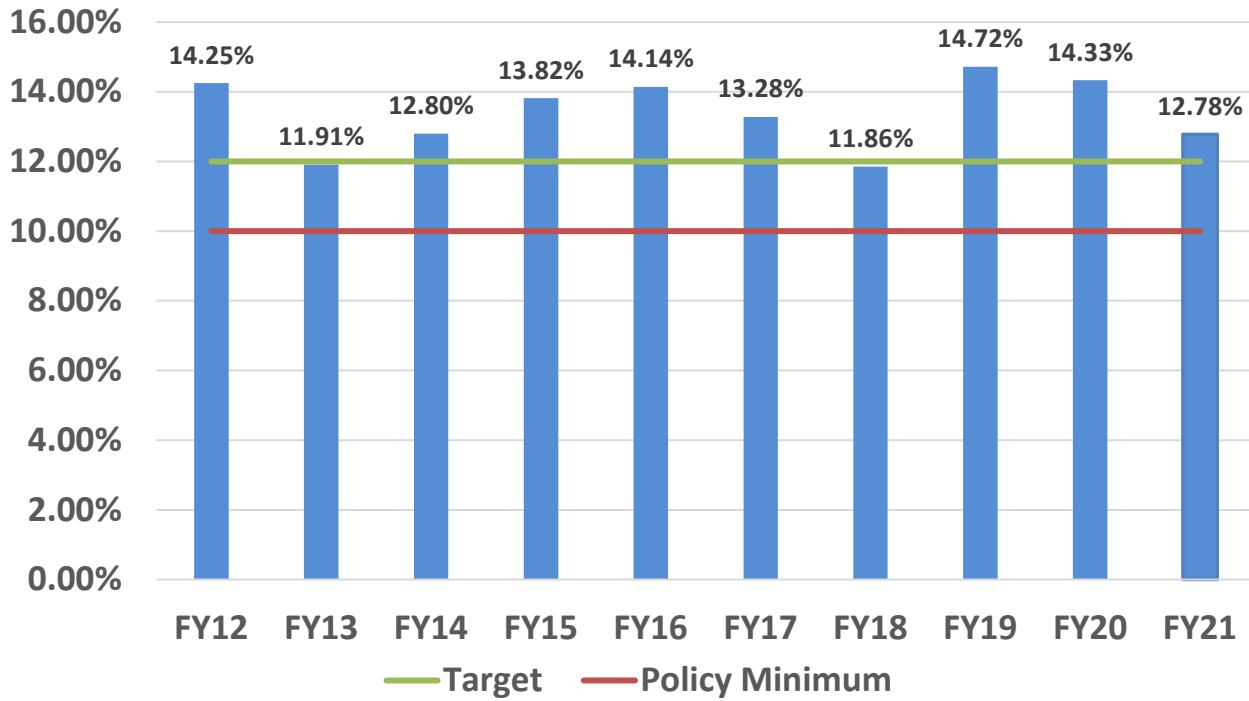
Fund Balance Projections

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

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

History of General Fund Available Fund Balance

General Fund Unassigned Fund Balance as a % of Subsequent Year Budget



**SECTION E:
COMMUNITY INVESTMENT
PORTFOLIO**

Community Investment

Portfolio Overview

Development Services

Economic & Community Development

Human Relations

Community Investment

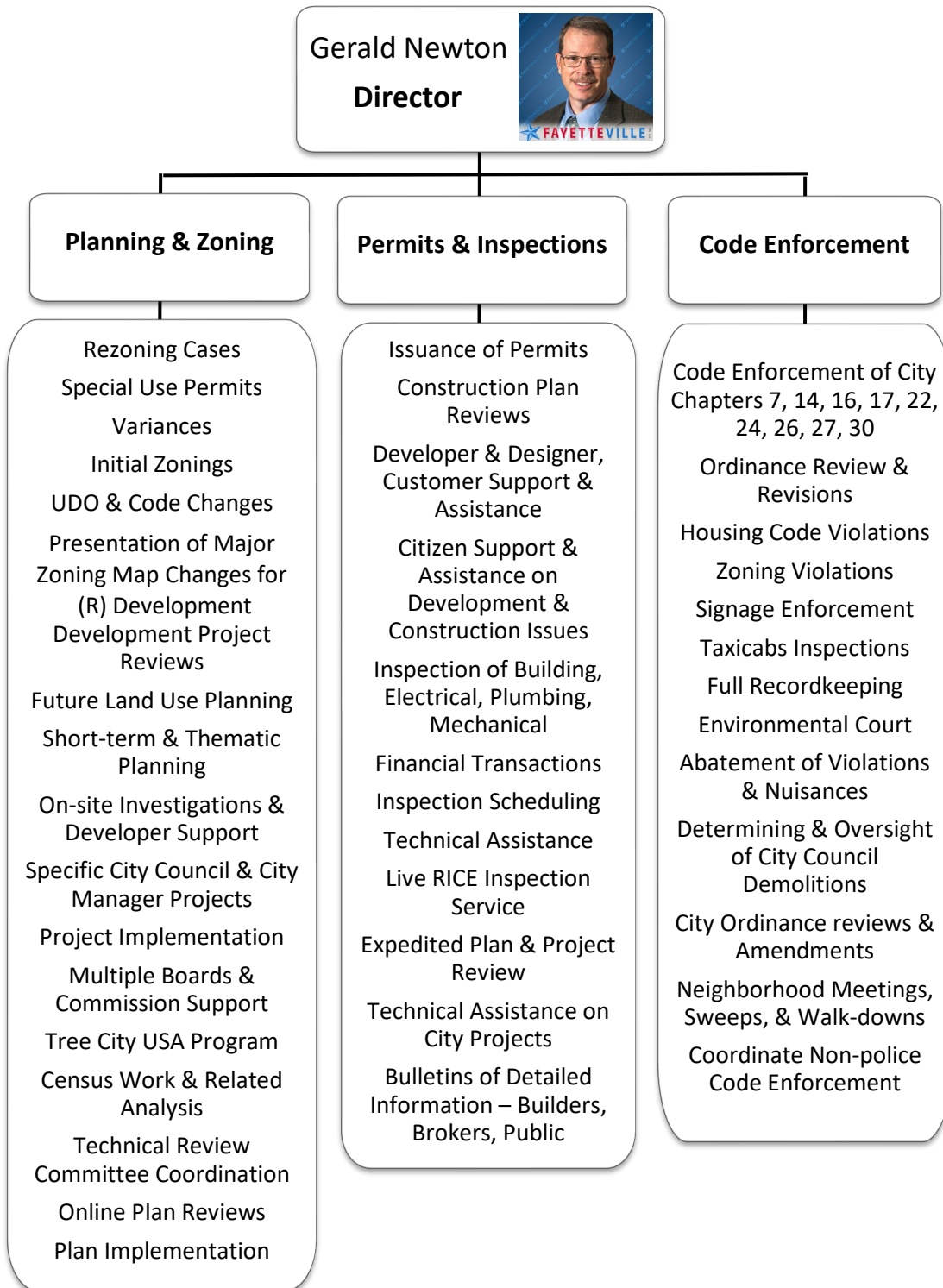
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Ad Valorem Taxes	143,480	158,202	155,815	12,335	8.60%
Functional Revenues	2,283,451	2,537,719	1,984,400	-299,051	-13.10%
Investment Income	1,000	325	325	-675	-67.50%
Other Financing Sources	139,274	139,274	139,274	0	0.00%
Fund Balance Appropriation	51,918	0	54,552	2,634	5.07%
Total Sources	2,619,123	2,835,520	2,334,366	-284,757	-10.87%

Uses					
Personnel Services	5,280,607	5,109,444	5,898,783	618,176	11.71%
Operating Expenditures	448,933	500,674	368,002	-80,931	-18.03%
Contract Services	885,567	865,481	812,681	-72,886	-8.23%
Capital Outlay	218,000	411,490	208,370	-9,630	-4.42%
Transfers to Other Funds	178,821	464,956	723,032	544,211	304.33%
Other Charges	436,193	361,242	141,885	-294,308	-67.47%
Total Uses	7,448,121	7,713,287	8,152,753	704,632	9.46%

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Development Services	5,255,752	5,307,278	5,710,311	454,559	8.65%
Economic and Community Development	1,841,826	2,142,082	2,100,612	258,786	14.05%
Human Relations	350,543	263,927	341,830	-8,713	-2.49%
Total Community Investment	7,448,121	7,713,287	8,152,753	704,632	9.46%

Uses by Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	7,112,449	7,354,133	7,802,787	690,338	9.71%
Central Business Tax District	335,672	359,154	349,966	14,294	4.26%
Total Community Investment	7,448,121	7,713,287	8,152,753	704,632	9.46%

Development Services



DEPARTMENT MISSION

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

Program: Code Enforcement

General Fund: 14.6 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To provide a clean and beautiful community through effective code enforcement.

Development Services

Performance Measures:

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

Program: Permitting & Inspections

General Fund: 27.7 FTEs

Purpose Statement:

To provide for the safety and health of residents by ensuring that all construction meets applicable codes and ordinances through the performance of issuing building permits, inspection scheduling, and conducting high-quality inspections. The Inspections & Permitting program assists community stakeholders with the application and issuance of building permits, plan review to ensure code compliance for all construction activities, and performs inspections on all permitted repairs, additions, alterations, and new construction projects with the City.

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Program: Planning & Zoning

General Fund: 12.7 FTEs

Purpose Statement:

To effectively and strategically manage and support the growth of the City through land use plan development and revision, plan review, and support of various boards and commissions in accordance with adopted land use plans, ordinances, statutes, and professional knowledge. The Planning & Zoning program focuses on comprehensive planning, the review of site-specific development projects, the design and implementation of area-specific plans, annexations, and zoning related activities to include rezoning, conditional zonings, and special use permits. Departmental staff provides administrative and technical support to various boards and commissions to include the Planning Commission, Zoning Commission, Historic Resources Commission, and the Joint Appearance Commission.

Highlights:

- The Planning & Zoning Division reviewed 54 preliminary plans and 88 pre-application plans.
- The City added more than approximately 211 acres of properties from 7 annexations.
- Began implementing Downtown Urban Design plan by adding new downtown 1 & 2 zoning districts.
- Created new colleges and universities zoning district.

City Goal:

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

Development Services

Objective:

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

Performance Measures:

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

Development Services

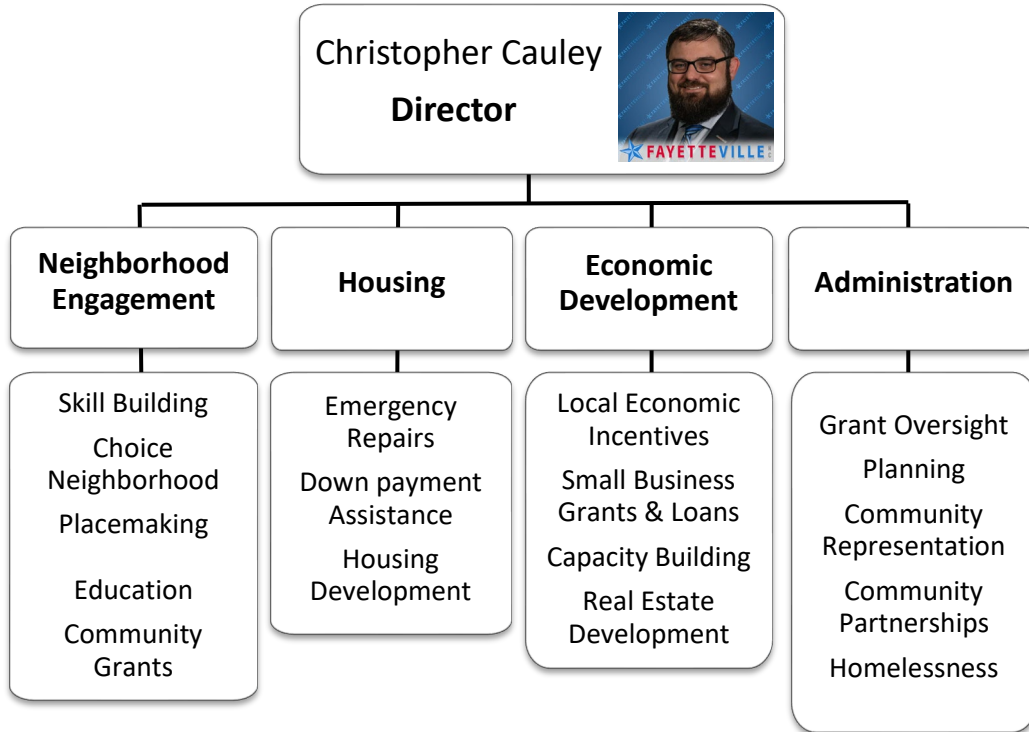
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Revenue Function - Administration	101,710	128,400	122,400	20,690	20.34%
Revenue Function - Public Safety	2,181,741	2,409,319	1,862,000	-319,741	-14.66%
Total Sources	2,283,451	2,537,719	1,984,400	-299,051	-13.10%

Uses					
Inspections & Permitting	2,484,007	2,631,964	2,819,813	335,806	13.52%
Code Enforcement	1,556,711	1,611,390	1,669,148	112,437	7.22%
Planning & Zoning	1,215,034	1,063,924	1,221,350	6,316	0.52%
Total Uses	5,255,752	5,307,278	5,710,311	454,559	8.65%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	4,427,199	4,286,007	4,929,527	502,328	11.35%
Operating Expenditures	294,185	334,912	270,597	-23,588	-8.02%
Contract Services	314,043	320,988	302,312	-11,731	-3.74%
Capital Outlay	218,000	363,046	206,030	-11,970	-5.49%
Other Charges	2,325	2,325	1,845	-480	-20.65%
Total Development Services	5,255,752	5,307,278	5,710,311	454,559	8.65%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	5,255,752	5,307,278	5,710,311	454,559	8.65%
Total Development Services	5,255,752	5,307,278	5,710,311	454,559	8.65%

Economic & Community Development



Economic & Community Development

DEPARTMENT MISSION

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

Program: Administration

General Fund: 2.65 FTEs

Grant Funds: 5.38 FTEs

Purpose Statement:

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

Highlights:

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

Economic & Community Development

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

City Goal:

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

Objective:

To provide support to homeless resource providers to end homelessness.

Performance Measures:

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

Program: Economic Development

General Fund: 1.2 FTEs

Grant Funds: 1.0 FTE

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Economic & Community Development

Performance Measures:

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

Program: Housing

General Fund: 1.25 FTEs

Grant Funds: 2.52 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To improve the city’s existing housing stock.

Performance Measures:

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

Economic & Community Development

Objective:

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

Performance Measures:

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

Program: Neighborhood Engagement

General Fund: 1.75 FTEs

Grant Funds: 0.25 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

Economic & Community Development

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

Performance Measures:

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

Objective:

Engage the community through workshops.

Performance Measures:

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

Economic and Community Development

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	191,192	139,274	193,826	2,634	1.38%
Ad Valorem Taxes	143,480	158,202	155,815	12,335	8.60%
Interest Earned on Investments	1,000	325	325	-675	-67.50%
Total Sources	335,672	297,801	349,966	14,294	4.26%
Uses					
Administration	415,372	418,305	426,428	11,056	2.66%
Economic Development	803,366	1,072,085	1,059,427	256,061	31.87%
Housing	94,750	94,641	176,361	81,611	86.13%
Central Business Tax District	335,672	359,154	349,966	14,294	4.26%
Neighborhood Engagement	192,666	197,897	88,430	-104,236	-54.10%
Total Uses	1,841,826	2,142,082	2,100,612	258,786	14.05%
Uses by Type					
	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	557,762	606,591	671,038	113,276	20.31%
Operating Expenditures	120,311	135,196	70,874	-49,437	-41.09%
Contract Services	569,347	542,167	508,043	-61,304	-10.77%
Capital Outlay	0	48,444	2,340	2,340	0.00%
Transfers to Other Funds	178,821	464,956	723,032	544,211	304.33%
Other Charges	415,585	344,728	125,285	-290,300	-69.85%
Total Economic and Community Development	1,841,826	2,142,082	2,100,612	258,786	14.05%
Fund					
	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Central Business Tax District	335,672	359,154	349,966	14,294	4.26%
General Fund	1,506,154	1,782,928	1,750,646	244,492	16.23%
Total Economic and Community Development	1,841,826	2,142,082	2,100,612	258,786	14.05%

Yamile Nazar
Director



**External & Internal
Equity & Engagement**

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

Human Relations

DEPARTMENT MISSION

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

Program: External & Internal Equity & Engagement

3.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Human Relations

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Human Relations

Objective:

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

Performance Measure:

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

Human Relations

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Human Relations	350,543	263,927	341,830	-8,713	-2.49%
Total Uses	350,543	263,927	341,830	-8,713	-2.49%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	295,646	216,846	298,218	2,572	0.87%
Operating Expenditures	34,437	30,566	26,531	-7,906	-22.96%
Contract Services	2,177	2,326	2,326	149	6.84%
Other Charges	18,283	14,189	14,755	-3,528	-19.30%
Total Human Relations	350,543	263,927	341,830	-8,713	-2.49%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	350,543	263,927	341,830	-8,713	-2.49%
Total Human Relations	350,543	263,927	341,830	-8,713	-2.49%

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**SECTION F:
OPERATIONS
PORTFOLIO**

Portfolio Overview

Airport

Fire

Parks, Recreation & Maintenance

Police

Public Services

Transit

Operations

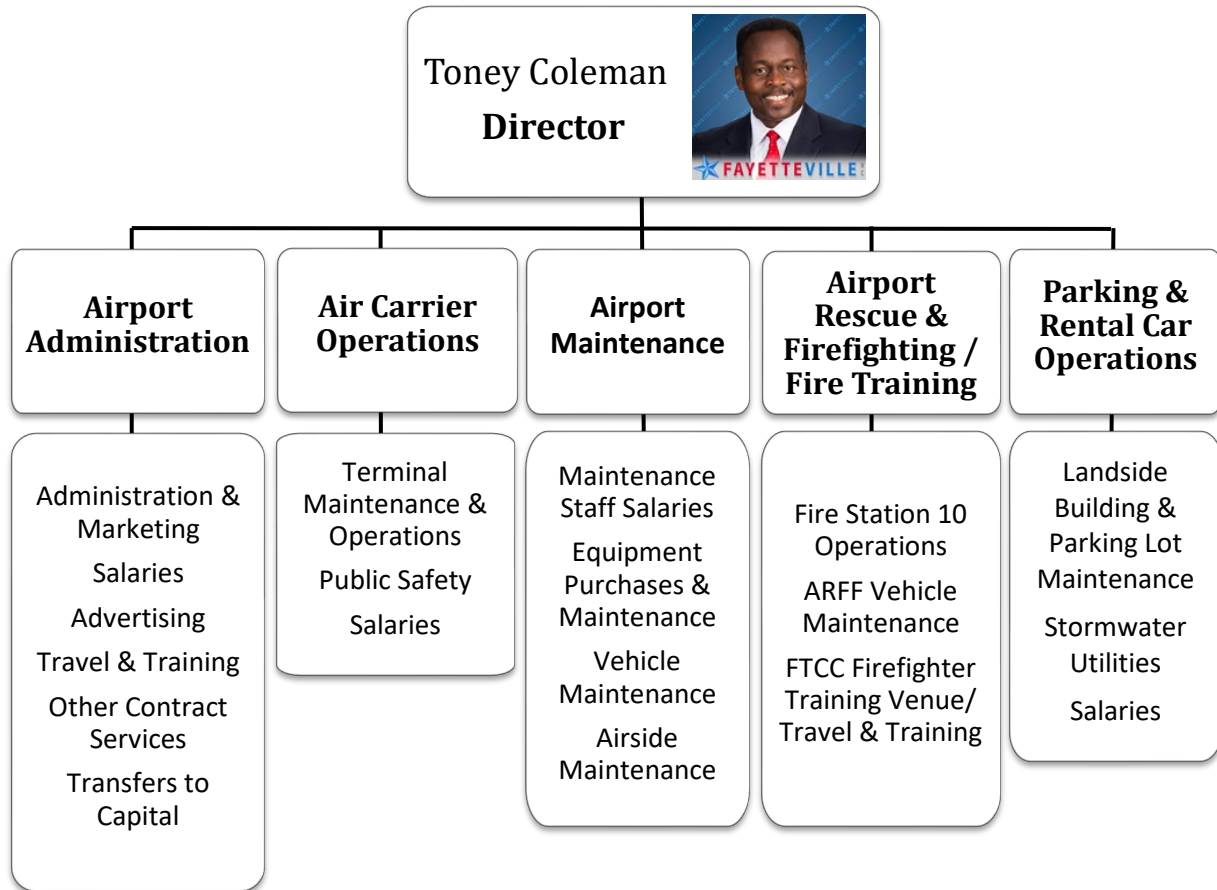
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Other Taxes	930	653,650	653,550	652,620	70174.19%
Intergovernmental Revenues	12,261,917	10,054,084	8,791,712	-3,470,205	-28.30%
Functional Revenues	35,993,697	35,046,631	38,867,553	2,873,856	7.98%
Other Revenues	235,039	190,017	205,720	-29,319	-12.47%
Investment Income	13,171	43,171	37,528	24,357	184.93%
Other Financing Sources	5,127,022	8,136,681	8,973,271	3,846,249	75.02%
Fund Balance Appropriation	7,620,081	0	10,013,258	2,393,177	31.41%
Total Sources	61,251,857	54,124,234	67,542,592	6,290,735	10.27%

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Personnel Services	115,376,630	115,051,589	125,851,869	10,475,239	9.08%
Operating Expenditures	27,887,688	29,952,077	28,733,816	846,128	3.03%
Contract Services	9,615,363	9,046,213	9,105,845	-509,518	-5.30%
Capital Outlay	10,127,598	19,895,978	8,573,655	-1,553,943	-15.34%
Transfers to Other Funds	19,795,211	23,536,184	25,966,275	6,171,064	31.17%
Debt Service	2,149,095	2,142,493	2,137,655	-11,440	-0.53%
Other Charges	3,622,247	3,949,676	3,754,469	132,222	3.65%
Total Uses	188,573,832	203,574,210	204,123,584	15,549,752	8.25%

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Airport	5,765,927	6,009,061	6,480,448	714,521	12.39%
Fire Department	35,222,004	37,329,459	35,831,905	609,901	1.73%
Parks, Recreation, and Maintenance	26,495,405	31,188,878	29,001,745	2,506,340	9.46%
Police Department	59,021,160	67,969,221	66,388,213	7,367,053	12.48%
Public Services	48,744,294	48,534,665	52,713,803	3,969,509	8.14%
Transit	13,325,042	12,542,926	13,707,470	382,428	2.87%
Total Operations	188,573,832	203,574,210	204,123,584	15,549,752	8.25%

Uses by Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	134,588,210	149,009,345	144,118,400	9,530,190	7.08%
Parking Fund	1,191,830	1,266,122	1,263,357	71,527	6.00%
E-911 Fund	960,166	996,478	960,353	187	0.02%
Storm Water Operating Fund	16,382,010	16,052,358	20,060,765	3,678,755	22.46%
Transit Operating Fund (FAST)	13,325,042	12,542,926	13,707,470	382,428	2.87%
Airport Operating Fund	5,765,927	6,009,061	6,480,448	714,521	12.39%
Solid Waste Operating Fund	16,360,647	17,697,920	17,532,791	1,172,144	7.16%
Total Operations	188,573,832	203,574,210	204,123,584	15,549,752	8.25%

Airport



DEPARTMENT MISSION

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

Program: Air Carrier Operations

Airport Fund: 9.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Program: Airport Administration

Airport Fund: 6.5 FTEs

Purpose Statement:

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

Airport

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Program: Airport Maintenance

Airport Fund: 2.0 FTEs

Purpose Statement:

To provide excellent customer service through the development and maintenance of airside grounds and high quality infrastructure for all other operations that support functional services and augment Airport efforts through lease agreements with quality, limited, and full service fixed-base operators.

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Program: Aircraft Rescue and Fire Fighting/Fire Training

Airport Fund: 6.0 FTEs

Purpose Statement:

To provide enforcement of operating and security rules; regulations and procedures concerning landing, taxiing, parking, servicing and loading and unloading aircraft; operation of vehicular traffic on the airfield; airline activities and emergency situations. Keep airfield users up-to-date on runway and taxiway conditions. Additionally, to support the Firefighting Training Facility, which serves as an adjunct supporter of airside operations and is responsible for training local and regional firefighters in aircraft and structural firefighting operations.

Highlights:

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

City Goal:

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

Objective:

To achieve and maintain Federal Aviation Administration (FAA) compliance for the annual certification inspection.

Airport

Performance Measures:

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

Program: Parking and Rental Car Operation

Airport Fund: 1.0 FTE

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

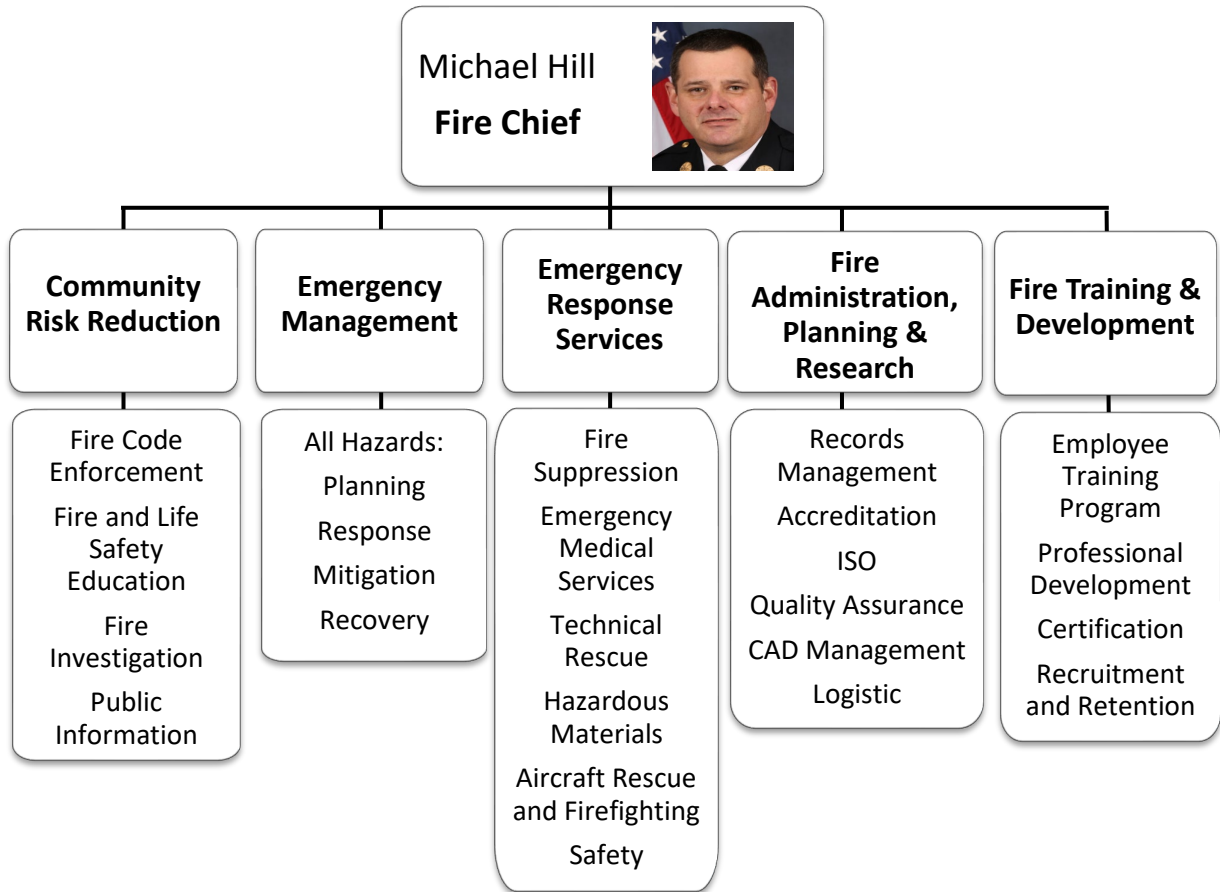
To develop and maintain a rate structure that funds paid parking and rental car infrastructure development and fosters improved access control and vehicle circulation.

Performance Measures:

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

Airport

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	5,765,927	5,560,686	6,480,448	714,521	12.39%
Total Sources	5,765,927	5,560,686	6,480,448	714,521	12.39%
Uses					
Non-Service	0	241,961	0	0	0.00%
Airport Administration	1,676,533	1,957,755	2,594,924	918,391	54.78%
Air Carrier Operations	1,825,759	1,668,259	1,734,979	-90,780	-4.97%
Airport Maintenance	771,191	705,953	696,947	-74,244	-9.63%
Airport Rescue & Training	795,794	735,026	723,535	-72,259	-9.08%
Parking & Rental Car Op'ns	293,876	280,613	280,477	-13,399	-4.56%
Non Program Expenditures	402,774	419,494	449,586	46,812	11.62%
Total Uses	5,765,927	6,009,061	6,480,448	714,521	12.39%
Uses by Type					
Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	2,140,830	1,970,013	2,182,998	42,168	1.97%
Operating Expenditures	1,878,636	1,581,031	1,711,683	-166,953	-8.89%
Contract Services	206,861	172,030	377,661	170,800	82.57%
Capital Outlay	327,000	425,380	354,206	27,206	8.32%
Transfers to Other Funds	450,000	821,326	1,100,000	650,000	144.44%
Other Charges	762,600	1,039,281	753,900	-8,700	-1.14%
Total Airport	5,765,927	6,009,061	6,480,448	714,521	12.39%
Fund					
Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Airport Operating Fund	5,765,927	6,009,061	6,480,448	714,521	12.39%
Total Airport	5,765,927	6,009,061	6,480,448	714,521	12.39%



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: 12.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To reduce number of fire code violations discovered in inspectable occupancies, annually.

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Emergency Management

General Fund: 3.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Fire

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Emergency Response Services

General Fund: 298.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

To evaluate patient outcomes from EMS incidents.

Performance Measures:

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

Fire

Program: Fire Administration, Planning and Research

General Fund: 5.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Program: Fire Training and Development

General Fund: 9.0 FTEs

Purpose Statement:

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

Highlights:

- The department processed 40 replacement firefighters including 1 lateral transfer.

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Fire

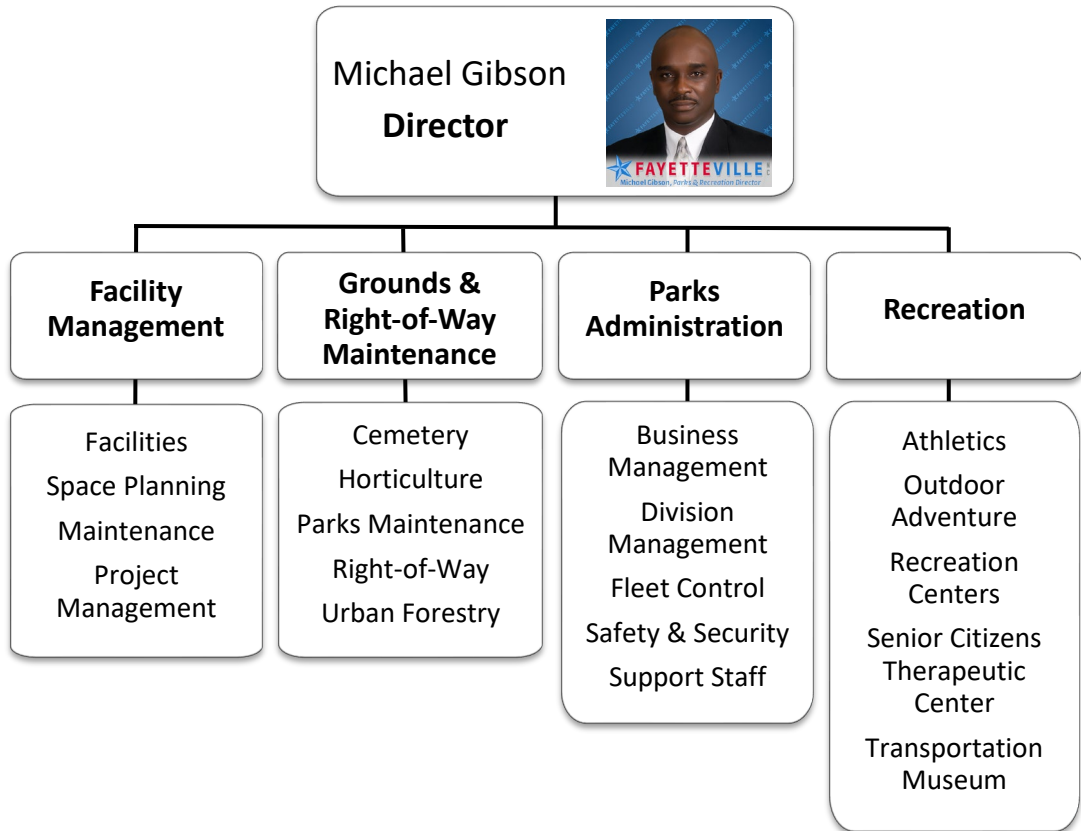
Performance Measures:

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

Fire Department

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Revenue Function - Public Safety	664,342	740,560	669,500	5,158	0.78%
Total Sources	664,342	740,560	669,500	5,158	0.78%
Uses					
Fire Admin, Planning & Research	1,346,021	1,225,937	1,348,538	2,517	0.19%
Emergency Response Services	31,493,034	33,738,229	32,012,456	519,422	1.65%
Training & Recruitment	716,741	718,543	839,584	122,843	17.14%
Code & Standards	1,230,690	1,203,411	1,231,736	1,046	0.08%
Emergency Management Operations	435,518	443,339	399,591	-35,927	-8.25%
Total Uses	35,222,004	37,329,459	35,831,905	609,901	1.73%
Uses by Type					
Personnel Services	27,444,315	26,921,763	27,892,453	448,138	1.63%
Operating Expenditures	3,818,182	3,796,433	3,971,416	153,234	4.01%
Contract Services	985,663	955,725	906,009	-79,654	-8.08%
Capital Outlay	2,805,820	5,412,514	2,943,172	137,352	4.90%
Transfers to Other Funds	100,000	100,000	51,080	-48,920	-48.92%
Other Charges	68,024	143,024	67,775	-249	-0.37%
Total Fire Department	35,222,004	37,329,459	35,831,905	609,901	1.73%
Fund					
General Fund	35,222,004	37,329,459	35,831,905	609,901	1.73%
Total Fire Department	35,222,004	37,329,459	35,831,905	609,901	1.73%

Parks, Recreation & Maintenance



Parks, Recreation & Maintenance

DEPARTMENT MISSION

To provide quality and affordable parks and recreation facilities, to include quality and affordable programs for youth, adults, and citizens with special needs. Additionally, the department places great emphasis on improving the city's appearance and providing quality City-owned buildings and facilities.

Program: Facility Management

General Fund: 18.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Parks, Recreation & Maintenance

Performance Measures:

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

Program: Grounds and Right-of-Way Maintenance

General Fund: 63.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Parks, Recreation & Maintenance

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Parks Administration

General Fund: 14.0 FTEs

Purpose Statement:

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

Highlights:

- Projects continue to be completed as a result of the Parks & Recreation Bond referendum. The Bill Crisp Senior Center was opened in October 2022.
- Managed the administrative intake of operations for Spring Lake Parks & Recreation, now operating under Fayetteville-Cumberland Parks & Recreation.

City Goal:

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

Parks, Recreation & Maintenance

Objective:

To efficiently and effectively process office administrative tasks in sales.

Performance Measures:

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

Program: Recreation

General Fund: 69.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Parks, Recreation & Maintenance

Objective:

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

Performance Measures:

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

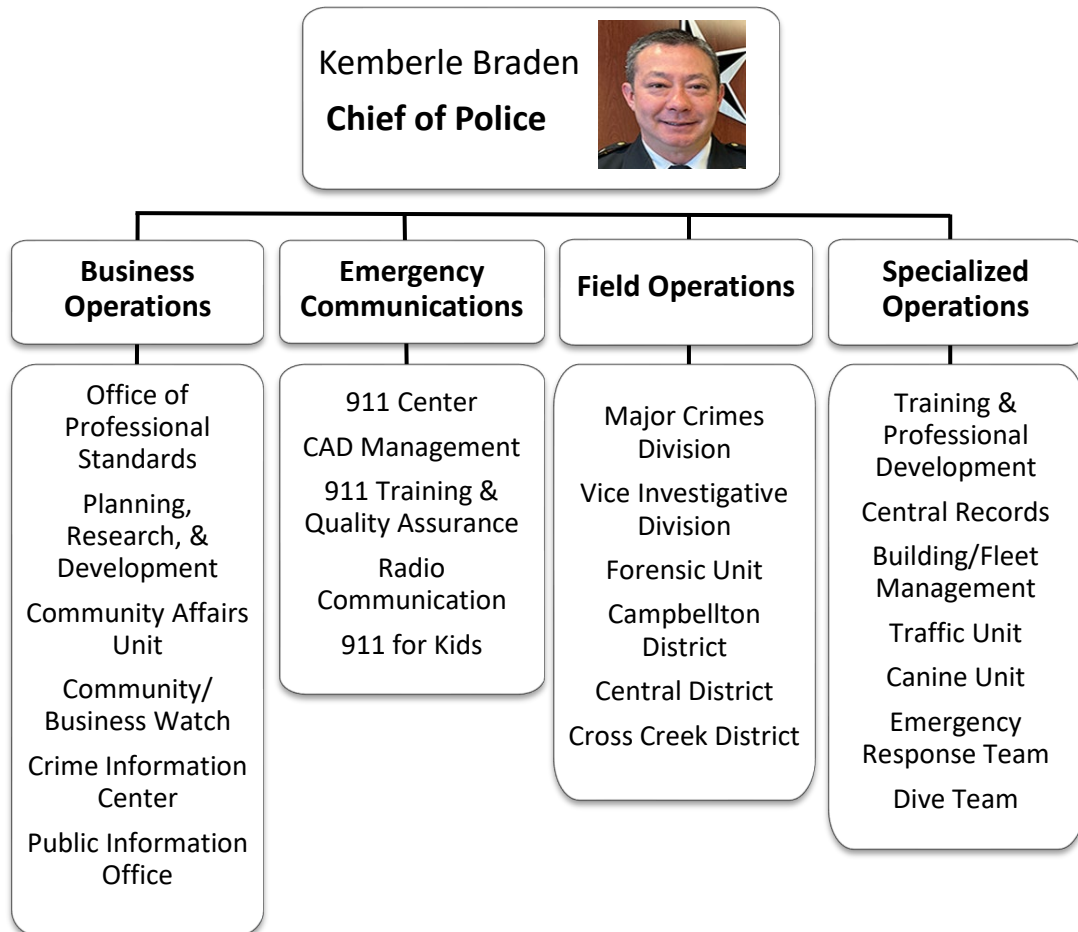
Parks, Recreation, and Maintenance

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Revenue Function - Recreation & Community Faciliti	5,870,686	5,200,548	5,380,548	-490,138	-8.35%
Total Sources	5,870,686	5,200,548	5,380,548	-490,138	-8.35%

Uses					
Right of Way Maintenance	2,323,506	2,484,498	1,998,681	-324,825	-13.98%
Administration	3,980,784	4,422,735	3,945,082	-35,702	-0.90%
Parks Maintenance	4,747,841	5,339,119	6,609,373	1,861,532	39.21%
Horticulture	743,786	673,201	799,222	55,436	7.45%
Athletics	700,138	807,961	772,445	72,307	10.33%
Rangers/Parks	636,098	537,504	629,640	-6,458	-1.02%
Museums	390,256	304,487	387,949	-2,307	-0.59%
Aquatics/Pool	311,799	352,507	517,148	205,349	65.86%
General Recreation	3,696,954	3,444,591	3,530,941	-166,013	-4.49%
Special Events - City	336,738	374,797	349,122	12,384	3.68%
Senior Recreation	434,237	358,330	522,416	88,179	20.31%
Youth Council - FCCYC	24,736	22,419	61,484	36,748	148.56%
Fayetteville Flyers	0	907	0	0	0.00%
Non-program	3,290,884	3,394,747	3,531,365	240,481	7.31%
County General Recreation	1,239,682	1,396,442	1,556,677	316,995	25.57%
Athletics - County	435,162	542,996	530,697	95,535	21.95%
Special Events - County	133,266	116,485	132,097	-1,169	-0.88%
Parks, Recreation , and Maintenance	20	20	17	-3	-15.00%
Facility Management	2,674,174	6,182,452	2,691,689	17,515	0.65%
Cemeteries	134,812	181,431	182,051	47,239	35.04%
Urban Forestry	260,532	251,249	253,649	-6,883	-2.64%
Total Uses	26,495,405	31,188,878	29,001,745	2,506,340	9.46%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	14,170,607	13,077,143	14,993,445	822,838	5.81%
Operating Expenditures	5,266,023	6,105,108	6,038,387	772,364	14.67%
Contract Services	1,539,241	1,673,117	1,437,021	-102,220	-6.64%
Capital Outlay	2,059,570	2,773,546	1,101,474	-958,096	-46.52%
Transfers to Other Funds	3,217,269	6,867,269	5,108,973	1,891,704	58.80%
Other Charges	242,695	692,695	322,445	79,750	32.86%
Total Parks, Recreation, and Maintenance	26,495,405	31,188,878	29,001,745	2,506,340	9.46%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	26,495,405	31,188,878	29,001,745	2,506,340	9.46%
Total Parks, Recreation, and Maintenance	26,495,405	31,188,878	29,001,745	2,506,340	9.46%



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: Business Operations

General Fund: 40.5 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Emergency Communications

General Fund: 62.7 FTEs

Emergency Telephone System Fund: 1.3 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

Police

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Field Operations

General Fund: 403.5 FTEs

Purpose Statement:

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

reducing organized auto theft, locating and apprehending suspects, dismantling narcotics operations, and breaking up gang and crew activities.

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Police

Performance Measures:

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

Program: Specialized Operations

General Fund: 98.5 FTEs

Purpose Statement:

The Specialized Operations Bureau is entrusted with providing logistical and technical support to all units of the Fayetteville Police Department. The bureau consists of the Communications Division, Technical Support, Community Resource Division, Fleet Services Unit, Property and Evidence Unit, specially trained units such as canine, motorcycles, special events management, crisis negotiations, downtown and park patrol, civil emergency management, crash reconstruction, the Emergency Response Team, the Police Activities League, and the Urban Search and Rescue Unit. The bureau has overall responsibility for the Police Departments’ Incident Command System (ICS) and is fully National Incident Management System (NIMS) compliant.

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Police

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

Objective:

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

Performance Measures:

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

Police Department

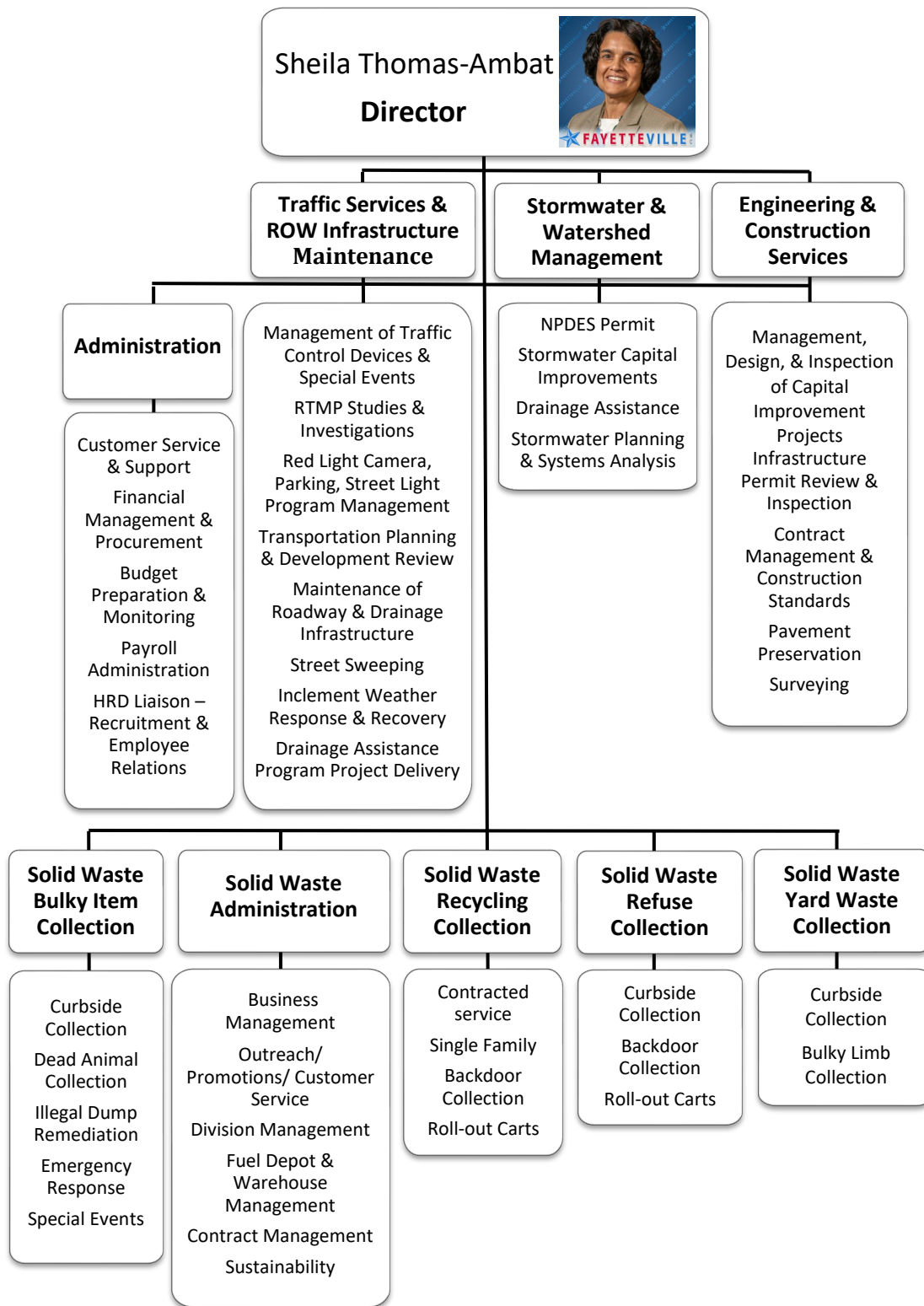
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Interest Earned on Investments	441	441	628	187	42.40%
Revenue Function - Public Safety	1,710,262	1,728,235	1,706,585	-3,677	-0.21%
Total Sources	1,710,703	1,728,676	1,707,213	-3,490	-0.20%

Uses					
Police	4,979,764	5,310,884	6,023,550	1,043,786	20.96%
PSAP Operations	960,166	996,478	960,353	187	0.02%
Police Business Operations	4,768,976	5,856,956	5,456,433	687,457	14.42%
Forensic Unit	1,479,954	1,536,101	1,575,725	95,771	6.47%
Patrol & Investigations	28,553,127	32,444,609	31,537,226	2,984,099	10.45%
Special Investigations	4,779,916	5,545,256	5,214,978	435,062	9.10%
Major Crimes Division	3,708,434	4,422,571	4,573,384	864,950	23.32%
Confidential Funds - NVSU	100,000	100,000	100,000	0	0.00%
Specialized Services Bureau	6,865,267	9,111,957	8,313,049	1,447,782	21.09%
Specialized Support Bureau	2,782,144	2,605,699	2,586,676	-195,468	-7.03%
Police Activities League	43,412	38,290	46,839	3,427	7.89%
Fire Admin, Planning & Research	0	420	0	0	0.00%
Total Uses	59,021,160	67,969,221	66,388,213	7,367,053	12.48%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	47,923,005	51,249,600	55,431,904	7,508,899	15.67%
Operating Expenditures	7,885,486	8,541,515	7,308,110	-577,376	-7.32%
Contract Services	713,615	918,541	936,288	222,673	31.20%
Capital Outlay	1,616,319	6,864,798	1,951,883	335,564	20.76%
Transfers to Other Funds	280,502	254,399	80,836	-199,666	-71.18%
Other Charges	602,233	140,368	679,192	76,959	12.78%
Total Police Department	59,021,160	67,969,221	66,388,213	7,367,053	12.48%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
E-911 Fund	960,166	996,478	960,353	187	0.02%
General Fund	58,060,994	66,972,743	65,427,860	7,366,866	12.69%
Total Police Department	59,021,160	67,969,221	66,388,213	7,367,053	12.48%

Public Services



DEPARTMENT MISSION

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

Program: Engineering & Construction Services

General Fund: 24.70 FTEs

Purpose Statement:

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

Highlights:

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

Public Services

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

- Participated with PWC in project management and construction of Annexation Areas 32E Section 1 and 24 Section B/C. Continue to participate with PWC during design for Areas 27, 28, 32, 33 and 34.
- In fiscal year 2023, the pavement preservation program plans are to implement 3 major pavement treatments. The treatments consist of Micro-surfacing, Slurry, and traditional hot mix asphalt. The pavement treatments are selected on the Pavement Condition Index survey recently completed by an outside firm IMS. The City plans to Micro-surface 4.7 miles (24 streets) and Slurry 7.25 miles (36 streets) for a total of 11.95 miles. These 2 treatments will be funded by the Powell Bill. The City also plans to resurface 29.68 miles (106 streets) using traditional resurfacing methods. The projects will be in 2 phases the first phase containing 12.69 miles and the second phase containing 16.99 miles. These projects using the traditional resurface method will be funded through the Powell Bill and the GO Bond.
- Successfully completed the 2022 Power Bill statement for the maintenance of city streets. The contract of Pavement Condition and Roadway Asset Survey project is initiated to collect the pavement condition of the entire City street network (745 miles). In this project, the pavement condition of each street will be assessed and also a new platform, called PAVER to manage street maintenance will be implemented. Also, collection of right of way assets is another part of this contract.
- Staff has continuously monitored pavement conditions and assessed street pavements by field inspections and evaluating PCI data to provide appropriate recommendations for enhancing the pavement condition of streets and addressing requests received from City Manager's office, Council members and Citizens.
- Staff has assessed the City's street pavement network to allocate \$14M GO Bond budget for pavement preservation program and prepare the street resurfacing plan in three phases.
- Contract Coordinator successfully completed approximately 40 contracts using the new EJDC contracts. The contracts consisted of various types of construction resurfacing, sidewalks, storm drain projects, round-about, bank stabilization, parking lots, and yearly service contracts.
- Completed downtown streetscape improvements for the southern 100 block of Hay Street for the yearly maintenance of brick replacement and trip hazard repairs. This completes the Streetscape on Hay Street from Ray Avenue to the Market House. The City also plans to remove and replace the old brick along the north side of Old Street and Anderson Street. Both of these projects are funded by ARPA funds.
- For fiscal year 2023, the parking lot maintenance program includes the resurfacing and placement of thermoplastic markings at Lake Rim Rec Center, Lamon Street Park, Mazarick Park at Tennis Courts, Walker Spivey Rec. Center, Mable Smith Park, and Westover Rec. Center. The projects are funded through ARPA.

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Public Services

# of street cuts/degradations inspected	Workload	328	300	300
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Program: Solid Waste

Solid Waste Funds: 80.85 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To provide excellent Solid Waste collection services throughout the city.

Performance Measures:

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

Public Services

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

Objective:

To divert recyclable materials from the household solid waste stream.

Performance Measures:

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

Program: Stormwater & Watershed Management

Stormwater Fund: 46.30 FTEs

Purpose Statement:

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

Highlights:

- Staff maintained compliance with the City's National Pollutant Discharge Elimination System (NPDES) MS4 stormwater discharge permit. In September, the City underwent an audit of its MS4 stormwater program, receiving a Notice of Compliance. The program has begun to prepare for permit renewal and Stormwater Management Plan development.
- Staff continued implementation of the public outreach portion of the NPDES permit through various means of advertising and engagement. Hands-on demonstrations through school programming and summer camps have begun again as restrictions from the COVID-19 pandemic continue to lift. Staff continue to place an emphasis on outreach through pushing informational material out via social media and by developing and offering virtual lessons.
- During the past year, the public outreach portion partnered with other municipalities across the state to host a Virtual Regional Creek Week, highlighting the importance proper household hazardous waste disposal.

Public Services

- Staff launched the Flood Awareness Program, which will be used to provide citizens with flooding prevention resources. The Flood Awareness Program was promoted through billboard advertising, radio, and social media. The webpage incorporates resources and maps for citizens to utilize for local resources on how to stay safe during large weather events.
- 160 stormwater outfalls have been inspected with a projected 279 total inspections to be completed by the end of the fiscal year.
- Staff also collected 1,558 water quality samples with a projected 2,200 total samples to be completed by the end of the fiscal year.
- A Post Construction SCM inspections program has been established and staff is in the process of inspecting 340 SCMs in the post construction phase. 25 private SCMs have been inspected, with a projected 27 City maintained SCMs to be completed as well as numerous more private SCMs as contact is made with property owners.
- Staff conducted site inspections for 57 sites in support of the Drainage Assistance Program (DAP) and prepared reports.
- Six eligible DAP projects have completed construction, 11 projects have been designed, managed or are currently under design by staff.
- Staff managed the Watershed Management Plan program, which in FY23 resulted in completing stormwater infrastructure assets and stream assessment surveys for 6 watersheds: Buckhead, Stewarts, Little Rockfish 2, Cape Fear 1, and Beaver Creek 1.
- Staff managed the Watershed Master Plan Program Manager contract, as well as five Watershed Study contracts, and provided technical and review support to all aspects of the Program and deliverables generated (including unique deliverables such as the GARR analysis, Flood Inundation libraries, dam evaluations).
- Staff managed and reviewed deliverables for dam analyses, including Roses Lake as well as the dams evaluated as part of the watershed studies.
- Staff fully restored the Person St Greenstreet permeable pavers and began scoping a contract for annual maintenance.
- Staff has continued to manage the portfolio of Federal Emergency Management Assistance (FEMA) funded Hurricane Matthew Recovery projects. Devonwood Dam replacement was completed in November 2022. Greenock Avenue construction will begin soon with anticipated date of completion in August of 2023.
- The City was awarded Phase I of a FEMA hazard mitigation grant for Neville St. drainage improvements totaling approximately \$315,000. Phase II of the grant to fund construction is anticipated this year.
- Staff has managed the ongoing design and construction of twelve stormwater capital improvement projects (CIP) with an estimated construction value of approximately \$38M.
- Staff co-published a proceedings paper for the ASCE EWRI LID conference.
- Staff served as Stormwater Management Track abstract reviewer for the ASFPM conference in May, and coordinated and led development of a showcase at the conference focused on the Watershed Master Plan program.
- Staff presented at the ASFPM conference in May on the successes and challenges of the Watershed Master Plan program.

City Goal:

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

Objective:

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

Public Services

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Public Services

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Traffic Services and RoW Infrastructure Maintenance
General Fund: 45.9 FTEs
Stormwater Fund: 8 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

Public Services

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

Objective:

To provide timely response to traffic asset maintenance.

Performance Measures:

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

Objective:

To provide infrastructure maintenance in accordance with appropriate schedules.

Performance Measures:

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

Objective:

To complete infrastructure improvement projects within appropriate schedules.

Performance Measures:

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

Public Services

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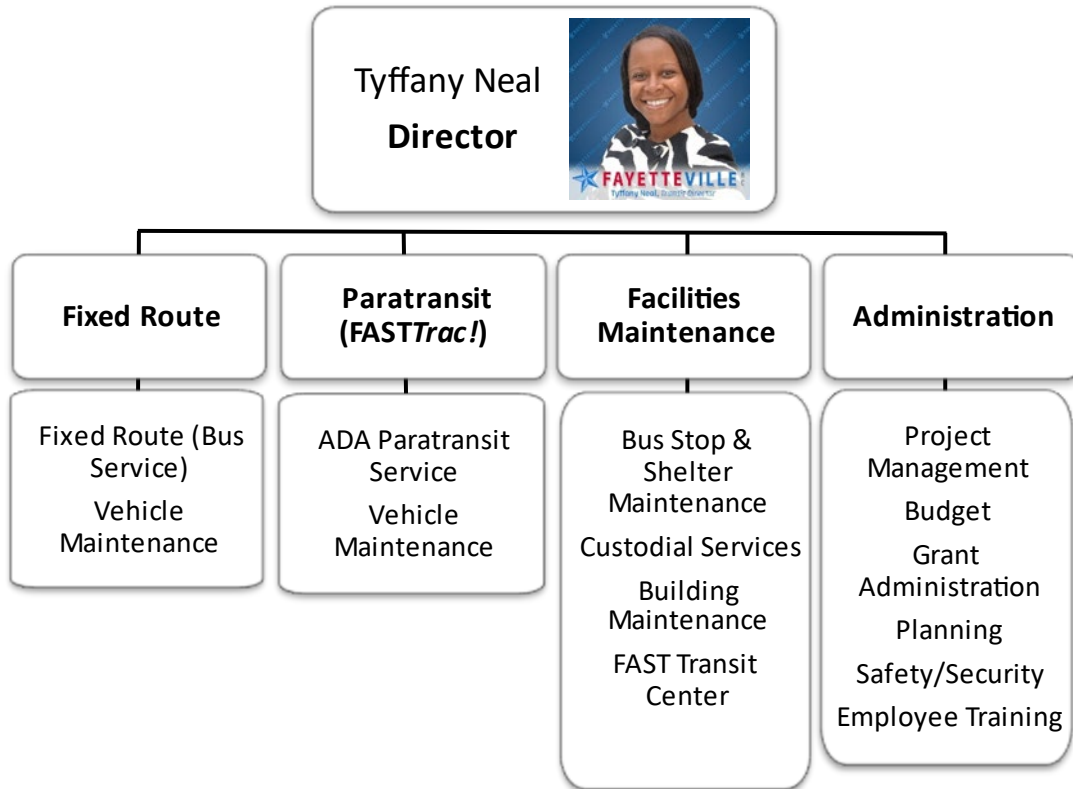
Public Services

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	33,304,257	26,792,673	38,106,167	4,801,910	14.42%
Revenue Function - Administration	24,975	30,200	25,600	625	2.50%
Revenue Function - Transportation	1,234,745	1,527,965	1,465,646	230,901	18.70%
Total Sources	34,563,977	28,350,838	39,597,413	5,033,436	14.56%

Uses					
Construction Management	1,453,096	1,484,879	1,960,210	507,114	34.90%
Pavement Preservation	4,791,236	4,793,006	4,949,759	158,523	3.31%
Engineering Administration	945,937	754,690	1,040,952	95,015	10.04%
Street Maintenance	3,387,151	3,372,494	2,685,493	-701,658	-20.72%
Traffic Services	2,893,519	2,709,756	2,906,271	12,752	0.44%
Public Services	296,668	295,000	306,800	10,132	3.42%
Safelight	1,042,200	100,000	0	-1,042,200	-100.00%
Parking Operations	1,191,830	1,266,122	1,263,357	71,527	6.00%
Right of Way Maintenance	0	8,440	7,405	7,405	0.00%
Stormwater Infr Maint	13,596,645	13,161,866	16,447,139	2,850,494	20.96%
Street Sweeping	870,485	929,186	1,562,203	691,718	79.46%
Stormwater Drainage Asst	486,866	447,704	518,145	31,279	6.42%
Non Program Expenditures - SW	1,428,014	1,513,602	1,533,278	105,264	7.37%
Solid Waste Administration	966,888	998,767	1,214,772	247,884	25.64%
Collection Services	14,436,835	15,783,436	15,437,451	1,000,616	6.93%
Non Program Expenditures	956,924	915,717	880,568	-76,356	-7.98%
Total Uses	48,744,294	48,534,665	52,713,803	3,969,509	8.14%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	14,678,420	13,607,593	16,109,019	1,430,599	9.75%
Operating Expenditures	6,489,061	7,296,150	7,016,515	527,454	8.13%
Contract Services	5,560,267	4,742,314	5,035,301	-524,966	-9.44%
Capital Outlay	3,302,841	4,403,692	2,206,920	-1,095,921	-33.18%
Transfers to Other Funds	15,307,015	15,057,015	18,830,736	3,523,721	23.02%
Debt Service	2,149,095	2,142,493	2,137,655	-11,440	-0.53%
Other Charges	1,257,595	1,285,408	1,377,657	120,062	9.55%
Total Public Services	48,744,294	48,534,665	52,713,803	3,969,509	8.14%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	14,809,807	13,518,265	13,856,890	-952,917	-6.43%
Parking Fund	1,191,830	1,266,122	1,263,357	71,527	6.00%
Solid Waste Operating Fund	16,360,647	17,697,920	17,532,791	1,172,144	7.16%
Storm Water Operating Fund	16,382,010	16,052,358	20,060,765	3,678,755	22.46%
Total Public Services	48,744,294	48,534,665	52,713,803	3,969,509	8.14%



Transit

DEPARTMENT MISSION

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

Program: Fixed Route Operations

Transit Fund: 73.5 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

To ensure reliable service FAST will perform regularly scheduled maintenance.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of scheduled routine maintenance completed on-time	Efficiency	99%	99%	100%
# of road calls per 100,000 service miles	Workload	29	29	25

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Paratransit (FASTTRAC!)

Transit Fund: 22 FTEs

Purpose Statement:

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

Transit

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Transit Facilities Maintenance

Transit Fund: 21.5 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Transit

Program: Transit Administration

Transit Fund: 9.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Transit

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	12,676,222	12,542,926	13,707,470	1,031,248	8.14%
Total Sources	12,676,222	12,542,926	13,707,470	1,031,248	8.14%

Uses					
Transit Administration	1,491,639	1,605,883	1,795,707	304,068	20.38%
FastTrac Operations	2,705,716	2,676,180	2,680,888	-24,828	-0.92%
Transit Operations	8,138,349	7,290,748	8,440,868	302,519	3.72%
Transit Maintenance	967,428	942,903	761,190	-206,238	-21.32%
Non Program Expenditures	21,910	27,212	28,817	6,907	31.52%
Total Uses	13,325,042	12,542,926	13,707,470	382,428	2.87%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	9,019,453	8,225,477	9,242,050	222,597	2.47%
Operating Expenditures	2,550,300	2,631,840	2,687,705	137,405	5.39%
Contract Services	609,716	584,486	413,565	-196,151	-32.17%
Capital Outlay	16,048	16,048	16,000	-48	-0.30%
Transfers to Other Funds	440,425	436,175	794,650	354,225	80.43%
Other Charges	689,100	648,900	553,500	-135,600	-19.68%
Total Transit	13,325,042	12,542,926	13,707,470	382,428	2.87%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Transit Operating Fund (FAST)	13,325,042	12,542,926	13,707,470	382,428	2.87%
Total Transit	13,325,042	12,542,926	13,707,470	382,428	2.87%

Operations

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**SECTION G:
SUPPORT SERVICES &
ADMINISTRATION
PORTFOLIO**

Support Services & Administration

Portfolio Overview

Budget & Evaluation

City Attorney's Office

City Manager's Office

Finance

Human Resource Development

Information Technology

Marketing & Communications

Mayor, Council & City Clerk

Support Services & Administration

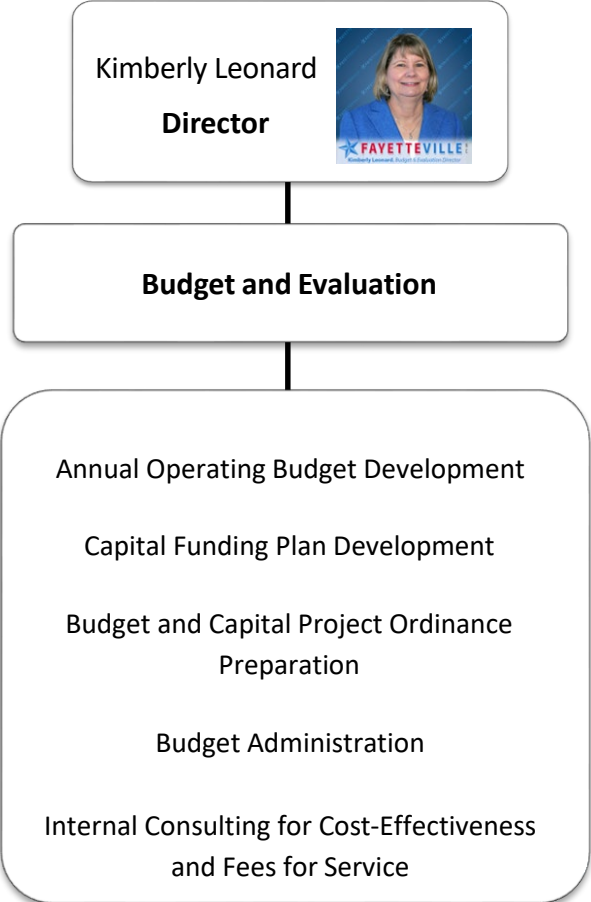
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Other Taxes	647,450	0	0	-647,450	-100.00%
Employee Benefit Contributions	11,573,898	11,999,000	11,847,812	273,914	2.37%
Other Revenues	197,893	242,600	243,800	45,907	23.20%
Investment Income	220,400	143,900	143,900	-76,500	-34.71%
Other Financing Sources	118,649	118,649	0	-118,649	-100.00%
Fund Balance Appropriation	215,852	0	1,083,000	867,148	401.73%
Interfund Charges	21,419,940	20,861,019	23,179,914	1,759,974	8.22%
Total Sources	34,394,082	33,365,168	36,498,426	2,104,344	6.12%

Uses					
Personnel Services	15,285,762	14,625,274	16,718,472	1,432,710	9.37%
Operating Expenditures	33,069,487	33,374,083	35,557,796	2,488,309	7.52%
Contract Services	2,521,141	2,956,449	3,591,279	1,070,138	42.45%
Capital Outlay	192,262	235,137	82,274	-109,988	-57.21%
Transfers to Other Funds	1,917,200	2,355,200	2,697,463	780,263	40.70%
Other Charges	418,787	746,947	736,261	317,474	75.81%
Total Uses	53,404,639	54,293,090	59,383,545	5,978,906	11.20%

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Budget and Evaluation	547,499	526,490	618,370	70,871	12.94%
City Attorney's Office	1,851,464	1,902,060	2,090,069	238,605	12.89%
City Manager's Office	2,835,962	2,939,065	2,944,914	108,952	3.84%
Finance	14,819,153	16,796,716	16,160,703	1,341,550	9.05%
Human Resource Development	23,715,541	22,655,491	26,006,666	2,291,125	9.66%
Information Technology	7,621,534	7,485,673	9,229,836	1,608,302	21.10%
Marketing and Communications	940,733	927,491	978,697	37,964	4.04%
Mayor, City Council, and City Clerk	1,072,753	1,060,104	1,354,290	281,537	26.24%
Total Support Services & Administration	53,404,639	54,293,090	59,383,545	5,978,906	11.20%

Uses by Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	19,658,007	20,706,944	22,885,119	3,227,112	16.42%
Safety and Workers's Comp Fund	2,383,893	2,787,079	2,600,500	216,607	9.09%
Property and Liability Fund	2,469,340	2,461,619	2,647,114	177,774	7.20%
Risk Management Fund	21,753,501	20,473,142	23,944,000	2,190,499	10.07%
Fleet Management Internal Service Fund	7,139,898	7,864,306	7,306,812	166,914	2.34%
Total Support Services & Administration	53,404,639	54,293,090	59,383,545	5,978,906	11.20%

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: 5.2 FTEs

Purpose Statement:

To develop, communicate, and administer the City's annual operating budget and capital funding plans, monitor adherence to the annual budget, and serve as an internal consultant to evaluate service delivery plans, including fees for service and cost-effectiveness.

Highlights:

- Supported City Management and City Council during the development of the FY 2023 Annual Operating Budget that was adopted by the City Council in June 2022.
- Led the FY 2023-2027 Capital Improvement Plan (CIP) development process, including presentation of the recommended funding plan and document to Council in February, 2022; providing continued support for Council amendment of the proposed plan as the plan is scheduled for Council adoption in June, 2022.
- Providing continued support for the budget development process for the FY 2024 Annual Operating Budget, beginning December 2022 and concluding in June 2023.
- Providing continued support for departments with preparation of multi-year project appropriations, including parks and recreation bond projects and pandemic recovery projects.
- Participated in the implementation process for the Oracle Enterprise Performance Measurement (EPM) module.

City Goal:

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

Objective:

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

Budget & Evaluation

Key Performance Measures:	<u>FY 2022</u>	<u>FY 2023 Estimated</u>	<u>FY 2024 Target</u>
# of General Fund portfolios or other funds that exceed annual budget appropriation	0.00	0.00	0.00
% variance in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	(2.77%)	(3.53%)	(3.00%)
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	3.77%	3.08%	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	12.78%	14.25%	12.00%

Budget and Evaluation

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	30	0	0	-30	-100.00%
Total Sources	30	0	0	-30	-100.00%

Uses					
Non-Service	0	7,500	0	0	0.00%
Budget and Evaluation	547,499	518,990	618,370	70,871	12.94%
Total Uses	547,499	526,490	618,370	70,871	12.94%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	528,953	471,464	597,750	68,797	13.01%
Operating Expenditures	17,596	18,327	19,614	2,018	11.47%
Contract Services	805	36,554	891	86	10.68%
Other Charges	145	145	115	-30	-20.69%
Total Budget and Evaluation	547,499	526,490	618,370	70,871	12.94%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	547,499	526,490	618,370	70,871	12.94%
Total Budget and Evaluation	547,499	526,490	618,370	70,871	12.94%



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: 6.0 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:

- Decreased the document review time from 10 days of receipt to 5 business days of receipt.
- Provided review of contracts while assuring all contracts met requirements for legal compliance.
- Provided advice and opinions to all departments, boards and commissions, and governing board in a timely manner.

City Goal:

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

Objective:

To provide timely review of documents.

Performance Measures:

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

Objective:

To provide advice and opinions to departments.

Performance Measures:

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

Program: Litigation

General Fund: 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 representation.

City Goal:

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

Objective:

To provide in-house representation.

Performance Measures:

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

Objective:

City Attorney's Office

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Real Estate

General Fund: 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:

City Attorney's Office

- Completed all related title research and legal memorandums for Development Services requests. Continued to manage the leased properties for the City.
- Provided Real Estate services to all departments within the City limits to include Airport, Fire, Transit, City Attorney's Office, Parks and Recreation, and Public Services.
- Continued to negotiate and acquire needed easements for rights-of-way, sidewalks, and bus stops. Continued to acquire property for various Parks and Recreation Bond projects.
- Continued to research, meet with property owners, and acquire needed permission forms and easements for stormwater projects to include the Adam Street Drainage, North Street Drainage and Sunbury Drainage projects, spot repair projects.
- Acquired the needed property for the Greenock FEMA project.
- Completed all the related title research needed for Community Development loan programs and acquisition programs.
- Prepared and mailed approximately 300 notification letters for sidewalk, stormwater, traffic and resurfacing projects.

City Goal:

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

Objective:

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

Performance Measures:

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

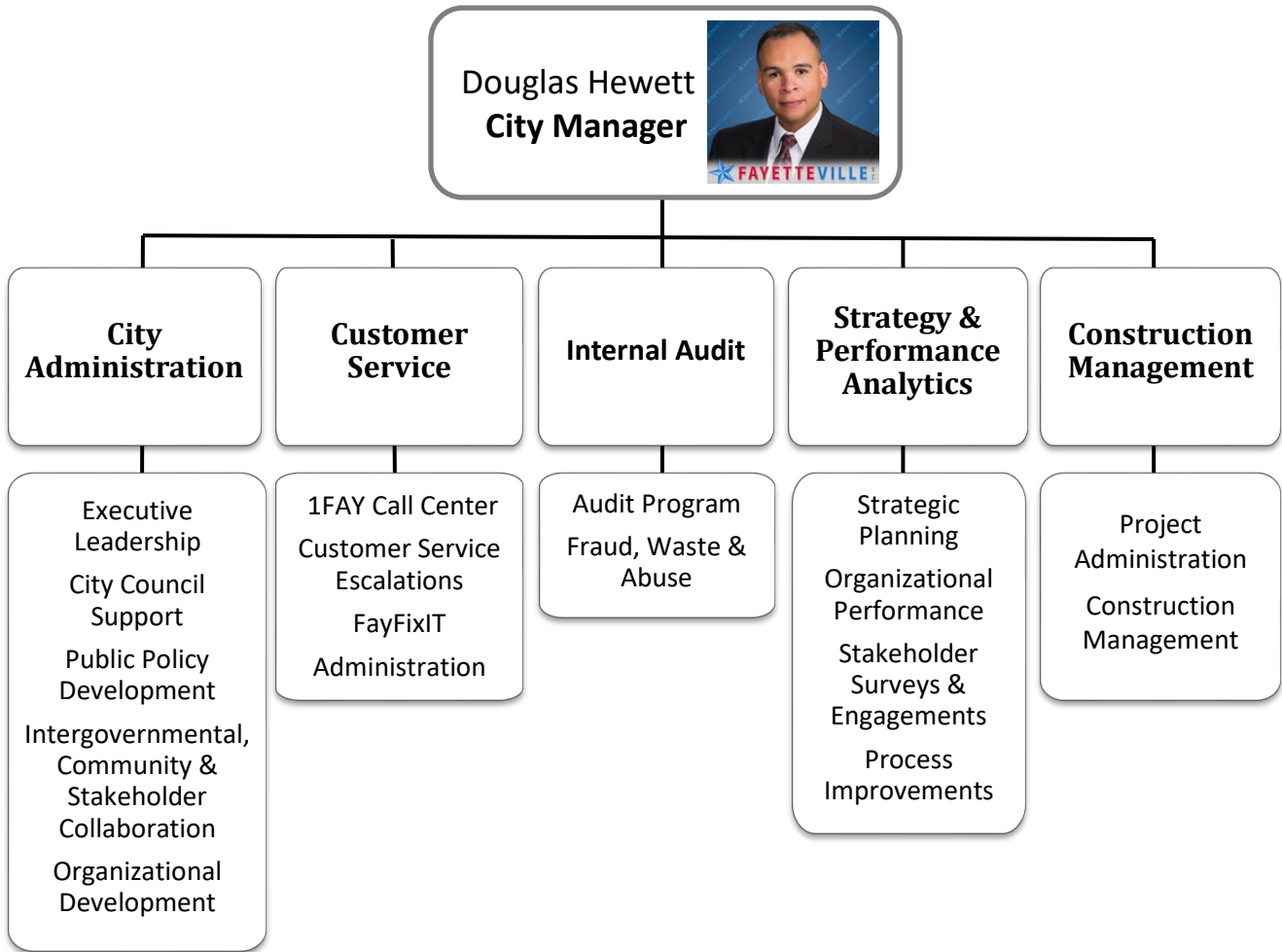
City Attorney's Office

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
City Attorney's Office	1,501,353	1,555,167	1,712,508	211,155	14.06%
Information Technology	0	2,100	0	0	0.00%
Real Estate	350,111	344,793	377,561	27,450	7.84%
Total Uses	1,851,464	1,902,060	2,090,069	238,605	12.89%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	1,385,715	1,435,482	1,651,924	266,209	19.21%
Operating Expenditures	84,051	84,858	78,842	-5,209	-6.20%
Contract Services	380,299	380,299	358,959	-21,340	-5.61%
Capital Outlay	1,000	1,000	0	-1,000	-100.00%
Other Charges	399	421	344	-55	-13.78%
Total City Attorney's Office	1,851,464	1,902,060	2,090,069	238,605	12.89%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	1,851,464	1,902,060	2,090,069	238,605	12.89%
Total City Attorney's Office	1,851,464	1,902,060	2,090,069	238,605	12.89%

City Manager's Office



DEPARTMENT MISSION

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

Program: City Administration

General Fund: 9.8 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To be a regional employer of choice, building organizational talent.

Performance Measures:

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

Objective:

To be recognized for exemplary communication, engagement and collaboration.

City Manager's Office

Performance Measures:

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

Objective:

Citizens will enjoy quality public services in a timely manner.

Performance Measures:

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

Program: Customer Service Center
General Fund: 5.0 FTEs

Purpose Statement:

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

Highlights:

- The Call Center, in partnership with the Strategic Performance Office (SPA), collaborated on a QuEST project which improved processes and developed a mechanism to track performance results on going.
- During the pandemic, the Call Center transitioned successfully to a remote posture.
- A staff cohort of cross-department leads for FayFixit worked to refine the application and align staff processes with customer service expectations.
- The Call Center, has partnered with the City's IT department on the Citibot Chat feature project, to improve customer engagement and another form of communicating with the Call Center via a chat feature, for resolution of their reported issues.
- See Click Fix (FayFixIT) to be user friendly to appeal to residents, to report their issues and to enhance more residents to communicate via the FayFixIT in the app or on our website.

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

<p><i>Program: Internal Audit</i></p>
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<p><i>General Fund: 3.1 FTEs</i></p>

Purpose Statement:

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

City Manager’s Office

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

To provide independent and objective assurance and consulting services.

Performance Measures:

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

Program: Strategy & Performance Analytics

General Fund: 2.0 FTEs

Purpose Statement:

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

Highlights:

- **Strategic Planning:** Our department played a key role in supporting and implementing the strategic planning process of the City of Fayetteville. By providing comprehensive data analytics and performance metrics, we facilitated informed decision-making and helped align strategic goals with actionable outcomes.
- **Performance Improvement Initiatives:** We spearheaded performance improvement initiatives aimed at optimizing operational efficiency and effectiveness. Through lean methodologies and process optimization, we have streamlined workflows, reduced waste, and enhanced overall performance across multiple departments.
- **High Performing Organization Training:** As part of our commitment to fostering a culture of excellence, our department took proactive measures to educate and empower staff members about the principles and practices of being a High Performing Organization (HPO).
- **Continuous Improvement Culture:** Our department actively promoted a culture of continuous improvement within the City of Fayetteville. By exposing staff to lean methodologies and encouraging innovation, we have cultivated a mindset focused on seeking efficiencies, enhancing service delivery, and achieving measurable outcomes.
- **Enhanced Data Analytics:** Our department successfully implemented advanced data analytics techniques to discover valuable insights and trends. By leveraging data-driven strategies, we have provided valuable decision-making support to various departments within the City of Fayetteville.
- **Performance Reporting and Accountability:** We refined the performance reporting framework to track progress towards organizational goals, in a more efficient and effective manner. Through regular reporting and data visualization, we have enhanced transparency, accountability, and supported data-driven decision-making at all levels of the organization.

City Manager's Office

- **Monthly PerformanceStat Briefings:** Our department successfully coordinated monthly PerformanceStat briefings for the City of Fayetteville. These briefings served as a platform for departments to come together and share their performance results, discuss challenges, and identify opportunities for improvement. By fostering a collaborative environment, we encouraged cross-departmental learning and data-driven discussions, leading to enhanced performance outcomes and continuous improvement.
- **Collaborative Partnerships:** We fostered strong collaborations with internal and external stakeholders, including community partners, to enhance data sharing and collaboration. By working together, we have expanded our analytic capabilities and achieved a more comprehensive understanding of the city's challenges and opportunities.

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Construction Management

Capital Project Fund Ordinances: 5.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To provide total budgetary estimates for proposed projects.

Performance Measures:

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

Objective:

To provide an accurate initial schedule for proposed projects.

Performance Measures:

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

City Manager's Office

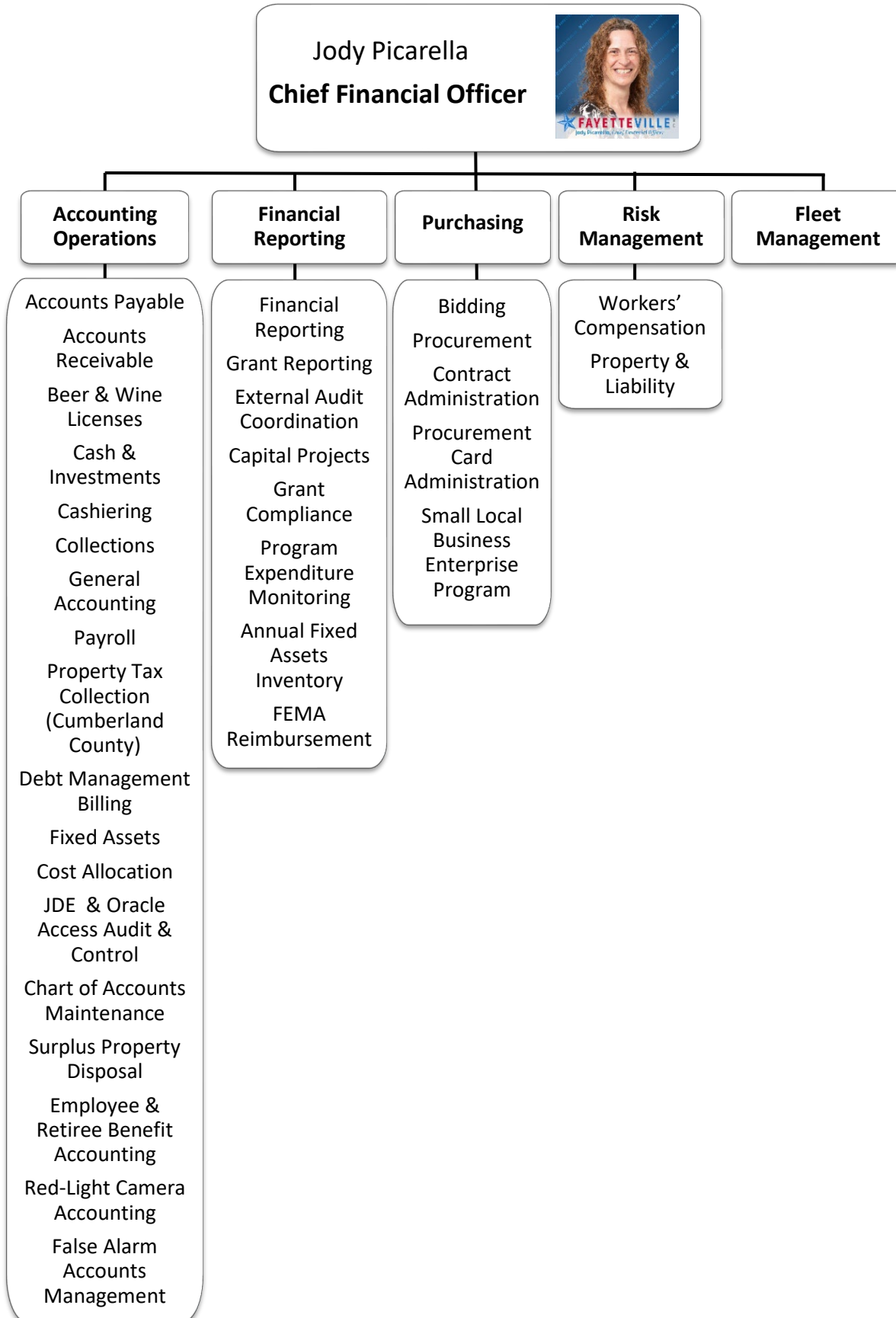
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	646,430	0	0	-646,430	-100.00%
Total Sources	646,430	0	0	-646,430	-100.00%

Uses					
City Manager	1,817,926	2,051,815	1,910,130	92,204	5.07%
Construction Division	33,225	82,208	92,544	59,319	178.54%
Customer Call Center	287,196	292,880	328,895	41,699	14.52%
Internal Audit	397,006	274,710	296,636	-100,370	-25.28%
Strategic & Performance Analytics	300,609	237,452	316,709	16,100	5.36%
Total Uses	2,835,962	2,939,065	2,944,914	108,952	3.84%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	2,417,606	2,294,454	2,572,152	154,546	6.39%
Operating Expenditures	140,126	180,944	196,105	55,979	39.95%
Contract Services	162,805	93,242	159,257	-3,548	-2.18%
Other Charges	115,425	370,425	17,400	-98,025	-84.93%
Total City Manager's Office	2,835,962	2,939,065	2,944,914	108,952	3.84%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	2,835,962	2,939,065	2,944,914	108,952	3.84%
Total City Manager's Office	2,835,962	2,939,065	2,944,914	108,952	3.84%

Finance



DEPARTMENT MISSION

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

Program: Accounting Operations

General Fund: 17.1 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Finance

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Financial Reporting

General Fund: 5.0 FTEs

Purpose Statement:

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

and agreements for departments and provides any necessary feedback prior to execution. Financial Reporting also provides customer service to other departments, including assistance with financial monitoring visits by grantor agencies and providing day-to-day guidance and training on proper classification of expenditures. The program completes required financial reports for federal, state, and other agencies and project closeouts in a timely and efficient manner.

Highlights:

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

City Goal:

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

Objective:

To provide accurate and timely financial information.

Performance Measures:

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

Finance

Program: Purchasing

General Fund: 5.2 FTE

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Program: Risk Management

Risk Management Fund: 1.8 FTEs

Purpose Statement:

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

Highlights:

- Risk Management continues to enforce the City of Fayetteville light duty program for workers' compensation employees in order to reduce the number of loss time claims. These claims are six times more expensive to manage than medical only claims. To date in FY 2022, 100% of loss time claims have been processed through the light duty program.
- Staff continues to utilize the DOT database to monitor all essential drivers employed by the City, reducing the time previously required to run and review driver history reports. Staff has been able to detect various licensing issues and assist or advise employees of the means to correct such issues, reducing liability for the City and ensuring essential drivers are able to continue to perform their duties.
- The City continues to see a downward trend in workers' compensation and general liability claims as a result of increased training, increased departmental accountability, and continued vigilance in mitigating open claims in a timely manner to minimize cost.

City Goal:

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

Objective:

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

Performance Measures:

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

Finance

Program: Fleet Management

Fleet Maintenance Fund: 33.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Finance

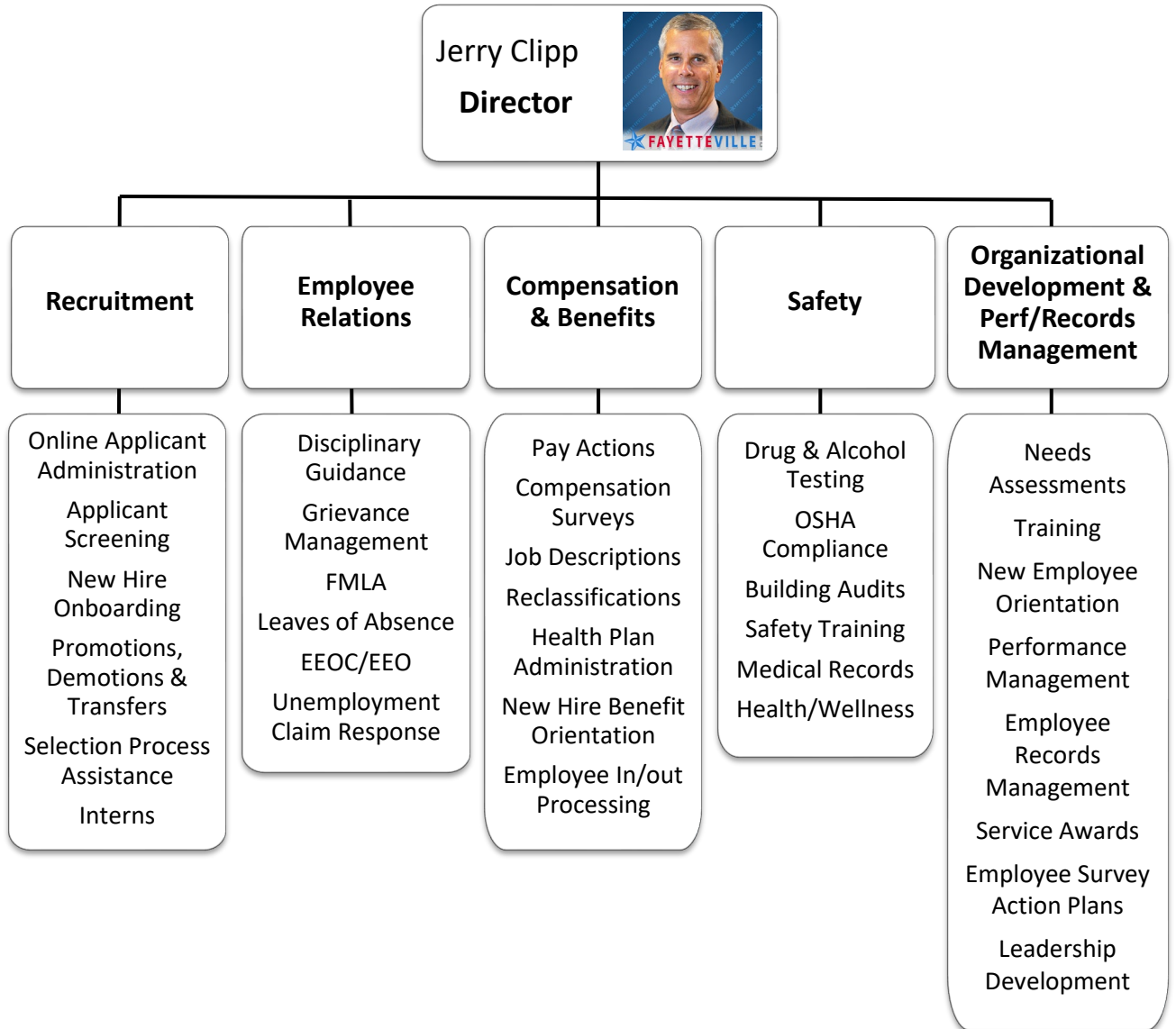
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	9,609,238	10,314,019	9,953,926	344,688	3.59%
Total Sources	9,609,238	10,314,019	9,953,926	344,688	3.59%

Uses					
Finance	3,177,787	4,003,742	3,947,389	769,602	24.22%
Safety & Worker's Comp	1,818,186	2,466,941	2,065,754	247,568	13.62%
Worker's Comp - Non Program Ex	213,942	108	193,634	-20,308	-9.49%
Risk Mgmt - General Liability	2,469,268	2,461,547	2,647,042	177,774	7.20%
Risk Mgmt Fd28-Non-Program Exp	72	72	72	0	0.00%
Fleet Maintenance	7,139,898	7,864,306	7,306,812	166,914	2.34%
Total Uses	14,819,153	16,796,716	16,160,703	1,341,550	9.05%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	5,014,775	4,503,105	5,432,222	417,447	8.32%
Operating Expenditures	8,550,934	10,249,304	8,679,292	128,358	1.50%
Contract Services	801,104	1,305,676	1,417,306	616,202	76.92%
Capital Outlay	191,262	191,262	33,110	-158,152	-82.69%
Transfers to Other Funds	0	216,000	62,500	62,500	0.00%
Other Charges	261,078	331,369	536,273	275,195	105.41%
Total Finance	14,819,153	16,796,716	16,160,703	1,341,550	9.05%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Fleet Management Internal Service Fund	7,139,898	7,864,306	7,306,812	166,914	2.34%
General Fund	3,177,787	4,003,742	3,947,389	769,602	24.22%
Property and Liability Fund	2,469,340	2,461,619	2,647,114	177,774	7.20%
Safety and Workers's Comp Fund	2,032,128	2,467,049	2,259,388	227,260	11.18%
Total Finance	14,819,153	16,796,716	16,160,703	1,341,550	9.05%

Human Resources Development



Human Resources Development

DEPARTMENT MISSION

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

Program: Compensation/Benefits

General Fund: 4.3 FTEs

Risk Management Fund: 1.4 FTEs

Purpose Statement:

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

Highlights:

- Significant time dedicated to configuration and implementation of new ERP system and migrating other internal processes/forms to be automated.
- Completed a compensation study to include range adjustments and step plan adjustments; implemented 4% of midpoint increases and public safety step increases.
- Reviewed benefit plans for maximum value for employees while controlling costs to the City.
- Renewed benefits for FY 2022/2023 with an approximate 5.5% increase to the health plan and no increase to the dental or vision plan. Continued to implement cost saving changes to the pharmacy benefit.
- Ongoing guidance provided to ensure compliance with federal and state laws in such areas as Fair Labor Standards Act (FLSA), Department of Labor’s Wage and Hour division (DOL), and Section 125 of the IRS code.

City Goal:

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

Objective:

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

Performance Measures:

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

Human Resources Development

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

Objective:

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

Performance Measures:

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

Program: Employee Relations

General Fund: 2.1 FTEs

Purpose Statement:

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

Highlights:

- Significant time dedicated to configuration and implementation of new ERP system and migrating other internal processes/forms to be automated.
 - Areas managed with this program include: performance improvement plans (PIP), disciplinary actions, considerations of dismissal and dismissals, initial intake of employee concerns, supervisory guidance on employee matters, resolution of workplace issues, serious incident investigations, coordination of grievance and appeal hearings, and ensuring awareness of policies and procedures.
- Averaging intake of about five (5) contacts per week for guidance on employee relations matters, which does not include the assistance provided and review of disciplinary actions and coordination of grievance hearings.
- Provide ongoing guidance to ensure compliance with the disciplinary process, grievance process, PIPs, and the Family and Medical Leave Act.

City Goal:

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

Human Resources Development

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Recruitment

General Fund: 5.0 FTEs

Purpose Statement:

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

Highlights:

- Significant time dedicated to configuration and implementation of new ERP system and migrating other internal processes/forms to be automated.
- Continued outreach and collaboration with Fort Bragg, colleges/universities, other local agencies, and attending job fairs to announce and promote job opportunities.
- Increased visibility on social media platforms to aid in recruitment efforts and promote the City’s job opportunities.
- Monitored departmental hiring practices to review for consistency and compliance with Equal Employment Opportunity Commission (EEOC) requirements.

City Goal:

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

Human Resources Development

Objective:

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

Performance Measures:

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

Program: Safety

Risk Management Fund: 2.6 FTEs

Purpose Statement:

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

Highlights:

- Workplace safety promoted by offering annual classroom and online training to all employees.
- Hazards in the workplace reduced through annual comprehensive safety audits of workspaces.
- Managed COVID-19 response and traced all exposures and positive cases.
- Organized and attended City and department safety committee meetings to improve safety awareness, including assisting FAST with the development of their safety committee.
- Maintained compliance with OSHA parts 1910 and 1926, North Carolina Department of Transportation Regulation, North Carolina Substances Act, and American Health Insurance Portability and Accountability Act (HIPPA).
- Improved efforts in employee wellness by offering classes including stress management, regular fitness challenges, and increased participation in the wellness program.
- Undergoing policy review and training program development by partnering with the shareholders in different departments to meet the needs of the city's needs.
- Reduction in the city DART rate as well as began tracking the total recordable incident rate in an effort to reduce the total number of recordable incidents within the city.

City Goal:

Human Resources Development

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

Objective:

To manage an OSHA compliant safety program that promotes workplace safety, a work environment free from recognized hazards likely to cause physical harm to employees, and an environment that provides health and wellness programs and activities to assist with promoting a healthy workforce.

Performance Measures:

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

Program: Organizational Development and Training

General Fund: 3.6 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Human Resources Development

Performance Measures:

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

Objective:

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

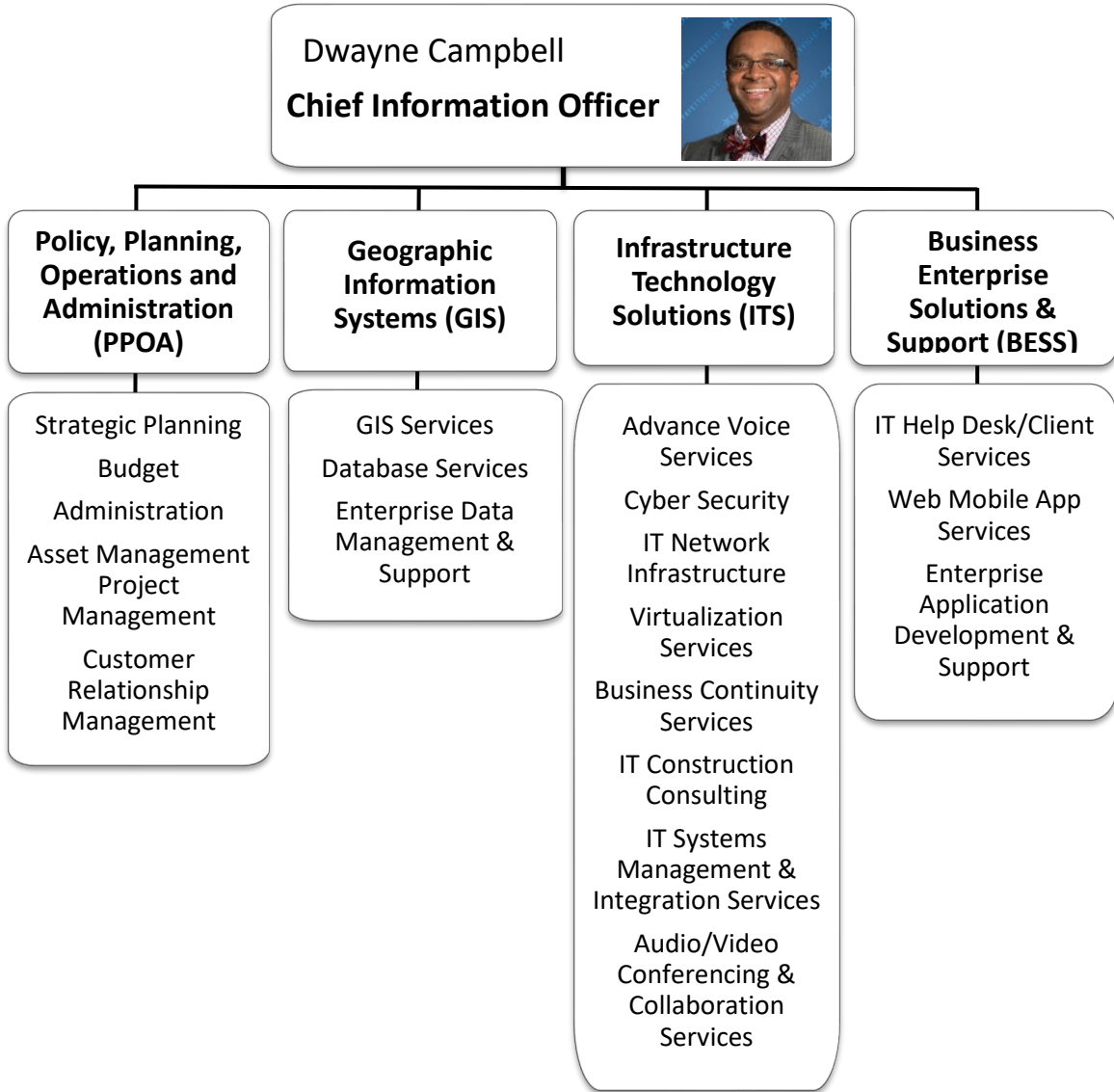
Performance Measures:

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

Human Resource Development

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	24,137,394	23,051,149	26,544,500	2,407,106	9.97%
Total Sources	24,137,394	23,051,149	26,544,500	2,407,106	9.97%
Uses					
Human Resource Development	1,610,275	1,862,319	1,721,554	111,279	6.91%
Worker's Comp - Safety	351,765	320,030	341,112	-10,653	-3.03%
Risk Management	20,531,266	19,112,652	22,860,463	2,329,197	11.34%
Risk Mgmt - Non-Program Exp	1,222,235	1,360,490	1,083,537	-138,698	-11.35%
Total Uses	23,715,541	22,655,491	26,006,666	2,291,125	9.66%
Uses by Type					
	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	1,608,732	1,830,011	1,868,569	259,837	16.15%
Operating Expenditures	20,497,620	19,037,340	22,522,516	2,024,896	9.88%
Contract Services	323,614	280,427	331,017	7,403	2.29%
Transfers to Other Funds	1,222,000	1,444,000	1,083,000	-139,000	-11.37%
Other Charges	63,575	63,713	201,564	137,989	217.05%
Total Human Resource Development	23,715,541	22,655,491	26,006,666	2,291,125	9.66%
Fund					
	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	1,610,275	1,862,319	1,721,554	111,279	6.91%
Risk Management Fund	21,753,501	20,473,142	23,944,000	2,190,499	10.07%
Safety and Workers's Comp Fund	351,765	320,030	341,112	-10,653	-3.03%
Total Human Resource Development	23,715,541	22,655,491	26,006,666	2,291,125	9.66%

Information Technology



DEPARTMENT MISSION

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

Program: Business Enterprise Solutions and Support

General Fund: 12.2 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To deliver efficient, innovative, high quality technology services.

Performance Measures:

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

Information Technology

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

Program: Geographic Information Systems

General Fund: 2.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To improve communication among departments for an enhanced customer experience.

Information Technology

Performance Measures:

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

Program: Infrastructure Technology Solutions

General Fund: 5.1 FTEs

Purpose Statement:

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

Highlights:

- Completed IT construction requirements for Airport Renovation Phase 2, City Hall 1st Floor Renovation for Council Chambers/Development Services and Bill Crisp Senior Center.
- Upgraded network switch infrastructure in City Hall Data Center.
- Completed connection to City’s data network for Spring Lake Recreation Center.
- Provided IT Support and consultation for PD’s Crime Initiative and several construction projects, such as Airport Renovation Phase II, Recreation Center West, City Hall 1st Floor Renovation, Jordon Soccer Complex, Alexander Street Renovation, New Fire Station 4.
- Completed PCI Compliance Audit.
- Upgraded Netmotion for Public Safety and Development Services Remote connectivity.

City Goal:

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

Objective:

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

Information Technology

Performance Measures:

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

Program: Policy, Planning, Operations, and Administration

General Fund: 9.7 FTEs

Purpose Statement:

The Policy, Planning, Operations & Administration (PPOA) Program partners with City departments in technology project planning by utilizing a standard project management methodology across multiple project types, managing project resource allocations, and mitigating risk factors associated with project implementations. This group maintains vendor relations, provides consultation in regards to automation technology, and facilitates procurement of technology resources in accordance with City and state law. Staff coordinates departmental service delivery enterprise-wide and ensures that customer expectations are met or exceeded, helps the department develop and maintain relationships with the City customer base while resolving customer complaints, and develops business plans for service requests. Asset management staff assists in the development and implementation of procedures to track City assets, and to perform quality controls throughout asset management lifecycles. This program serves as the connection to IT for all administration and business operations, including general management oversight, resource management for IT, and facilitation of policy creation and updates.

Highlights:

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

City Goal:

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

Information Technology

Objective:

To deliver efficient, innovative, high quality technology services.

Performance Measures:

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

Information Technology

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Information Technology	7,621,534	7,485,673	9,229,836	1,608,302	21.10%
Total Uses	7,621,534	7,485,673	9,229,836	1,608,302	21.10%
Uses by Type					
Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	2,948,660	2,780,142	3,139,920	191,260	6.49%
Operating Expenditures	3,304,103	3,329,023	3,562,376	258,273	7.82%
Contract Services	669,026	676,763	920,993	251,967	37.66%
Capital Outlay	0	0	49,164	49,164	0.00%
Transfers to Other Funds	695,200	695,200	1,551,963	856,763	123.24%
Other Charges	4,545	4,545	5,420	875	19.25%
Total Information Technology	7,621,534	7,485,673	9,229,836	1,608,302	21.10%
Fund					
Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	7,621,534	7,485,673	9,229,836	1,608,302	21.10%
Total Information Technology	7,621,534	7,485,673	9,229,836	1,608,302	21.10%

Marketing & Communications

Loren Bymer
Director



Marketing & Communications
(Internal & External)

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

Marketing & Communications

DEPARTMENT MISSION

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

Program: Auxiliary Services

General Fund: 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:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Program: Communications

General Fund: 8.0 FTEs

Purpose Statement:

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

Marketing & Communications

Highlights:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Objective:

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

Marketing & Communications

Performance Measures:

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

Objective:

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

Performance Measures:

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

Marketing and Communications

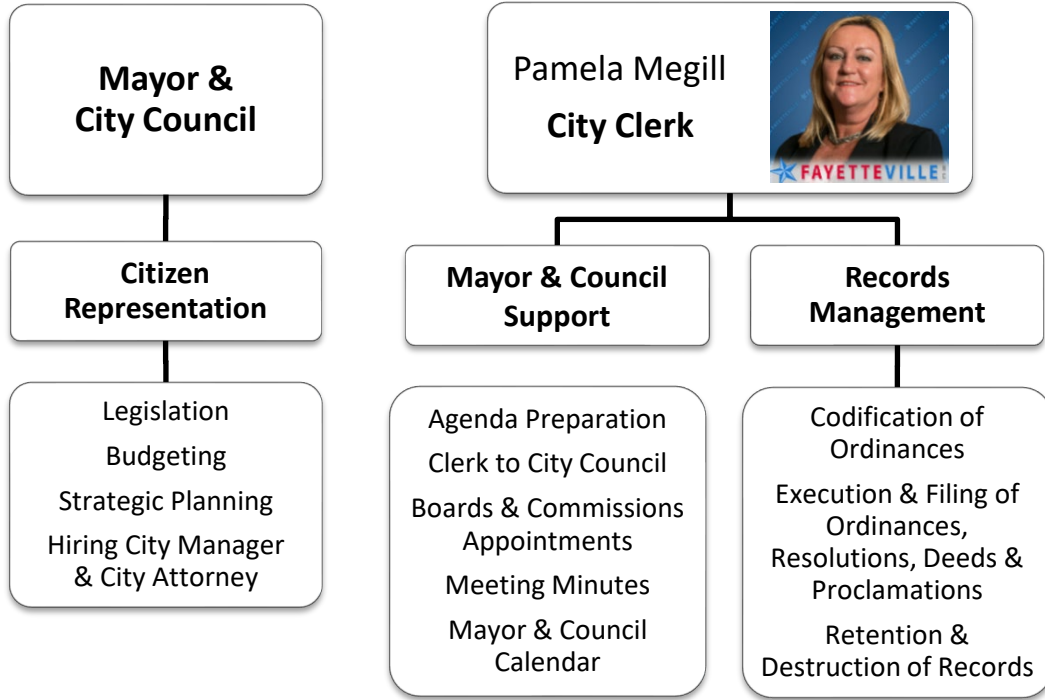
Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Sources					
Non-Service	990	0	0	-990	-100.00%
Total Sources	990	0	0	-990	-100.00%

Uses					
Marketing & Communications	856,724	839,999	898,426	41,702	4.87%
Print Shop	71,326	76,268	69,178	-2,148	-3.01%
Mail Room	12,683	11,224	11,093	-1,590	-12.54%
Total Uses	940,733	927,491	978,697	37,964	4.04%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	751,151	694,800	797,873	46,722	6.22%
Operating Expenditures	176,294	216,783	165,834	-10,460	-5.93%
Contract Services	45,288	45,288	45,300	12	0.03%
Other Charges	-32,000	-29,380	-30,310	1,690	-5.28%
Total Marketing and Communications	940,733	927,491	978,697	37,964	4.04%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	940,733	927,491	978,697	37,964	4.04%
Total Marketing and Communications	940,733	927,491	978,697	37,964	4.04%

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: 1.0 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:

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

City Goal:

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

Objective:

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

Performance Measures:

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

Mayor, Council & City Clerk

Program: Mayor & Council Support

General Fund: 1.5 FTEs

Purpose Statement:

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

Highlights:

- Provided minutes, agendas, and scheduling organization for work sessions, regular meetings, and special City Council meetings.
- Produced numerous proclamations, certificates of achievement, and letters of recommendation and support.
- Supported additional committees, boards, and organizations with minutes and agendas.
- Provided excellent customer service to the Mayor, City Council Members, residents, and City staff.

City Goal:

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

Objective:

To ensure 100% appointment of qualified applicants for Board and Commission appointment.

Performance Measures:

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

Objective:

To ensure information is distributed in a timely manner.

Performance Measures:

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

Mayor, Council & City Clerk

Objective:

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

Performance Measures:

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

Objective:

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

Performance Measures:

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

Program: Records Management

General Fund: 0.5 FTEs

Purpose Statement:

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

Highlights:

- Maintained City minutes, ordinances, resolutions, and contracts and agreements.
- Coordinated shredding of out-of-date records for all City departments.

City Goal:

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

Objective:

To comply with North Carolina General Statutes for Records Management.

Performance Measures:

Mayor, Council & City Clerk

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

Objective:

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

Performance Measures:

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

Mayor, City Council, and City Clerk

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Mayor and Council	817,264	793,056	1,077,573	260,309	31.85%
Clerk - Mayor/Council Support	194,297	203,338	209,732	15,435	7.94%
Records Retention	61,192	63,710	66,985	5,793	9.47%
Total Uses	1,072,753	1,060,104	1,354,290	281,537	26.24%

Uses by Type	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Personnel Services	630,170	615,816	658,062	27,892	4.43%
Operating Expenditures	298,763	257,504	333,217	34,454	11.53%
Contract Services	138,200	138,200	357,556	219,356	158.72%
Capital Outlay	0	42,875	0	0	0.00%
Other Charges	5,620	5,709	5,455	-165	-2.94%
Total Mayor, City Council, and City Clerk	1,072,753	1,060,104	1,354,290	281,537	26.24%

Fund	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
General Fund	1,072,753	1,060,104	1,354,290	281,537	26.24%
Total Mayor, City Council, and City Clerk	1,072,753	1,060,104	1,354,290	281,537	26.24%

**SECTION H:
OTHER APPROPRIATIONS**

Other Appropriations

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

Personnel Services

- \$2,358,487 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$1,578,200 to fund separation allowance payments for retired law enforcement officers.
- \$58,900 to fund unemployment insurance expenditures.
- \$150,000 to fund potentially required contributions to the retirement system for pension benefits that exceed contribution-based benefit caps.
- \$6,871,849 has been set aside for raises in the amount of 4% and a 1% 401 (K) increase for non-sworn employees, and for sworn law enforcement officers there is a step increase and an adjustment to the step to reflect the market.
- \$26,654 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.
- \$ 19,748,567 to record an efficiency savings for a 15% reduction in overall salaries plus additional efficiency savings.

Operating Expenditures

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

Contract Services

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

Capital

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

Transfers to Other Funds

- \$520,387 from the General Fund to support operations in the Parking Fund.
- \$8,460,660 from the General Fund to the Transit Fund to support operations.

Other Appropriations

Debt Service

- \$17,684,757 for Capital Funding Plan debt service in the General Fund, with \$6,460,973 allocated toward future bond debt. In addition, there is \$28,500 for future issuance costs. Details of the debt service payments are listed in Section J.
- \$38,635 in arbitrage payments to fund projected tax payments for variances in the allowed interest rates over actuals.

Other Charges

- \$16,833,957 for payments to the County and other municipalities for the sales tax agreement.
- \$166,753 for payments to Spring Lake for the Fort Bragg annexation agreement for the sharing of state revenues (\$100,121 for Powell Bill proceeds, \$19,042 for Beer & Wine taxes, and \$47,590 for Video Programming utility taxes).
- \$1,646,000 for fuel inventory purchases for the City's fuel site, offset by \$1,696,700 in cost redistributions to City departments for fuel usage.
- \$890,000 for intergovernmental payments to the City's Public Works Commission for water and sewer assessments and associated interest payments assessed by the City on its behalf.
- \$10,000 for potential taxes on acquired property and \$250,000 for the Cape Fear Regional Theater.
- \$10,000 for property tax refunds.
- \$1,780,028 for the LEOSSA Fund for expected increases to fund balance.

Other Appropriations

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	1,210,628	1,385,575	6,637,255	5,426,627	448.25%
8121000	Social Security	92,644	104,758	507,801	415,157	448.12%
8122010	General	151,335	151,395	817,082	665,747	439.92%
8122030	401K	0	0	66,527	66,527	0.00%
8122060	Firemen	0	134,442	0	0	0.00%
8122070	401K Non-Sworn	111	95	595,077	594,966	536005.41%
8131010	Medical Insurance	0	2,072,209	2,300,298	2,300,298	0.00%
8132010	Life Insurance	57,387	57,827	60,519	3,132	5.46%
8133010	Dental Insurance	104	93	104	0	0.00%
8136010	Unemployment Insurance	21,600	57,157	58,900	37,300	172.69%
8137010	Workers' Compensation	298	310	527	229	76.85%
Total	Personnel Services	1,534,107	3,963,861	11,044,090	9,509,983	619.90%
Operating Expenditures						
8201500	Utilities	8,736	7,700	8,100	-636	-7.28%
8201600	Stormwater Fees	14,047	14,338	14,338	291	2.07%
8211000	Supplies - Regular	2,800	2,800	2,354	-446	-15.93%
8233100	Maintenance - Equipment	14,299	14,299	14,849	550	3.85%
8251100	Telephone	50	43	45	-5	-10.00%
8252100	Postage	0	10	9	9	0.00%
8285100	Insurance Premiums	845,023	1,348,898	1,470,288	625,265	73.99%
8286100	Claim Settlements	369,050	277,000	312,000	-57,050	-15.46%
8291100	Rents	240,825	222,037	224,823	-16,002	-6.64%
Total	Operating Expenditures	1,494,830	1,887,125	2,046,806	551,976	36.93%
Contract Services						
8410100	Accounting, Auditing & Legal	27,600	8,000	8,000	-19,600	-71.01%
8450100	Credit Card Fees	161,900	199,000	218,900	57,000	35.21%
8490100	Other Contract Services	65,300	13,445	13,545	-51,755	-79.26%
Total	Contract Services	254,800	220,445	240,445	-14,355	-5.63%
Capital Outlay						
8440100	Service Charges	7,500	0	38,635	31,135	415.13%
Total	Capital Outlay	7,500	0	38,635	31,135	415.13%
Transfers to Other Funds						
8912100	Transfer to CIP Fund	9,822,984	11,966,689	17,684,757	7,861,773	80.03%
8916100	Transfer to Parking Fund	561,600	512,633	520,387	-41,213	-7.34%
8961100	Transfer to Transit Operating Fd	4,565,422	7,631,824	8,460,660	3,895,238	85.32%
Total	Transfers to Other Funds	14,950,006	20,111,146	26,665,804	11,715,798	78.37%
Debt Service						
8721100	Cost of Issuance	26,000	28,500	28,500	2,500	9.62%
Total	Debt Service	26,000	28,500	28,500	2,500	9.62%
Other Charges						
8607100	Penalties and Fines	10,000	42,284	10,000	0	0.00%
8610100	Other Charges	10,000	10,000	260,000	250,000	2500.00%
8610400	Miscellaneous	1,857,400	1,144,647	-17,968,539	-19,825,939	-1067.40%
8612100	Community Relations	1,751,574	0	0	-1,751,574	-100.00%
8620100	Intergovernmental Payments	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
8630100	Annexation Payments	9,128,503	10,002,972	17,000,710	7,872,207	86.24%
8815100	Fuel Inventory	1,135,000	1,733,000	1,646,000	511,000	45.02%
8892100	Cost Redistribution-Fuel	-1,185,700	-1,783,700	-1,696,700	-511,000	43.10%
Total	Other Charges	15,226,777	12,294,203	141,471	-15,085,306	-99.07%
Total	Uses	33,494,020	38,505,280	40,205,751	6,711,731	20.04%

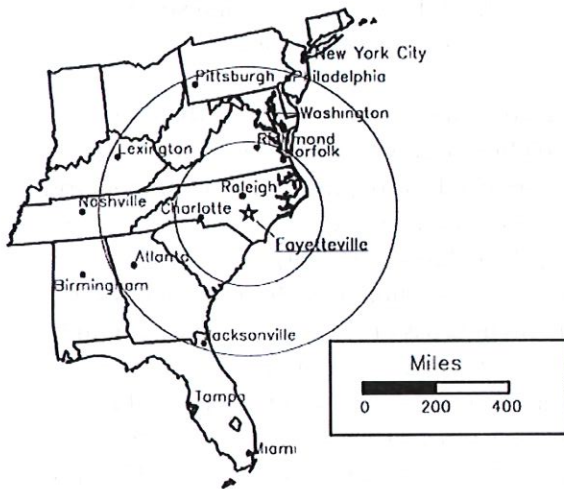
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**SECTION I:
FAYETTEVILLE AT A GLANCE**

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.

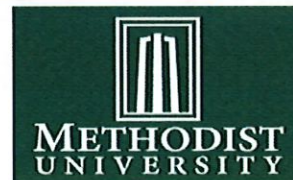


The City encompasses portions of Fort Bragg Army Post and is adjacent to Pope Army Airfield, which together forms one of the largest military complexes in the world. The bases add significantly to the Fayetteville area economy and to the culture of the community. Fort Bragg has traditionally been known 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, master's and doctoral levels. Methodist University (MU) is a private university that was established by the North Carolina Conference of the United Methodist Church. MU offers bachelor's degrees in over 80 fields of study and four graduate degree programs. Fayetteville Technical Community College (FTCC) is a member of the North Carolina Community College System. FTCC offers over 250 programs of study leading to the award of associate degree, certificate or diploma.



Fayetteville at a Glance

The City is the home of several attractions, including:

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

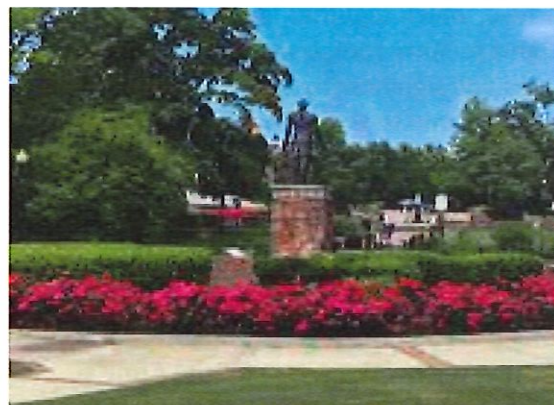


- The North Carolina Veterans Park (NCVP) is located adjacent to the ASOM and is the first state park dedicated to military veterans from all branches of the Armed Services. Features of the NCVP include a fused glass service ribbon wall, an

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

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

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



Fayetteville 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 that involved extensive market research, including interviews with residents, visitors and civic leaders. The

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

FIND A WAY
WE
CARE FOR ONE ANOTHER
PROTECT THE WORLD
ALWAYS GO FURTHER

CAN DO  CAROLINA

Fayetteville at a Glance

Demographic Characteristics

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

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

Climate

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

Economy/Employment

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

Building Construction

Year	#of Permits	\$ Value
2012	4,177	305.4M
2013	4,063	253.4M
2014	2,621	249.4M
2015	2,544	262.4M
2016	2,483	360.6M
2017	1,695	198.9M
2018	1,442	303.9M
2019	1,486	181.4M
2020	1,256	179.9M
2021	1,211	206.7M

Major Civilian Employers**

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

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

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

Fayetteville's Ten Largest Taxpayers**

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

**SECTION J:
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 the City Council's primary mechanism for describing the scope of services to be performed and the improvements to be made during the year. The budget is the major fiscal policy document of the City.

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

Development of the Budget

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

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

Basics of Budgeting

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

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

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

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

Budget Approval

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

Under the Act, the City Manager, who also serves as budget officer, is required to submit the budget with a budget message to the City Council no later than June 1st. Following budget submission, the City Council receives public testimony and reviews the service and expenditure proposals contained in the proposed budget. During this period, copies of the budget are filed with the City Clerk, public library, and news media, and it is also made available on the City's website. The City Council holds an advertised public hearing and may make further changes to the budget.

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

Basics of Budgeting

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

Budget Implementation and Monitoring

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

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

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

Basics of Budgeting

Basis of Budgeting

The City budgets revenues and expenditures on a modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available.

Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which are reflected as expenditures when due. This basis of budgeting is used for all funds of the City - governmental and proprietary.

Budgetary Amendment and Control

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

Departments are aligned in portfolio groups as follows:

Community Investment

- Development Services
- Economic and Community Development
- Human Relations

Operations

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

Support Services and Administration

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

Other Appropriations

- Other Appropriations

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

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

Although the legal appropriation is at the portfolio level or fund level, control of expenditures is exercised at various levels within each portfolio appropriation. The City Manager has authorized the Assistant City Managers to reallocate available resources between departments within the portfolio they manage as they determine to be appropriate. Additionally, department directors are authorized to reallocate available resources between expenditures categories within their department, consistent with the City's work plan.

Basis of Accounting

All funds of the City are accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt which is recognized when due.

The City's Comprehensive Annual Financial Report presents government-wide statements on a full accrual basis. Fund financial statements for governmental and fiduciary funds are presented on a modified accrual basis, while fund financial statements for proprietary funds are presented on a full accrual basis.

Revenues are classified by funds and sources with the following categories being used in the budget document: ad valorem taxes, other taxes, intergovernmental revenue, functional revenues, other revenues, interfund charges, investment income, interfund transfers, and other financing sources.

Expenditures are classified by fund, portfolio, department, program, category and object of expenditure. Expenditures are separated into seven major categories: personnel, operating, contract services, capital outlay, transfers to other funds, debt service and other charges. The categories are defined below:

- **Personnel** - Services provided by regular and temporary City employees. This category includes salaries and wages and fringe benefit costs such as social security, medical, pension, 401K, workers' compensation and dental expenses.
- **Operating** - Supplies and services used in the daily operation of City departments. The category includes utilities, supplies, maintenance services, vehicle operations, communication services (printing, postage, telephone, etc.), travel and training expenditures, insurance coverage and other services (rents, etc.).
- **Contract Services** - Services that are performed by persons or firms with specialized skills and knowledge. Examples include legal, medical, engineering and consulting services.
- **Capital Outlay** - Expenditures for the acquisition, construction, renovation or improvement of land, buildings, other structures or equipment. Equipment classified in this category costs \$5,000 or more and has a useful life of more than one year.
- **Transfers to Other Funds** - This category includes transfers to other funds, including transfers between annual operating funds, transfers to internal service funds, and transfers to capital project and special revenue project funds.
- **Debt Service** - This category includes capital lease payments and bond debt service payments.
- **Other Charges** - This category includes all other expenditures that are not classified in the above categories, including appropriations of projected excess revenues to balance funds and dedicated funding source revenues and expenditures.

Revenue Assumptions

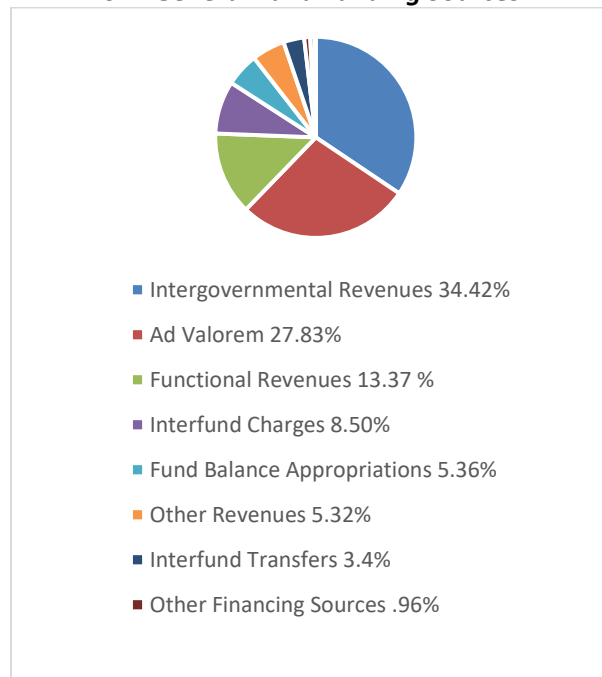
Overview

Different techniques and methods are used to assist the City in estimating future revenue sources. The following information outlines significant revenue assumptions used to project revenues for the 2024 fiscal year.

GENERAL FUND REVENUES

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 34.42 percent, and ad valorem taxes estimated at 27.83 percent of total revenues for fiscal year 2024. Functional revenues are estimated to provide 13.37 percent and fund balance appropriations are projected to account for 5.36 percent of total funding sources. The remaining 19.02 percent of funding sources are projected to be provided by a combination of financing proceeds and interfund transfers (other financing sources), other miscellaneous revenues and taxes, and investment income. Each of these funding sources is explained in greater detail in this section.

FY 2024 General Fund Funding Sources



Ad Valorem Taxes

The budgeted tax rate for the fiscal year 2024 is recommended to increase 7.00 cents to 56.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$15,083,901,130 and collection rates estimated at 99.16 percent for real and personal property and motor vehicles are based on net collections.

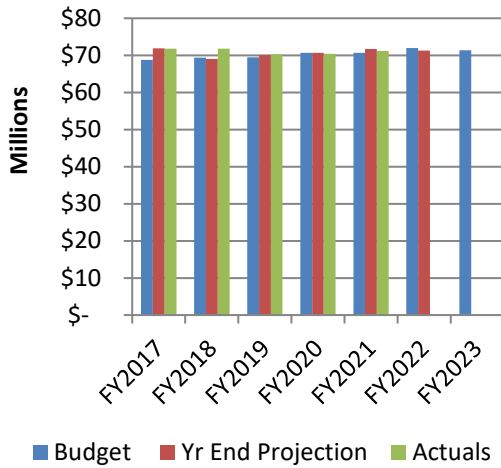
The fiscal year 2024 current year property tax collections are projected to be \$73,864,630, which is a 3.45 percent increase from the fiscal year 2023 year-end estimate. Prior year taxes and penalties are projected to total \$388,911 for FY 24.

FY 2024 real and personal property taxable values are projected to be \$13,079,955,914, which represents an increase of \$83,280,423 or 0.16 percent as compared to estimated fiscal year 2023 values. The projected taxable property value is based on tax valuation data provided by the Cumberland County Tax Office on April 30, 2023. The projected collection rate for the fiscal year 2023 is 99.16 percent.

Motor vehicle taxable property values for fiscal year 2024 are projected to be \$2,003,945,216 which is consistent with fiscal year 2023 projected values.

Revenue Assumptions

General Fund Property Tax Revenues



resource, restrictions may be placed on the use of these proceeds.

State Shared Revenues

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

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 \$652,700 for the fiscal year 2024 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 the collection of beer and wine license fees, peddler and solicitor permit fees, and special event permits. Revenue projections for the fiscal year 2024 total \$883,864.

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

Intergovernmental Revenues

This revenue source represents funds received from other governmental units. Depending upon the source and nature of the

Sales Tax Distributions

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

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

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

Revenue Assumptions

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

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

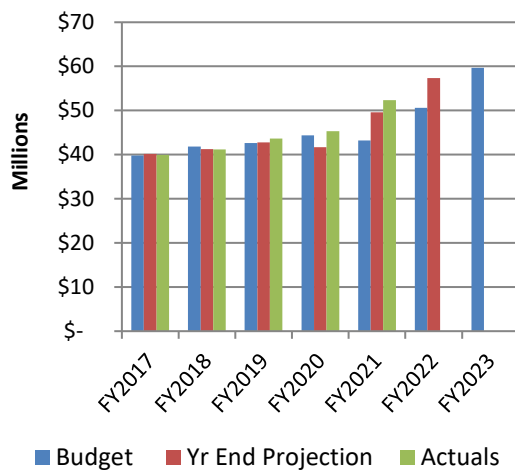
Utility Tax Distributions

The utility tax distributions are derived from three different sources: electricity and natural gas sales tax, telecommunications sales tax, and video programming sales tax. Total utility tax distributions from the State are projected to be \$12,139,069 in the fiscal year 2024, up 0.76 percent from the fiscal year 2023 original budget projection of \$12,047,000.

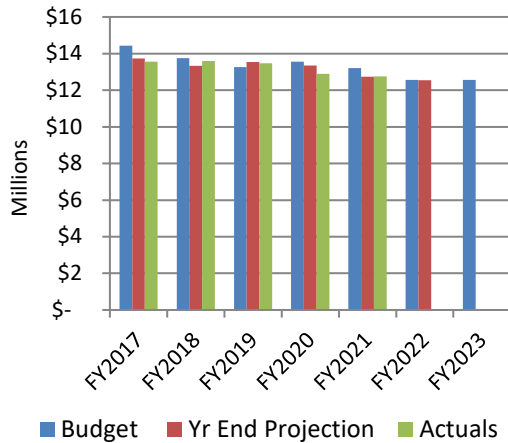
Although there is an overall projected budget increase in utility tax, these year-end projections are informed by statewide projections prepared by the NCLM. Accordingly, it is predicted that telecommunication taxes will decrease by 9.4% in FY 2024. Sales taxes on telecommunication services are generally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

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

General Fund Sales Tax Distributions



General Fund Utility Tax Distributions



Other State Shared Revenues

State street aid, commonly referred to as Powell Bill revenues, is influenced by projections supplied by the NCLM and state budget information. The proceeds of this tax are distributed based 75 percent on population and 25 percent on the number of miles of city-maintained streets. For the fiscal year 2024, the per capita rate is projected to be \$21.66 with a population estimate of 208,530; the per mile rate is projected to be \$1,675.48 with a municipal street mileage estimate of 748.26 miles. On this basis, Powell Bill revenues are expected to total \$5,904,384 in the fiscal year 2024, a 2.3 percent decrease from the fiscal year 2023.

The State levies an excise tax on the production of beer and wine in North Carolina. This revenue is shared with the cities on a per capita basis. The NCLM projects a 4.6 percent decrease in statewide beer and wine tax collections in the current fiscal year. For fiscal year 2024, the NCLM anticipates modest 2.1 percent growth in beer and wine taxes from fiscal year 2023. On this basis, it is projected that the City will receive \$865,684 in beer and wine tax proceeds for the fiscal year 2023 and \$883,864 in the fiscal year 2024.

Consistent with the Fort Bragg annexation agreement, the City must remit payments to Spring Lake to ensure a 70 percent to 30 percent share of state-shared revenues related to the Fort Bragg annexation. For the fiscal year 2023, projected payments related to Powell Bill and beer and wine taxes total \$119,163.

Local Revenues

The most significant local intergovernmental revenue source is a payment in lieu of taxes from the Public Works Commission (PWC). This payment is specified in the revised City Charter at 2.45 percent of total electric fund net assets for the prior completed fiscal year. For fiscal year 2023, the projected payment totals \$12,405,712. Since that projection, an agreement was made with PWC to pay back \$4,000,000 that was provided to the City during COVID. The payment will be paid back in 2023 and 2024 by withholding 2,000,000 each year from the intergovernmental payment. Therefore the 2023 payment is now projected at \$ 10,405,712. For fiscal year 2024, that payment will be \$10,243,713, based upon 2.45 percent of electric fund net assets for the fiscal year ending June 30, 2023.

Intergovernmental revenues from Cumberland County are based upon formulas specified in the interlocal agreements for the operations of the Hazardous Materials Response Team, the consolidated parks and recreation program, fire protection for specific parcels in the Lafayette Village, Lake Rim, Bonnie Doone and West Area Fire Districts, and for funding agreements for the Franklin Street parking deck and the Segra Stadium funding plan. These revenues are projected to total \$4,589,877 in the fiscal year 2024, as compared to \$4,911,478 originally budgeted for the fiscal year 2023 and \$4,372,591 projected for the fiscal year 2023.

Revenue Assumptions

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

Other Functional Revenues

This category is comprised of various revenues for services provided by the City, licenses and permits issued by the City and the rental of City property.

The fee schedule in the appendix includes a comprehensive list of recommended fees for fiscal year 2024, including changes to be implemented effective July 1, 2023. The changes proposed are minor in nature and primarily recommended to improve clarity and administrative functions, as such revenue projections have not been adjusted on the basis of the proposed fee structure changes.

Permit and fee revenues for the fiscal year 2023 are projected to be \$2,079,238, which is 15.28 percent above the current budget and 31.5 percent above the actual fiscal year 2022 revenues. The revenue increase from the prior year primarily reflects the impacts of several commercial developments that required building and inspection activity.

Fiscal year 2024 revenue projections total \$1,761,620, reflecting anticipated levels of building and trade permit activity.

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

Public Services revenues for the fiscal year 2024 are projected to be \$740,500, 17.6 percent above the current year budget. The positive budget variance primarily reflects higher reimbursements for computerized traffic signal service agreements with NCDOT. Projected revenues for the fiscal year 2024 indicate an increase of \$111,010.

Development Services fees for zoning services for fiscal years 2023 and 2024 are projected to be \$59,000 and \$55,000 respectively, as compared to the fiscal year 2023 original budget of \$53,600.

Public safety revenues for the fiscal year 2023 and fiscal year 2024 are budgeted at \$1,489,879 and \$1,491,360 respectively.

Parks and Recreation revenues for the fiscal year 2024 are budgeted at \$5,531,120.

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

Other Revenues

Refunds and Sundry revenues include miscellaneous revenues projected based on historical trends, and other estimated revenues such as donations, and nongovernmental grants.

Fiscal year 2023 and 2024 revenues include \$59,224 and \$24,685 respectively for loan payments from Greyhound for a Capital Funding Plan loan for up-fit expenditures at the new transit multimodal center. \$148,660 is projected to be received in the fiscal year 2024 from tax value guarantee payments for the downtown redevelopment site for the stadium funding plan.

Revenue Assumptions

Indirect cost allocations are the largest funding source in Other Revenues for the fiscal year 2024 and are projected at \$2,954,474 with modest growth over current cost allocation plans.

Investment Earnings

Investment earnings are the amount of revenue received from the investment of idle cash. This source of revenue is roughly estimated based on the projected cash position of the City and projected future investment earning rates. For the fiscal year 2024, rates of return on investments have been projected to increase in the fiscal year 2024 based on economic conditions. Therefore, a rate of 2% was conservatively imputed.

Other Financing Sources

Other financing sources projected for the fiscal year 2024 consist of transfers from other funds and anticipated loan proceeds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

Interfund transfers projected to be received by the General Fund in the fiscal year 2024 include: \$52,986 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck; \$158,726 from the Parking Fund for a contribution for debt service on the stadium; and \$1,083,000 from the Risk Management fund as an interfund loan for the stadium funding plan.

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

Fund Balance

An appropriation of fund balance may be necessary to balance projected revenues and expenditures. The level of appropriation is determined by the difference between the projected expenditure appropriations and estimated revenues for the upcoming fiscal year.

The fiscal year 2023 fund balance appropriation for the General Fund totals \$5,578,266.

CENTRAL BUSINESS TAX DISTRICT FUND

The tax rate for the Central Business Tax District for the fiscal year 2024 is recommended to remain at 10.0 cents per 100 dollars of property valuation. On this basis, the fiscal year 2024 current year property tax collections are projected to be \$156,140, an increase of 8.07 percent from the fiscal year 2023 projections.

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

EMERGENCY TELEPHONE SYSTEM FUND

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

For fiscal year 2023 and fiscal year 2024, operating costs are offset by current revenues. The fund is not projected to use accumulated fund balance over fiscal years 2023 and 2024. The North Carolina 911 Board requires funded Public Safety Answering

Revenue Assumptions

Points (PSAPs) to expend accumulated dedicated fund balance, and limits the amount of fund balance to be carried forward.

PARKING FUND

The original budget for leased parking spaces and hourly parking fees for the fiscal year 2023 anticipated total revenues of \$507,901 based upon a full fiscal year.

For fiscal year 2024, revenues for leased parking spaces and hourly fees for parking are projected to total \$573,995, reflecting a full year of revised hours for on-street parking.

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

The original budget for the fiscal year 2023 anticipated total parking citation revenues of \$113,369, reflecting extended parking enforcement hours from 9:00 am to 9:00 pm Monday through Friday and the implementation of paid on-street parking. Projected revenues for the fiscal year 2024 are estimated at \$116,612.

The Public Works Commission is projected to pay \$65,273 in the fiscal year 2023 and \$60,139 in the fiscal year 2024 to fund its proportionate share of operating costs and capital maintenance reserves for the Franklin Street Parking Deck.

Traditionally, revenues generated for the Parking Fund have not been sufficient to fully support operating costs for downtown parking, requiring transfers from the General

Fund to balance expenditures. The original budget for the fiscal year 2023 anticipated that the General Fund would provide a transfer of \$561,600 to the Parking Fund to support its operations through the transition to on-street paid parking and full revenue collections for the Hay Street Parking Deck. As of February 28, the projected transfer from the General Fund to the Parking Fund for the fiscal year 2023 year-end is \$504,857. The fiscal year 2024 budgeted transfer from the General Fund to the Parking Fund is projected to be \$512,611 to balance revenues and expenditures.

The original budget also considered that the Parking Fund would provide transfers to the General Fund of \$158,726 per year consistent with the Stadium Funding Plan. Accordingly, this transfer to the general fund is still being applied annually.

PWC ASSESSMENT FUND

The PWC assessment fund is used to account for fees assessed to customers for water and wastewater improvements. The fees are assessed and collected by the City, and remitted to PWC. For the fiscal year 2023, it is projected that total revenues for assessments and associated interest will be \$2520,000. For the fiscal year 2024, those revenues are projected to increase to \$890,000. These projections are estimated based on information received from the staff of the PWC.

AIRPORT FUND

The largest sources of revenue to fund Airport operations are lease payments and franchise fees paid for the use of City property at the Fayetteville Regional Airport. These revenues are projected to total \$3,989,251 in the fiscal year 2024 based on known leases and agreements and relatively stable historical

Revenue Assumptions

trends. The revenues are expected to comprise 61.56 percent of total Airport operating revenues.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$358,292 for the fiscal year 2023 based upon current agreements, and \$322,265 for fiscal year 2024. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport. In fiscal year 2022, the Airport received two federal grant awards under the Airports Coronavirus Response Grant Program (ACRGP) to assist with pandemic recovery. The fiscal year 2023 projections include \$754,194 of federal operating assistance and \$18,487 in federal concessions relief grant funds. The fiscal year 2024 projections include \$17,622 of ACRGP concessions relief funding. The ACRGP concessions relief grant will provide financial relief to airport vendors for fiscal years 2022 through 2026 totaling \$232,210.

Landing fees paid by various companies are expected to be \$258,270 and \$236,310 in both fiscal years 2023 and 2024 respectively, indicating a gradual return to pre-pandemic revenues.

Generally, Airport Fund revenues exceed expenditures, allowing for the accumulation of assets to be used for future capital improvements. The use of \$1,216,664 of accumulated net assets (fund balance) is projected to balance the Airport Fund in the fiscal year 2024, primarily related to \$1,100,000 for transfers for capital projects and \$166,773 for capital equipment and improvements.

SOLID WASTE FUND

The residential solid waste fee is the primary fee supporting Solid Waste Division

operations. For fiscal year 2024, staff recommends that the annual fee increase from \$225 to \$265 per single-family residential unit. Based upon the increased fee, revenues for the fiscal year 2024 are projected to total \$16,449,193.

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

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

STORMWATER FUND

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

Stormwater fee revenue projections for the fiscal year 2023 for collections are projected to total \$11,260,810. For the fiscal year 2024, stormwater fee revenues are projected to be \$11,460,487, a modest increase of 1.77 percent as compared to the fiscal year 2023 projections.

The North Carolina Department of Transportation (NCDOT) reinstated its contract with the City to sweep state-maintained roads within the city as of March 4, 2022. Projected contract payments of \$31,497.75 per quarter, or \$125,991 per year.

In the fiscal year 2024, Stormwater Fund expenditures are projected to exceed revenues by \$8,341,661, requiring the use of the Stormwater Fund fund balance. This use

Revenue Assumptions

of the accumulated fund balance is due to the increased transfer to the Stormwater Capital Project Fund beginning in the fiscal year 2023.

TRANSIT FUND

The Transit Fund generally receives apportionment grants from the federal government for the operation of transit services. These grants may be used to fund ADA services, vehicle and general maintenance, limited operating costs and specific service enhancements.

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

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

The Transit System is projected to generate a total of \$105 in fare revenues in fiscal year 2023, compared to the original budget of \$675,177. The reduction is due to the suspension of fares for social distancing purposes due to the COVID-19 pandemic. Full fares are scheduled to be reinstated on July 1, 2023. For fiscal year 2024, these revenues are projected to total \$973,495, based on current fare rates.

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

Other fees and service revenues primarily consist of advertising revenues and are

projected to total \$143,600 and \$160,000 in fiscal years 2023 and 2024, respectively.

Transit operating costs not funded from the revenues above and other miscellaneous revenues must be funded by a transfer from the General Fund. For fiscal year 2023, the transfer is projected to total \$7,631,824 as compared to the originally budgeted transfer of \$4,565,422. For fiscal year 2024, the General Fund transfer to the Transit Fund is projected to total \$8,460,660.

LEOSSA FUND

The LEOSSA Fund (Law Enforcement Officers Special Separation Allowance Fund) is supported through interfund charges for employee benefits, primarily charged to the General Fund. The fund revenues are projected based on the estimated earnings of sworn law enforcement personnel during the fiscal year and an actuarially determined funding rate, which is currently set at 12.32 percent of earnings.

FLEET MAINTENANCE FUND

The Fleet Maintenance Fund is used to account for costs associated with centralized maintenance operations for automotive and other equipment used by all City departments. These costs are billed to the departments receiving the services.

RISK MANAGEMENT FUND

The Risk Management Fund is primarily funded through interfund charges to other funds for services including workers' compensation benefits, health and dental benefits and property and casualty insurance coverage. These charges are projected based on historical trends and estimated charges needed to finance expected expenditures.

Revenue Assumptions

In addition, employees and retirees also contribute to the Risk Management Fund for health and dental coverage for individual and dependent coverage. Contributions are projected based on the anticipated number of participants and rates needed to fund expected claims expenditures.

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

Development Services

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	3,162,668	3,063,454	3,502,398	339,730	10.74%
8113000	Longevity Pay	45,395	43,457	47,970	2,575	5.67%
8121000	Social Security	245,418	226,780	271,603	26,185	10.67%
8122010	General	388,176	377,486	456,222	68,046	17.53%
8122070	401K Non-Sworn	30,965	30,602	33,083	2,118	6.84%
8131010	Medical Insurance	446,161	434,696	499,015	52,854	11.85%
8132010	Life Insurance	615	361	660	45	7.32%
8133010	Dental Insurance	21,183	19,972	22,716	1,533	7.24%
8137010	Workers' Compensation	86,618	83,895	95,860	9,242	10.67%
8140100	Temporary Services	0	5,304	0	0	0.00%
Total	Personnel Services	4,427,199	4,286,007	4,929,527	502,328	11.35%
Operating Expenditures						
8211000	Supplies - Regular	11,350	10,969	9,543	-1,807	-15.92%
8211100	Supplies - One-time	7,775	7,775	7,250	-525	-6.75%
8211200	Small Equipment-Not Computer	390	7,603	0	-390	-100.00%
8211300	Small Computer Equipment	5,000	5,000	0	-5,000	-100.00%
8212010	Uniform Purchases	5,246	5,246	10,634	5,388	102.71%
8213100	Food	600	600	520	-80	-13.33%
8233100	Maintenance - Equipment	0	13,220	0	0	0.00%
8237100	Software License/Data Storage Fees	19,550	11,094	16,821	-2,729	-13.96%
8241110	Fleet Maintenance Charges	55,842	105,000	80,880	25,038	44.84%
8244100	Vehicle Expenditure - Other	160	3,422	300	140	87.50%
8245100	Vehicle Fuel	45,150	52,200	49,600	4,450	9.86%
8251100	Telephone	41,634	16,194	16,682	-24,952	-59.93%
8252100	Postage	16,190	11,300	13,297	-2,893	-17.87%
8253100	Printing	5,690	3,480	3,060	-2,630	-46.22%
8254100	Advertising	29,890	32,277	19,825	-10,065	-33.67%
8255100	Photo Copier	10,464	10,712	7,343	-3,121	-29.83%
8261100	Local Mileage	100	10	30	-70	-70.00%
8263100	Travel, Training & Conferences	29,629	29,285	22,634	-6,995	-23.61%
8270100	Memberships & Dues	9,525	9,525	12,178	2,653	27.85%
Total	Operating Expenditures	294,185	334,912	270,597	-23,588	-8.02%
Contract Services						
8430100	Medical Services	0	0	301	301	0.00%
8490100	Other Contract Services	314,043	320,988	302,011	-12,032	-3.83%
Total	Contract Services	314,043	320,988	302,312	-11,731	-3.74%
Capital Outlay						
8540100	Equipment - Office	0	39,504	0	0	0.00%
8560100	Equipment - Motor Vehicles	218,000	323,542	206,030	-11,970	-5.49%
Total	Capital Outlay	218,000	363,046	206,030	-11,970	-5.49%
Other Charges						
8603100	Employee Appreciation	1,325	1,325	845	-480	-36.23%
8612100	Community Relations	100	100	100	0	0.00%
8650100	Agency/Commission Payments	900	900	900	0	0.00%
Total	Other Charges	2,325	2,325	1,845	-480	-20.65%
Total	Uses	5,255,752	5,307,278	5,710,311	454,559	8.65%

Economic and Community Development

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	445,603	441,558	480,868	35,265	7.91%
8113000	Longevity Pay	3,844	8,052	7,996	4,152	108.01%
8114000	Other Pay	234	252	252	18	7.69%
8121000	Social Security	34,404	33,172	37,418	3,014	8.76%
8122010	General	54,413	54,629	62,852	8,439	15.51%
8122070	401K Non-Sworn	4,458	4,419	4,808	350	7.85%
8131010	Medical Insurance	0	49,574	60,789	60,789	0.00%
8132010	Life Insurance	73	100	81	8	10.96%
8133010	Dental Insurance	2,590	2,693	2,767	177	6.83%
8137010	Workers' Compensation	12,143	12,142	13,207	1,064	8.76%
Total	Personnel Services	557,762	606,591	671,038	113,276	20.31%
Operating Expenditures						
8201500	Utilities	29,593	41,000	41,700	12,107	40.91%
8201600	Stormwater Fees	8,770	8,770	994	-7,776	-88.67%
8211000	Supplies - Regular	5,500	4,600	3,616	-1,884	-34.25%
8211200	Small Equipment-Not Computer	50,000	50,000	0	-50,000	-100.00%
8211300	Small Computer Equipment	0	0	2,340	2,340	0.00%
8213100	Food	4,100	4,100	3,495	-605	-14.76%
8244100	Vehicle Expenditure - Other	0	12	0	0	0.00%
8251100	Telephone	1,910	2,335	2,407	497	26.02%
8252100	Postage	230	200	189	-41	-17.83%
8253100	Printing	1,570	610	549	-1,021	-65.03%
8254100	Advertising	5,250	5,841	3,290	-1,960	-37.33%
8255100	Photo Copier	2,000	2,000	2,725	725	36.25%
8261100	Local Mileage	400	220	0	-400	-100.00%
8263100	Travel, Training & Conferences	7,388	11,908	5,554	-1,834	-24.82%
8270100	Memberships & Dues	3,600	3,600	4,015	415	11.53%
Total	Operating Expenditures	120,311	135,196	70,874	-49,437	-41.09%
Contract Services						
8450100	Credit Card Fees	120	170	150	30	25.00%
8490100	Other Contract Services	569,227	541,997	507,893	-61,334	-10.77%
Total	Contract Services	569,347	542,167	508,043	-61,304	-10.77%
Capital Outlay						
8510100	Land	0	0	2,340	2,340	0.00%
8560100	Equipment - Motor Vehicles	0	48,444	0	0	0.00%
Total	Capital Outlay	0	48,444	2,340	2,340	0.00%
Transfers to Other Funds						
8911100	Transfer to General Fund	39,547	55,373	52,986	13,439	33.98%
8920100	Transfer to CBTD Fund	139,274	139,274	139,724	450	0.32%
8926100	Transfer to Fed'l & St Asst	0	270,309	530,322	530,322	0.00%
Total	Transfers to Other Funds	178,821	464,956	723,032	544,211	304.33%
Other Charges						
8603100	Employee Appreciation	375	375	285	-90	-24.00%
8612100	Community Relations	54,857	0	0	-54,857	-100.00%
8640100	Not-for-Profit Payments	360,353	344,353	125,000	-235,353	-65.31%
Total	Other Charges	415,585	344,728	125,285	-290,300	-69.85%
Total	Uses	1,841,826	2,142,082	2,100,612	258,786	14.05%

Human Relations

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Personnel Services					
8111000 Salaries & Wages - Regular	218,778	153,939	217,137	-1,641	-0.75%
8121000 Social Security	16,736	11,398	16,611	-125	-0.75%
8122010 General	26,472	18,704	27,902	1,430	5.40%
8122070 401K Non-Sworn	2,187	1,540	2,211	24	1.10%
8131010 Medical Insurance	24,381	12,079	27,219	2,838	11.64%
8132010 Life Insurance	33	19	36	3	9.09%
8133010 Dental Insurance	1,152	510	1,239	87	7.55%
8137010 Workers' Compensation	5,907	4,157	5,863	-44	-0.74%
8140100 Temporary Services	0	14,500	0	0	0.00%
Total Personnel Services	295,646	216,846	298,218	2,572	0.87%
Operating Expenditures					
8211000 Supplies - Regular	5,500	5,000	4,456	-1,044	-18.98%
8212010 Uniform Purchases	360	360	305	-55	-15.28%
8213100 Food	6,560	7,280	5,545	-1,015	-15.47%
8251100 Telephone	1,452	1,719	1,771	319	21.97%
8252100 Postage	510	510	461	-49	-9.61%
8253100 Printing	700	90	601	-99	-14.14%
8254100 Advertising	4,700	3,776	3,450	-1,250	-26.60%
8255100 Photo Copier	1,272	288	197	-1,075	-84.51%
8261100 Local Mileage	1,300	320	479	-821	-63.15%
8263100 Travel, Training & Conferences	6,402	6,402	4,445	-1,957	-30.57%
8270100 Memberships & Dues	3,781	3,781	3,781	0	0.00%
8291100 Rents	1,900	1,040	1,040	-860	-45.26%
Total Operating Expenditures	34,437	30,566	26,531	-7,906	-22.96%
Contract Services					
8490100 Other Contract Services	2,177	2,326	2,326	149	6.84%
Total Contract Services	2,177	2,326	2,326	149	6.84%
Other Charges					
8603100 Employee Appreciation	75	75	55	-20	-26.67%
8612100 Community Relations	3,550	2,714	3,300	-250	-7.04%
8640100 Not-for-Profit Payments	5,500	5,500	5,500	0	0.00%
8645100 Donated Scholarship Funds	9,158	5,900	5,900	-3,258	-35.58%
Total Other Charges	18,283	14,189	14,755	-3,528	-19.30%
Total Uses	350,543	263,927	341,830	-8,713	-2.49%

Airport

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	1,360,400	1,271,012	1,368,774	8,374	0.62%
8112000	Salaries & Wages - OT	47,881	45,700	56,482	8,601	17.96%
8113000	Longevity Pay	48,027	46,488	48,538	511	1.06%
8114000	Other Pay	420	840	840	420	100.00%
8121000	Social Security	110,703	99,712	112,464	1,761	1.59%
8122010	General	118,758	109,556	128,972	10,214	8.60%
8122060	Firemen	57,504	54,835	60,518	3,014	5.24%
8122070	401K Non-Sworn	13,605	12,707	13,688	83	0.61%
8131010	Medical Insurance	242,593	210,445	251,409	8,816	3.63%
8132010	Life Insurance	1,950	1,735	1,842	-108	-5.54%
8133010	Dental Insurance	10,119	8,599	10,119	0	0.00%
8137010	Workers' Compensation	39,333	37,261	39,816	483	1.23%
8140100	Temporary Services	89,537	71,123	89,536	-1	0.00%
Total	Personnel Services	2,140,830	1,970,013	2,182,998	42,168	1.97%
Operating Expenditures						
8201500	Utilities	411,524	372,300	387,400	-24,124	-5.86%
8201600	Stormwater Fees	152,277	148,847	148,847	-3,430	-2.25%
8211000	Supplies - Regular	168,675	170,070	138,675	-30,000	-17.79%
8211100	Supplies - One-time	27,000	27,000	0	-27,000	-100.00%
8211300	Small Computer Equipment	7,000	7,000	9,033	2,033	29.04%
8212010	Uniform Purchases	6,000	6,000	6,000	0	0.00%
8212020	Uniform Rentals	8,000	8,000	8,000	0	0.00%
8231100	Building Maintenance	224,000	183,760	224,000	0	0.00%
8233100	Maintenance - Equipment	174,976	100,362	109,553	-65,423	-37.39%
8236100	Maintenance - Parking Lots	46,000	16,961	46,000	0	0.00%
8237100	Software License/Data Storage Fees	7,600	12,900	24,937	17,337	228.12%
8241110	Fleet Maintenance Charges	141,790	68,400	73,600	-68,190	-48.09%
8244100	Vehicle Expenditure - Other	45	2,845	150	105	233.33%
8245100	Vehicle Fuel	33,953	39,300	37,300	3,347	9.86%
8251100	Telephone	9,680	12,144	12,512	2,832	29.26%
8251200	Data Connectivity	1,360	0	0	-1,360	-100.00%
8252100	Postage	620	310	410	-210	-33.87%
8253100	Printing	650	330	340	-310	-47.69%
8254100	Advertising	300,000	253,700	300,000	0	0.00%
8255100	Photo Copier	2,103	2,474	2,548	445	21.16%
8263100	Travel, Training & Conferences	34,960	34,960	49,960	15,000	42.91%
8270100	Memberships & Dues	11,092	11,092	10,900	-192	-1.73%
8285100	Insurance Premiums	108,331	101,276	120,518	12,187	11.25%
8286100	Claim Settlements	1,000	1,000	1,000	0	0.00%
Total	Operating Expenditures	1,878,636	1,581,031	1,711,683	-166,953	-8.89%
Contract Services						
8430100	Medical Services	430	150	150	-280	-65.12%
8490100	Other Contract Services	206,431	171,880	377,511	171,080	82.88%
Total	Contract Services	206,861	172,030	377,661	170,800	82.57%
Capital Outlay						
8520100	Buildings	0	0	98,700	98,700	0.00%
8530100	Improvements - Other	50,000	50,000	50,000	0	0.00%
8550100	Equipment - Other	277,000	343,536	160,227	-116,773	-42.16%
8560100	Equipment - Motor Vehicles	0	31,844	45,279	45,279	0.00%
Total	Capital Outlay	327,000	425,380	354,206	27,206	8.32%
Transfers to Other Funds						
8966100	Transfer to Airport Cap Proj Fd	450,000	821,326	1,100,000	650,000	144.44%

Airport

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Transfers to Other Funds						
Total	Transfers to Other Funds	450,000	821,326	1,100,000	650,000	144.44%
Other Charges						
8603100	Employee Appreciation	1,000	1,000	1,000	0	0.00%
8610400	Miscellaneous	0	241,961	0	0	0.00%
8612100	Community Relations	5,000	5,000	5,000	0	0.00%
8615100	Indirect Cost Allocation	263,300	288,700	297,400	34,100	12.95%
8616100	Public Safety Reimbursents	478,300	501,120	450,500	-27,800	-5.81%
8815100	Fuel Inventory	15,000	1,500	0	-15,000	-100.00%
Total	Other Charges	762,600	1,039,281	753,900	-8,700	-1.14%
Total	Uses	5,765,927	6,009,061	6,480,448	714,521	12.39%

Fire Department

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	18,560,583	17,858,986	18,412,978	-147,605	-0.80%
8112000	Salaries & Wages - OT	534,320	1,048,800	898,764	364,444	68.21%
8113000	Longevity Pay	619,308	545,162	574,472	-44,836	-7.24%
8114000	Other Pay	6,300	6,225	5,460	-840	-13.33%
8121000	Social Security	1,490,829	1,398,694	1,476,359	-14,470	-0.97%
8122010	General	59,447	45,211	63,197	3,750	6.31%
8122060	Firemen	2,329,552	2,308,102	2,492,887	163,335	7.01%
8122070	401K Non-Sworn	181,887	174,658	180,410	-1,477	-0.81%
8131010	Medical Insurance	2,857,653	2,886,444	2,966,871	109,218	3.82%
8132010	Life Insurance	3,924	1,273	3,924	0	0.00%
8133010	Dental Insurance	164,114	131,369	135,051	-29,063	-17.71%
8137010	Workers' Compensation	533,239	516,839	537,080	3,841	0.72%
8140100	Temporary Services	103,159	0	145,000	41,841	40.56%
Total	Personnel Services	27,444,315	26,921,763	27,892,453	448,138	1.63%
Operating Expenditures						
8201500	Utilities	258,615	263,200	274,600	15,985	6.18%
8211000	Supplies - Regular	402,467	252,915	366,205	-36,262	-9.01%
8211100	Supplies - One-time	67,947	91,669	98,393	30,446	44.81%
8211200	Small Equipment-Not Computer	357,918	424,364	665,740	307,822	86.00%
8211300	Small Computer Equipment	8,160	8,160	6,341	-1,819	-22.29%
8212010	Uniform Purchases	51,335	51,335	62,125	10,790	21.02%
8212020	Uniform Rentals	145,925	145,925	145,492	-433	-0.30%
8213100	Food	7,016	9,516	5,380	-1,636	-23.32%
8231100	Building Maintenance	44,270	44,270	63,048	18,778	42.42%
8233100	Maintenance - Equipment	136,017	137,503	145,576	9,559	7.03%
8237100	Software License/Data Storage Fees	71,063	70,167	84,660	13,597	19.13%
8241110	Fleet Maintenance Charges	1,679,525	1,543,000	1,327,040	-352,485	-20.99%
8242100	Vehicle Parts	10,800	7,450	7,450	-3,350	-31.02%
8244100	Vehicle Expenditure - Other	11,250	49,059	11,600	350	3.11%
8245100	Vehicle Fuel	219,350	355,500	331,800	112,450	51.27%
8251100	Telephone	39,522	38,286	39,444	-78	-0.20%
8251200	Data Connectivity	29,310	43,863	45,189	15,879	54.18%
8251300	Video Programming	30,775	35,768	36,855	6,080	19.76%
8252100	Postage	4,550	4,523	3,513	-1,037	-22.79%
8253100	Printing	6,720	6,253	5,567	-1,153	-17.16%
8254100	Advertising	8,252	11,759	8,080	-172	-2.08%
8255100	Photo Copier	8,650	7,322	5,573	-3,077	-35.57%
8261100	Local Mileage	650	760	390	-260	-40.00%
8263100	Travel, Training & Conferences	100,001	100,687	121,763	21,762	21.76%
8270100	Memberships & Dues	42,589	42,674	49,087	6,498	15.26%
8284100	Benefit Payments	75,000	50,000	60,000	-15,000	-20.00%
8291100	Rents	505	505	505	0	0.00%
Total	Operating Expenditures	3,818,182	3,796,433	3,971,416	153,234	4.01%
Contract Services						
8410100	Accounting, Auditing & Legal	1,200	1,200	600	-600	-50.00%
8430100	Medical Services	203,520	203,670	225,340	21,820	10.72%
8490100	Other Contract Services	780,943	750,855	680,069	-100,874	-12.92%
Total	Contract Services	985,663	955,725	906,009	-79,654	-8.08%
Capital Outlay						
8550100	Equipment - Other	65,820	84,134	233,239	167,419	254.36%
8560100	Equipment - Motor Vehicles	2,740,000	5,328,380	2,709,933	-30,067	-1.10%
Total	Capital Outlay	2,805,820	5,412,514	2,943,172	137,352	4.90%
Transfers to Other Funds						

Fire Department

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Transfers to Other Funds					
8941100 Transfer to General Govt Fd	0	0	51,080	51,080	0.00%
8944100 Transfer to Public Safety Fd	100,000	100,000	0	-100,000	-100.00%
Total Transfers to Other Funds	100,000	100,000	51,080	-48,920	-48.92%
Other Charges					
8603100 Employee Appreciation	11,949	11,949	13,100	1,151	9.63%
8610400 Miscellaneous	10,000	10,000	5,000	-5,000	-50.00%
8612100 Community Relations	1,075	1,075	1,075	0	0.00%
8615100 Indirect Cost Allocation	120,000	120,000	123,600	3,600	3.00%
8891100 Cost Redistribution	-75,000	0	-75,000	0	0.00%
Total Other Charges	68,024	143,024	67,775	-249	-0.37%
Total Uses	35,222,004	37,329,459	35,831,905	609,901	1.73%

Parks, Recreation, and Maintenance

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	8,100,407	7,505,377	8,255,874	155,467	1.92%
8112000	Salaries & Wages - OT	101,068	70,487	94,200	-6,868	-6.80%
8113000	Longevity Pay	215,749	199,040	189,999	-25,750	-11.94%
8115000	Temporary/Seasonal Pay	1,398,850	1,230,000	1,678,458	279,608	19.99%
8121000	Social Security	745,727	677,379	781,417	35,690	4.79%
8122010	General	1,018,466	937,657	1,097,414	78,948	7.75%
8122070	401K Non-Sworn	81,005	73,994	82,575	1,570	1.94%
8131010	Medical Insurance	1,356,837	1,372,790	1,517,094	160,257	11.81%
8132010	Life Insurance	2,553	2,054	3,012	459	17.98%
8133010	Dental Insurance	63,526	61,287	67,734	4,208	6.62%
8137010	Workers' Compensation	252,602	248,682	275,919	23,317	9.23%
8140100	Temporary Services	833,817	698,396	949,749	115,932	13.90%
Total	Personnel Services	14,170,607	13,077,143	14,993,445	822,838	5.81%
Operating Expenditures						
8201500	Utilities	1,823,241	1,938,835	2,051,252	228,011	12.51%
8201600	Stormwater Fees	105,279	100,581	100,581	-4,698	-4.46%
8211000	Supplies - Regular	884,000	866,138	1,019,499	135,499	15.33%
8211100	Supplies - One-time	2,000	3,663	23,601	21,601	1080.05%
8211200	Small Equipment-Not Computer	9,597	95,745	0	-9,597	-100.00%
8211300	Small Computer Equipment	1,774	9,726	0	-1,774	-100.00%
8212010	Uniform Purchases	13,795	15,738	16,051	2,256	16.35%
8212020	Uniform Rentals	36,504	36,670	36,401	-103	-0.28%
8213100	Food	41,240	42,010	41,056	-184	-0.45%
8231100	Building Maintenance	716,899	913,584	889,294	172,395	24.05%
8232100	Maintenance - Leased Fac	13,000	15,750	15,600	2,600	20.00%
8233100	Maintenance - Equipment	44,300	44,300	44,300	0	0.00%
8237100	Software License/Data Storage Fees	32,470	35,842	36,138	3,668	11.30%
8241110	Fleet Maintenance Charges	735,980	1,115,000	918,532	182,552	24.80%
8242100	Vehicle Parts	0	2,900	2,900	2,900	0.00%
8244100	Vehicle Expenditure - Other	11,240	10,015	11,450	210	1.87%
8245100	Vehicle Fuel	332,000	395,500	370,000	38,000	11.45%
8251100	Telephone	136,978	101,111	104,165	-32,813	-23.95%
8251200	Data Connectivity	17,100	27,813	28,649	11,549	67.54%
8251300	Video Programming	0	60	62	62	0.00%
8252100	Postage	732	641	693	-39	-5.33%
8253100	Printing	6,184	12,780	11,204	5,020	81.18%
8254100	Advertising	16,000	16,000	17,475	1,475	9.22%
8255100	Photo Copier	37,959	31,112	21,745	-16,214	-42.71%
8261100	Local Mileage	550	10	240	-310	-56.36%
8263100	Travel, Training & Conferences	44,093	46,686	63,324	19,231	43.61%
8270100	Memberships & Dues	8,504	9,467	9,512	1,008	11.85%
8285100	Insurance Premiums	32,758	45,303	47,843	15,085	46.05%
8286100	Claim Settlements	2,500	2,500	2,500	0	0.00%
8291100	Rents	159,346	169,628	154,320	-5,026	-3.15%
Total	Operating Expenditures	5,266,023	6,105,108	6,038,387	772,364	14.67%
Contract Services						
8430100	Medical Services	455	635	590	135	29.67%
8490100	Other Contract Services	1,538,786	1,672,482	1,436,431	-102,355	-6.65%
Total	Contract Services	1,539,241	1,673,117	1,437,021	-102,220	-6.64%
Capital Outlay						
8530100	Improvements - Other	70	73,165	0	-70	-100.00%
8550100	Equipment - Other	539,000	697,909	644,976	105,976	19.66%
8560100	Equipment - Motor Vehicles	1,520,500	2,002,472	456,498	-1,064,002	-69.98%

Parks, Recreation, and Maintenance

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Capital Outlay						
Total	Capital Outlay	2,059,570	2,773,546	1,101,474	-958,096	-46.52%
Transfers to Other Funds						
8912100	Transfer to CIP Fund	3,121,269	3,121,269	2,972,625	-148,644	-4.76%
8941100	Transfer to General Govt Fd	0	3,400,000	0	0	0.00%
8945100	Transfer to Rec/Cult Fd	96,000	346,000	2,136,348	2,040,348	2125.36%
Total	Transfers to Other Funds	3,217,269	6,867,269	5,108,973	1,891,704	58.80%
Other Charges						
8603100	Employee Appreciation	3,400	3,400	3,150	-250	-7.35%
8610400	Miscellaneous	0	0	30,000	30,000	0.00%
8612100	Community Relations	45	45	45	0	0.00%
8615100	Indirect Cost Allocation	60,000	60,000	60,000	0	0.00%
8640100	Not-for-Profit Payments	179,250	629,250	229,250	50,000	27.89%
8891100	Cost Redistribution	0	0	0	0	0.00%
Total	Other Charges	242,695	692,695	322,445	79,750	32.86%
Total	Uses	26,495,405	31,188,878	29,001,745	2,506,340	9.46%

Police Department

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	29,953,271	31,286,313	33,619,229	3,665,958	12.24%
8112000	Salaries & Wages - OT	1,223,880	2,305,300	2,232,675	1,008,795	82.43%
8113000	Longevity Pay	234,064	174,057	209,366	-24,698	-10.55%
8114000	Other Pay	45,668	29,511	42,468	-3,200	-7.01%
8115000	Temporary/Seasonal Pay	0	158,000	0	0	0.00%
8121000	Social Security	2,393,651	2,517,355	2,709,780	316,129	13.21%
8122010	General	932,346	970,766	1,140,160	207,814	22.29%
8122020	Law Enforcement	3,099,651	3,352,558	3,825,114	725,463	23.40%
8122030	401K	1,183,063	1,285,497	1,356,428	173,365	14.65%
8122040	Separation Allowance	2,803,868	3,152,802	3,342,228	538,360	19.20%
8122070	401K Non-Sworn	73,951	71,915	82,023	8,072	10.92%
8131010	Medical Insurance	4,738,751	4,623,726	5,525,458	786,707	16.60%
8132010	Life Insurance	6,513	4,795	7,309	796	12.22%
8133010	Dental Insurance	224,495	218,464	251,518	27,023	12.04%
8135010	Clothing Allowance	100,495	113,329	113,329	12,834	12.77%
8137010	Workers' Compensation	849,338	978,155	974,819	125,481	14.77%
8140100	Temporary Services	60,000	7,057	0	-60,000	-100.00%
Total	Personnel Services	47,923,005	51,249,600	55,431,904	7,508,899	15.67%
Operating Expenditures						
8201500	Utilities	318,175	323,200	336,500	18,325	5.76%
8211000	Supplies - Regular	515,673	694,709	481,551	-34,122	-6.62%
8211100	Supplies - One-time	12,076	12,076	2,380	-9,696	-80.29%
8211200	Small Equipment-Not Computer	243,509	243,509	0	-243,509	-100.00%
8211300	Small Computer Equipment	89,562	89,562	0	-89,562	-100.00%
8212010	Uniform Purchases	430,489	436,449	414,295	-16,194	-3.76%
8213100	Food	17,410	17,410	16,175	-1,235	-7.09%
8233100	Maintenance - Equipment	711,441	687,558	837,533	126,092	17.72%
8237100	Software License/Data Storage Fees	1,240,287	1,065,853	790,881	-449,406	-36.23%
8241110	Fleet Maintenance Charges	1,318,055	1,782,500	1,533,600	215,545	16.35%
8244100	Vehicle Expenditure - Other	83,000	348,598	83,000	0	0.00%
8245100	Vehicle Fuel	973,700	1,154,900	1,097,300	123,600	12.69%
8251100	Telephone	284,800	189,949	195,650	-89,150	-31.30%
8251200	Data Connectivity	376,441	242,697	249,981	-126,460	-33.59%
8252100	Postage	10,020	7,020	6,578	-3,442	-34.35%
8253100	Printing	11,710	9,570	8,401	-3,309	-28.26%
8254100	Advertising	19,701	23,201	17,965	-1,736	-8.81%
8255100	Photo Copier	65,746	52,807	39,777	-25,969	-39.50%
8263100	Travel, Training & Conferences	237,361	232,413	248,246	10,885	4.59%
8270100	Memberships & Dues	7,786	7,874	7,865	79	1.01%
8285100	Insurance Premiums	2,500	2,500	2,500	0	0.00%
8291100	Rents	916,044	917,160	937,932	21,888	2.39%
Total	Operating Expenditures	7,885,486	8,541,515	7,308,110	-577,376	-7.32%
Contract Services						
8430100	Medical Services	139,392	138,587	117,348	-22,044	-15.81%
8490100	Other Contract Services	574,223	779,954	818,940	244,717	42.62%
Total	Contract Services	713,615	918,541	936,288	222,673	31.20%
Capital Outlay						
8540100	Equipment - Office	0	296,000	0	0	0.00%
8550100	Equipment - Other	30,819	266,613	0	-30,819	-100.00%
8560100	Equipment - Motor Vehicles	1,585,500	6,302,185	1,951,883	366,383	23.11%
Total	Capital Outlay	1,616,319	6,864,798	1,951,883	335,564	20.76%
Transfers to Other Funds						
8926100	Transfer to Fed'l & St Asst	12,151	15,951	16,430	4,279	35.22%

Police Department

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Transfers to Other Funds					
8941100 Transfer to General Govt Fd	0	0	64,406	64,406	0.00%
8944100 Transfer to Public Safety Fd	268,351	238,448	0	-268,351	-100.00%
Total Transfers to Other Funds	280,502	254,399	80,836	-199,666	-71.18%
Other Charges					
8603100 Employee Appreciation	16,775	16,775	13,210	-3,565	-21.25%
8609100 Confidential & Evidence Funds	100,000	100,000	100,000	0	0.00%
8610400 Miscellaneous	462,115	0	541,622	79,507	17.21%
8612100 Community Relations	20,343	20,593	21,360	1,017	5.00%
8640100 Not-for-Profit Payments	3,000	3,000	3,000	0	0.00%
Total Other Charges	602,233	140,368	679,192	76,959	12.78%
Total Uses	59,021,160	67,969,221	66,388,213	7,367,053	12.48%

Public Services

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	9,878,469	8,843,989	10,639,529	761,060	7.70%
8112000	Salaries & Wages - OT	192,881	451,829	327,671	134,790	69.88%
8113000	Longevity Pay	188,332	168,006	164,308	-24,024	-12.76%
8114000	Other Pay	0	4,439	0	0	0.00%
8121000	Social Security	784,222	676,319	843,579	59,357	7.57%
8122010	General	1,241,429	1,139,032	1,409,248	167,819	13.52%
8122070	401K Non-Sworn	98,228	88,445	105,443	7,215	7.35%
8131010	Medical Insurance	1,689,290	1,591,730	1,956,991	267,701	15.85%
8132010	Life Insurance	8,529	7,308	8,775	246	2.88%
8133010	Dental Insurance	78,064	73,162	84,979	6,915	8.86%
8137010	Workers' Compensation	277,015	253,152	297,967	20,952	7.56%
8140100	Temporary Services	241,961	310,182	270,529	28,568	11.81%
Total	Personnel Services	14,678,420	13,607,593	16,109,019	1,430,599	9.75%
Operating Expenditures						
8201500	Utilities	437,300	438,300	456,300	19,000	4.34%
8201600	Stormwater Fees	652	648	648	-4	-0.61%
8211000	Supplies - Regular	860,295	762,939	929,986	69,691	8.10%
8211100	Supplies - One-time	5,000	10,625	2,500	-2,500	-50.00%
8211200	Small Equipment-Not Computer	3,000	3,500	6,000	3,000	100.00%
8211300	Small Computer Equipment	40,650	43,253	5,326	-35,324	-86.90%
8212010	Uniform Purchases	18,419	18,658	12,117	-6,302	-34.21%
8212020	Uniform Rentals	46,173	46,173	48,240	2,067	4.48%
8213100	Food	2,850	3,351	4,320	1,470	51.58%
8231100	Building Maintenance	62,390	87,942	82,915	20,525	32.90%
8233100	Maintenance - Equipment	24,502	14,743	25,080	578	2.36%
8235100	Maintenance - Stormwater	16,000	11,000	7,000	-9,000	-56.25%
8236100	Maintenance - Parking Lots	6,000	0	0	-6,000	-100.00%
8237100	Software License/Data Storage Fees	185,099	175,306	191,613	6,514	3.52%
8241110	Fleet Maintenance Charges	3,190,755	3,185,000	3,323,360	132,605	4.16%
8242100	Vehicle Parts	33,800	16,500	16,500	-17,300	-51.18%
8244100	Vehicle Expenditure - Other	63,725	89,330	88,750	25,025	39.27%
8245100	Vehicle Fuel	816,346	1,220,000	1,136,600	320,254	39.23%
8251100	Telephone	64,497	46,931	48,345	-16,152	-25.04%
8251200	Data Connectivity	42,203	36,931	38,044	-4,159	-9.85%
8252100	Postage	3,690	4,345	4,454	764	20.70%
8253100	Printing	7,820	17,920	16,928	9,108	116.47%
8254100	Advertising	188,918	188,918	193,486	4,568	2.42%
8255100	Photo Copier	19,060	13,828	16,771	-2,289	-12.01%
8263100	Travel, Training & Conferences	90,746	84,004	72,441	-18,305	-20.17%
8270100	Memberships & Dues	15,618	16,209	15,633	15	0.10%
8285100	Insurance Premiums	78,603	119,444	126,408	47,805	60.82%
8286100	Claim Settlements	110,000	80,000	80,000	-30,000	-27.27%
8287100	Damage Expenditure	3,500	2,000	2,000	-1,500	-42.86%
8291100	Rents	51,450	558,352	64,750	13,300	25.85%
Total	Operating Expenditures	6,489,061	7,296,150	7,016,515	527,454	8.13%
Contract Services						
8410100	Accounting, Auditing & Legal	202,200	200,700	202,200	0	0.00%
8430100	Medical Services	3,824	3,869	4,674	850	22.23%
8450100	Credit Card Fees	25,804	39,577	39,577	13,773	53.38%
8490100	Other Contract Services	5,328,439	4,498,168	4,788,850	-539,589	-10.13%
Total	Contract Services	5,560,267	4,742,314	5,035,301	-524,966	-9.44%
Capital Outlay						
8440100	Service Charges	2,494	1,906	1,300	-1,194	-47.87%

Public Services

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Capital Outlay					
8550100 Equipment - Other	302,347	302,347	78,622	-223,725	-74.00%
8560100 Equipment - Motor Vehicles	2,998,000	4,099,439	2,126,998	-871,002	-29.05%
Total Capital Outlay	3,302,841	4,403,692	2,206,920	-1,095,921	-33.18%
Transfers to Other Funds					
8911100 Transfer to General Fund	158,726	158,726	158,726	0	0.00%
8941100 Transfer to General Govt Fd	155,000	155,000	0	-155,000	-100.00%
8943100 Transfer to Environmental Prot	137,500	137,500	62,500	-75,000	-54.55%
8945100 Transfer to Rec/Cult Fd	0	0	100,000	100,000	0.00%
8946100 Transfer to Transp Fd	5,350,000	5,050,000	6,013,740	663,740	12.41%
8947100 Transfer to Stormwater Fd	9,368,500	9,418,500	12,495,770	3,127,270	33.38%
8968100 Transfer to Solid Waste Cap Proj Fd	137,289	137,289	0	-137,289	-100.00%
Total Transfers to Other Funds	15,307,015	15,057,015	18,830,736	3,523,721	23.02%
Debt Service					
8710100 Principal Payments	2,006,507	2,002,223	2,032,593	26,086	1.30%
8720100 Interest Expense	142,588	140,270	105,062	-37,526	-26.32%
Total Debt Service	2,149,095	2,142,493	2,137,655	-11,440	-0.53%
Other Charges					
8603100 Employee Appreciation	16,780	16,873	15,580	-1,200	-7.15%
8610400 Miscellaneous	0	0	134,702	134,702	0.00%
8615100 Indirect Cost Allocation	1,162,100	1,189,500	1,148,516	-13,584	-1.17%
8630100 Annexation Payments	3,715	4,035	3,859	144	3.88%
8891100 Cost Redistribution	75,000	75,000	75,000	0	0.00%
Total Other Charges	1,257,595	1,285,408	1,377,657	120,062	9.55%
Total Uses	48,744,294	48,534,665	52,713,803	3,969,509	8.14%

Transit

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	5,534,953	4,820,472	5,580,279	45,326	0.82%
8112000	Salaries & Wages - OT	720,121	896,600	783,684	63,563	8.83%
8113000	Longevity Pay	45,547	38,837	39,809	-5,738	-12.60%
8114000	Other Pay	660	132	0	-660	-100.00%
8115000	Temporary/Seasonal Pay	34,511	84,700	38,315	3,804	11.02%
8121000	Social Security	484,635	421,954	468,065	-16,570	-3.42%
8122010	General	762,457	688,794	830,378	67,921	8.91%
8122070	401K Non-Sworn	54,964	48,130	56,260	1,296	2.36%
8131010	Medical Insurance	1,097,897	915,388	1,163,520	65,623	5.98%
8132010	Life Insurance	5,373	5,055	5,466	93	1.73%
8133010	Dental Insurance	51,057	44,771	43,764	-7,293	-14.28%
8137010	Workers' Compensation	170,278	155,250	175,510	5,232	3.07%
8140100	Temporary Services	57,000	105,394	57,000	0	0.00%
Total	Personnel Services	9,019,453	8,225,477	9,242,050	222,597	2.47%
Operating Expenditures						
8201500	Utilities	117,239	114,000	115,500	-1,739	-1.48%
8201600	Stormwater Fees	3,240	3,240	3,240	0	0.00%
8211000	Supplies - Regular	96,700	113,428	112,750	16,050	16.60%
8211100	Supplies - One-time	0	153	3,500	3,500	0.00%
8211200	Small Equipment-Not Computer	1,650	5,211	0	-1,650	-100.00%
8211300	Small Computer Equipment	4,200	5,713	0	-4,200	-100.00%
8212010	Uniform Purchases	5,930	6,436	10,662	4,732	79.80%
8212020	Uniform Rentals	27,724	27,218	31,289	3,565	12.86%
8213100	Food	1,000	1,000	1,400	400	40.00%
8231100	Building Maintenance	67,800	70,100	80,000	12,200	17.99%
8233100	Maintenance - Equipment	18,975	31,750	39,799	20,824	109.74%
8237100	Software License/Data Storage Fees	119,619	135,511	121,661	2,042	1.71%
8242100	Vehicle Parts	634,685	393,050	423,350	-211,335	-33.30%
8244100	Vehicle Expenditure - Other	254,540	182,442	285,913	31,373	12.33%
8245100	Vehicle Fuel	865,126	1,186,400	1,107,400	242,274	28.00%
8251100	Telephone	25,005	14,377	14,812	-10,193	-40.76%
8251200	Data Connectivity	0	6,518	6,714	6,714	0.00%
8252100	Postage	2,710	1,680	2,390	-320	-11.81%
8253100	Printing	26,950	6,410	6,550	-20,400	-75.70%
8254100	Advertising	33,800	36,500	39,408	5,608	16.59%
8255100	Photo Copier	8,353	6,317	8,403	50	0.60%
8263100	Travel, Training & Conferences	18,100	18,100	18,700	600	3.31%
8270100	Memberships & Dues	5,500	5,500	6,652	1,152	20.95%
8285100	Insurance Premiums	161,454	110,786	122,012	-39,442	-24.43%
8286100	Claim Settlements	50,000	150,000	125,000	75,000	150.00%
8291100	Rents	0	0	600	600	0.00%
Total	Operating Expenditures	2,550,300	2,631,840	2,687,705	137,405	5.39%
Contract Services						
8410100	Accounting, Auditing & Legal	500	0	500	0	0.00%
8430100	Medical Services	9,100	9,200	9,485	385	4.23%
8450100	Credit Card Fees	5,500	0	13,200	7,700	140.00%
8490100	Other Contract Services	594,616	575,286	390,380	-204,236	-34.35%
Total	Contract Services	609,716	584,486	413,565	-196,151	-32.17%
Capital Outlay						
8560100	Equipment - Motor Vehicles	16,048	16,048	16,000	-48	-0.30%
Total	Capital Outlay	16,048	16,048	16,000	-48	-0.30%
Transfers to Other Funds						
8962100	Transfer to Transit Cap Proj Fd	380,425	380,425	734,650	354,225	93.11%

Transit

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Transfers to Other Funds						
8963100	Transfer to Transit Sp Revenue Fd	60,000	55,750	60,000	0	0.00%
Total Transfers to Other Funds		440,425	436,175	794,650	354,225	80.43%
Other Charges						
8603100	Employee Appreciation	10,800	10,800	11,000	200	1.85%
8612100	Community Relations	400	400	5,000	4,600	1150.00%
8615100	Indirect Cost Allocation	941,500	779,500	802,900	-138,600	-14.72%
8891100	Cost Redistribution	-263,600	-141,800	-265,400	-1,800	0.68%
8893100	Transit Fleet Maintenance	0	0	0	0	0.00%
Total Other Charges		689,100	648,900	553,500	-135,600	-19.68%
Total Uses		13,325,042	12,542,926	13,707,470	382,428	2.87%

Budget and Evaluation

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Personnel Services					
8111000 Salaries & Wages - Regular	392,495	350,407	441,097	48,602	12.38%
8114000 Other Pay	781	525	420	-361	-46.22%
8115000 Temporary/Seasonal Pay	0	10,200	0	0	0.00%
8121000 Social Security	30,085	26,842	33,776	3,691	12.27%
8122010 General	47,586	42,156	56,735	9,149	19.23%
8122070 401K Non-Sworn	3,924	3,210	4,411	487	12.41%
8131010 Medical Insurance	41,448	26,712	47,180	5,732	13.83%
8132010 Life Insurance	57	39	62	5	8.77%
8133010 Dental Insurance	1,959	1,639	2,148	189	9.65%
8137010 Workers' Compensation	10,618	9,734	11,921	1,303	12.27%
Total Personnel Services	528,953	471,464	597,750	68,797	13.01%
Operating Expenditures					
8211000 Supplies - Regular	900	900	757	-143	-15.89%
8237100 Software License/Data Storage Fees	4,972	7,945	7,945	2,973	59.79%
8251100 Telephone	220	269	278	58	26.36%
8253100 Printing	2,250	1,040	1,935	-315	-14.00%
8254100 Advertising	430	430	315	-115	-26.74%
8255100 Photo Copier	1,433	352	245	-1,188	-82.90%
8263100 Travel, Training & Conferences	7,141	7,141	7,429	288	4.03%
8270100 Memberships & Dues	250	250	710	460	184.00%
Total Operating Expenditures	17,596	18,327	19,614	2,018	11.47%
Contract Services					
8490100 Other Contract Services	805	36,554	891	86	10.68%
Total Contract Services	805	36,554	891	86	10.68%
Other Charges					
8603100 Employee Appreciation	125	125	95	-30	-24.00%
8612100 Community Relations	20	20	20	0	0.00%
Total Other Charges	145	145	115	-30	-20.69%
Total Uses	547,499	526,490	618,370	70,871	12.94%

City Attorney's Office

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Personnel Services					
8111000 Salaries & Wages - Regular	1,000,730	1,045,433	1,189,626	188,896	18.88%
8113000 Longevity Pay	31,487	32,449	32,496	1,009	3.20%
8114000 Other Pay	4,650	5,000	5,000	350	7.53%
8121000 Social Security	74,797	74,659	89,962	15,165	20.27%
8122010 General	125,460	131,868	157,685	32,225	25.69%
8122050 401A	12,579	12,694	13,399	820	6.52%
8122070 401K Non-Sworn	10,008	10,456	11,897	1,889	18.87%
8131010 Medical Insurance	93,465	89,284	113,413	19,948	21.34%
8132010 Life Insurance	128	91	150	22	17.19%
8133010 Dental Insurance	4,416	4,443	5,163	747	16.92%
8137010 Workers' Compensation	27,995	29,105	33,133	5,138	18.35%
Total Personnel Services	1,385,715	1,435,482	1,651,924	266,209	19.21%
Operating Expenditures					
8211000 Supplies - Regular	51,894	51,644	47,841	-4,053	-7.81%
8211300 Small Computer Equipment	397	397	0	-397	-100.00%
8213100 Food	300	392	2,235	1,935	645.00%
8241110 Fleet Maintenance Charges	458	1,000	880	422	92.14%
8245100 Vehicle Fuel	200	200	200	0	0.00%
8251100 Telephone	640	638	659	19	2.97%
8251200 Data Connectivity	470	473	488	18	3.83%
8252100 Postage	2,020	1,310	1,570	-450	-22.28%
8253100 Printing	480	320	343	-137	-28.54%
8254100 Advertising	2,975	2,975	2,205	-770	-25.88%
8255100 Photo Copier	3,719	2,715	2,015	-1,704	-45.82%
8263100 Travel, Training & Conferences	15,308	17,604	14,866	-442	-2.89%
8270100 Memberships & Dues	5,190	5,190	5,540	350	6.74%
Total Operating Expenditures	84,051	84,858	78,842	-5,209	-6.20%
Contract Services					
8410100 Accounting, Auditing & Legal	353,699	353,699	332,359	-21,340	-6.03%
8490100 Other Contract Services	26,600	26,600	26,600	0	0.00%
Total Contract Services	380,299	380,299	358,959	-21,340	-5.61%
Capital Outlay					
8581100 Rights-of-Way	1,000	1,000	0	-1,000	-100.00%
Total Capital Outlay	1,000	1,000	0	-1,000	-100.00%
Other Charges					
8603100 Employee Appreciation	300	322	245	-55	-18.33%
8612100 Community Relations	99	99	99	0	0.00%
Total Other Charges	399	421	344	-55	-13.78%
Total Uses	1,851,464	1,902,060	2,090,069	238,605	12.89%

City Manager's Office

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	1,772,636	1,699,237	1,882,456	109,820	6.20%
8113000	Longevity Pay	38,011	31,917	20,553	-17,458	-45.93%
8114000	Other Pay	11,605	11,845	12,480	875	7.54%
8121000	Social Security	124,371	119,637	137,182	12,811	10.30%
8122010	General	220,493	209,911	246,142	25,649	11.63%
8122050	401A	13,967	14,917	14,730	763	5.46%
8122070	401K Non-Sworn	17,727	16,863	18,826	1,099	6.20%
8131010	Medical Insurance	161,731	120,155	179,647	17,916	11.08%
8132010	Life Insurance	221	79	239	18	8.14%
8133010	Dental Insurance	7,643	6,247	8,179	536	7.01%
8137010	Workers' Compensation	49,201	45,817	51,718	2,517	5.12%
8140100	Temporary Services	0	17,829	0	0	0.00%
Total	Personnel Services	2,417,606	2,294,454	2,572,152	154,546	6.39%
Operating Expenditures						
8211000	Supplies - Regular	16,300	8,104	12,023	-4,277	-26.24%
8211100	Supplies - One-time	0	165	250	250	0.00%
8211300	Small Computer Equipment	960	7,960	0	-960	-100.00%
8213100	Food	7,800	7,800	7,050	-750	-9.62%
8232100	Maintenance - Leased Fac	0	36,376	54,000	54,000	0.00%
8237100	Software License/Data Storage Fees	12,382	12,401	12,660	278	2.25%
8241110	Fleet Maintenance Charges	3,476	8,600	7,440	3,964	114.04%
8244100	Vehicle Expenditure - Other	50	50	100	50	100.00%
8245100	Vehicle Fuel	1,260	2,400	2,300	1,040	82.54%
8251100	Telephone	10,960	8,371	8,624	-2,336	-21.31%
8251200	Data Connectivity	0	1,784	1,839	1,839	0.00%
8252100	Postage	430	270	298	-132	-30.70%
8253100	Printing	2,920	1,500	2,062	-858	-29.38%
8254100	Advertising	1,677	1,852	2,070	393	23.43%
8255100	Photo Copier	4,551	2,638	2,775	-1,776	-39.02%
8261100	Local Mileage	0	10	0	0	0.00%
8263100	Travel, Training & Conferences	49,725	53,028	51,879	2,154	4.33%
8270100	Memberships & Dues	15,215	15,215	18,315	3,100	20.37%
8291100	Rents	12,420	12,420	12,420	0	0.00%
Total	Operating Expenditures	140,126	180,944	196,105	55,979	39.95%
Contract Services						
8410100	Accounting, Auditing & Legal	10,000	10,000	15,000	5,000	50.00%
8490100	Other Contract Services	152,805	83,242	144,257	-8,548	-5.59%
Total	Contract Services	162,805	93,242	159,257	-3,548	-2.18%
Other Charges						
8603100	Employee Appreciation	625	625	550	-75	-12.00%
8610400	Miscellaneous	100,000	355,000	0	-100,000	-100.00%
8612100	Community Relations	2,150	2,150	4,200	2,050	95.35%
8891100	Cost Redistribution	12,650	12,650	12,650	0	0.00%
Total	Other Charges	115,425	370,425	17,400	-98,025	-84.93%
Total	Uses	2,835,962	2,939,065	2,944,914	108,952	3.84%

Finance

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	3,553,347	2,999,210	3,815,778	262,431	7.39%
8112000	Salaries & Wages - OT	50,000	58,200	50,000	0	0.00%
8113000	Longevity Pay	9,841	8,086	7,894	-1,947	-19.78%
8114000	Other Pay	395	5,284	0	-395	-100.00%
8115000	Temporary/Seasonal Pay	0	10,000	0	0	0.00%
8121000	Social Security	272,564	224,596	290,586	18,022	6.61%
8122010	General	431,196	368,540	482,322	51,126	11.86%
8122070	401K Non-Sworn	35,536	29,566	37,409	1,873	5.27%
8131010	Medical Insurance	524,152	374,535	549,321	25,169	4.80%
8132010	Life Insurance	904	751	923	19	2.10%
8133010	Dental Insurance	24,820	17,595	25,505	685	2.76%
8134010	Tool Allowance	10,800	0	13,200	2,400	22.22%
8137010	Workers' Compensation	96,220	82,446	102,562	6,342	6.59%
8140100	Temporary Services	5,000	324,296	56,722	51,722	1034.44%
Total	Personnel Services	5,014,775	4,503,105	5,432,222	417,447	8.32%
Operating Expenditures						
8201500	Utilities	46,368	45,200	47,100	732	1.58%
8211000	Supplies - Regular	31,168	40,673	30,094	-1,074	-3.45%
8211100	Supplies - One-time	5,000	5,800	28,265	23,265	465.30%
8211200	Small Equipment-Not Computer	4,000	4,365	0	-4,000	-100.00%
8211300	Small Computer Equipment	45,756	45,987	0	-45,756	-100.00%
8212010	Uniform Purchases	3,000	3,000	5,000	2,000	66.67%
8212020	Uniform Rentals	23,400	23,400	23,400	0	0.00%
8213100	Food	0	100	100	100	0.00%
8232100	Maintenance - Leased Fac	0	0	9,373	9,373	0.00%
8237100	Software License/Data Storage Fees	278,104	191,451	152,607	-125,497	-45.13%
8241110	Fleet Maintenance Charges	2,300,027	2,810,000	2,171,914	-128,113	-5.57%
8242100	Vehicle Parts	1,500,000	2,150,000	1,475,000	-25,000	-1.67%
8244100	Vehicle Expenditure - Other	66,000	38,600	39,800	-26,200	-39.70%
8245100	Vehicle Fuel	3,000	1,700	1,700	-1,300	-43.33%
8251100	Telephone	5,020	8,757	8,959	3,939	78.47%
8252100	Postage	12,840	12,550	11,965	-875	-6.81%
8253100	Printing	5,890	4,690	4,200	-1,690	-28.69%
8254100	Advertising	2,500	2,500	1,600	-900	-36.00%
8255100	Photo Copier	18,031	13,549	11,090	-6,941	-38.49%
8263100	Travel, Training & Conferences	46,692	46,692	47,594	902	1.93%
8270100	Memberships & Dues	6,213	6,960	11,108	4,895	78.79%
8281100	Administrative Fees	117,000	110,000	117,000	0	0.00%
8284100	Benefit Payments	1,310,000	2,000,000	1,500,000	190,000	14.50%
8285100	Insurance Premiums	1,928,069	1,804,630	2,091,223	163,154	8.46%
8286100	Claim Settlements	522,000	512,000	522,000	0	0.00%
8287100	Damage Expenditure	50,000	150,000	150,000	100,000	200.00%
8291100	Rents	220,856	216,700	218,200	-2,656	-1.20%
Total	Operating Expenditures	8,550,934	10,249,304	8,679,292	128,358	1.50%
Contract Services						
8410100	Accounting, Auditing & Legal	122,286	174,282	122,286	0	0.00%
8430100	Medical Services	25,800	20,050	23,000	-2,800	-10.85%
8490100	Other Contract Services	653,018	1,111,344	1,272,020	619,002	94.79%
Total	Contract Services	801,104	1,305,676	1,417,306	616,202	76.92%
Capital Outlay						
8530100	Improvements - Other	66,262	66,262	0	-66,262	-100.00%
8550100	Equipment - Other	0	0	33,110	33,110	0.00%
8560100	Equipment - Motor Vehicles	125,000	125,000	0	-125,000	-100.00%

Finance

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Capital Outlay						
Total	Capital Outlay	191,262	191,262	33,110	-158,152	-82.69%
Transfers to Other Funds						
8941100	Transfer to General Govt Fd	0	216,000	62,500	62,500	0.00%
Total	Transfers to Other Funds	0	216,000	62,500	62,500	0.00%
Other Charges						
8603100	Employee Appreciation	724	1,349	1,285	561	77.49%
8610400	Miscellaneous	213,834	0	194,650	-19,184	-8.97%
8612100	Community Relations	270	270	288	18	6.67%
8615100	Indirect Cost Allocation	58,900	342,400	352,700	293,800	498.81%
8891100	Cost Redistribution	-12,650	-12,650	-12,650	0	0.00%
Total	Other Charges	261,078	331,369	536,273	275,195	105.41%
Total	Uses	14,819,153	16,796,716	16,160,703	1,341,550	9.05%

Human Resource Development

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	1,244,826	1,334,715	1,332,739	87,913	7.06%
8113000	Longevity Pay	19,420	18,237	21,184	1,764	9.08%
8114000	Other Pay	412	5,740	5,460	5,048	1225.24%
8121000	Social Security	96,740	98,888	103,995	7,255	7.50%
8122010	General	36,270	164,387	174,683	138,413	381.62%
8122070	401K Non-Sworn	12,451	13,089	13,330	879	7.06%
8131010	Medical Insurance	156,837	146,244	172,390	15,553	9.92%
8132010	Life Insurance	216	127	231	15	6.94%
8133010	Dental Insurance	7,412	8,290	7,850	438	5.91%
8137010	Workers' Compensation	34,148	36,533	36,707	2,559	7.49%
8140100	Temporary Services	0	3,761	0	0	0.00%
Total	Personnel Services	1,608,732	1,830,011	1,868,569	259,837	16.15%
Operating Expenditures						
8211000	Supplies - Regular	15,206	10,611	12,950	-2,256	-14.84%
8211100	Supplies - One-time	138,757	110,071	24,500	-114,257	-82.34%
8212010	Uniform Purchases	28,917	28,917	28,850	-67	-0.23%
8212020	Uniform Rentals	0	0	140	140	0.00%
8213100	Food	5,200	5,200	5,415	215	4.13%
8233100	Maintenance - Equipment	1,394	699	1,309	-85	-6.10%
8237100	Software License/Data Storage Fees	51,863	51,863	54,532	2,669	5.15%
8251100	Telephone	2,490	2,530	2,605	115	4.62%
8252100	Postage	1,875	1,745	1,754	-121	-6.45%
8253100	Printing	3,648	3,135	3,911	263	7.21%
8254100	Advertising	3,915	3,915	2,895	-1,020	-26.05%
8255100	Photo Copier	6,707	4,830	3,944	-2,763	-41.20%
8261100	Local Mileage	732	0	663	-69	-9.43%
8262100	Internal Development	65,537	65,238	26,250	-39,287	-59.95%
8263100	Travel, Training & Conferences	16,772	12,366	10,091	-6,681	-39.83%
8270100	Memberships & Dues	17,530	17,530	28,670	11,140	63.55%
8281100	Administrative Fees	1,162,842	1,147,200	1,236,500	73,658	6.33%
8284100	Benefit Payments	17,148,000	15,616,000	18,527,000	1,379,000	8.04%
8285100	Insurance Premiums	1,826,235	1,955,490	2,550,537	724,302	39.66%
Total	Operating Expenditures	20,497,620	19,037,340	22,522,516	2,024,896	9.88%
Contract Services						
8430100	Medical Services	55,313	55,313	64,566	9,253	16.73%
8490100	Other Contract Services	268,301	225,114	266,451	-1,850	-0.69%
Total	Contract Services	323,614	280,427	331,017	7,403	2.29%
Transfers to Other Funds						
8911100	Transfer to General Fund	1,222,000	1,360,000	1,083,000	-139,000	-11.37%
8941100	Transfer to General Govt Fd	0	84,000	0	0	0.00%
Total	Transfers to Other Funds	1,222,000	1,444,000	1,083,000	-139,000	-11.37%
Other Charges						
8603100	Employee Appreciation	53,750	54,591	58,448	4,698	8.74%
8610100	Other Charges	0	7,297	9,000	9,000	0.00%
8610400	Miscellaneous	8,000	0	131,591	123,591	1544.89%
8612100	Community Relations	1,825	1,825	2,525	700	38.36%
Total	Other Charges	63,575	63,713	201,564	137,989	217.05%
Total	Uses	23,715,541	22,655,491	26,006,666	2,291,125	9.66%

Information Technology

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	2,132,499	2,007,085	2,248,083	115,584	5.42%
8113000	Longevity Pay	31,183	30,222	30,790	-393	-1.26%
8115000	Temporary/Seasonal Pay	31,200	6,300	31,200	0	0.00%
8121000	Social Security	165,075	151,586	176,720	11,645	7.05%
8122010	General	261,805	246,835	292,835	31,030	11.85%
8122070	401K Non-Sworn	21,325	19,886	22,481	1,156	5.42%
8131010	Medical Insurance	235,689	181,918	263,116	27,427	11.64%
8132010	Life Insurance	324	120	347	23	7.10%
8133010	Dental Insurance	11,140	9,092	11,976	836	7.50%
8137010	Workers' Compensation	58,420	55,098	62,372	3,952	6.76%
8140100	Temporary Services	0	72,000	0	0	0.00%
Total	Personnel Services	2,948,660	2,780,142	3,139,920	191,260	6.49%
Operating Expenditures						
8211000	Supplies - Regular	13,000	8,060	10,929	-2,071	-15.93%
8211100	Supplies - One-time	3,000	3,000	3,500	500	16.67%
8211300	Small Computer Equipment	73,775	77,821	30,112	-43,663	-59.18%
8212010	Uniform Purchases	1,600	1,600	1,345	-255	-15.94%
8213100	Food	1,700	1,700	1,485	-215	-12.65%
8231100	Building Maintenance	0	0	45,600	45,600	0.00%
8233100	Maintenance - Equipment	13,000	23,543	23,600	10,600	81.54%
8237100	Software License/Data Storage Fees	2,920,996	2,940,324	3,112,191	191,195	6.55%
8241110	Fleet Maintenance Charges	4,729	6,000	5,200	471	9.96%
8245100	Vehicle Fuel	300	300	0	-300	-100.00%
8251100	Telephone	73,370	62,563	64,442	-8,928	-12.17%
8251200	Data Connectivity	122,900	121,140	124,776	1,876	1.53%
8252100	Postage	570	200	189	-381	-66.84%
8253100	Printing	560	330	497	-63	-11.25%
8254100	Advertising	2,060	2,060	1,490	-570	-27.67%
8255100	Photo Copier	2,687	1,440	986	-1,701	-63.30%
8262100	Internal Development	0	0	39,855	39,855	0.00%
8263100	Travel, Training & Conferences	31,374	40,460	41,846	10,472	33.38%
8270100	Memberships & Dues	38,482	38,482	54,333	15,851	41.19%
Total	Operating Expenditures	3,304,103	3,329,023	3,562,376	258,273	7.82%
Contract Services						
8490100	Other Contract Services	669,026	676,763	920,993	251,967	37.66%
Total	Contract Services	669,026	676,763	920,993	251,967	37.66%
Capital Outlay						
8560100	Equipment - Motor Vehicles	0	0	49,164	49,164	0.00%
Total	Capital Outlay	0	0	49,164	49,164	0.00%
Transfers to Other Funds						
8941100	Transfer to General Govt Fd	675,200	675,200	1,551,963	876,763	129.85%
8944100	Transfer to Public Safety Fd	20,000	20,000	0	-20,000	-100.00%
Total	Transfers to Other Funds	695,200	695,200	1,551,963	856,763	123.24%
Other Charges						
8603100	Employee Appreciation	4,500	4,500	3,375	-1,125	-25.00%
8610400	Miscellaneous	0	0	2,000	2,000	0.00%
8612100	Community Relations	45	45	45	0	0.00%
Total	Other Charges	4,545	4,545	5,420	875	19.25%
Total	Uses	7,621,534	7,485,673	9,229,836	1,608,302	21.10%

Marketing and Communications

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	548,544	507,981	576,520	27,976	5.10%
8113000	Longevity Pay	4,734	4,280	4,329	-405	-8.56%
8114000	Other Pay	0	245	420	420	0.00%
8121000	Social Security	42,325	37,962	44,467	2,142	5.06%
8122010	General	66,946	62,240	74,693	7,747	11.57%
8122070	401K Non-Sworn	5,485	5,081	5,766	281	5.12%
8131010	Medical Insurance	65,017	60,353	72,584	7,567	11.64%
8132010	Life Insurance	89	62	96	7	7.87%
8133010	Dental Insurance	3,072	2,764	3,304	232	7.55%
8137010	Workers' Compensation	14,939	13,832	15,694	755	5.05%
Total	Personnel Services	751,151	694,800	797,873	46,722	6.22%
Operating Expenditures						
8201500	Utilities	1,400	0	0	-1,400	-100.00%
8211000	Supplies - Regular	5,200	3,570	2,690	-2,510	-48.27%
8211100	Supplies - One-time	1,800	1,800	1,812	12	0.67%
8211200	Small Equipment-Not Computer	4,327	3,127	0	-4,327	-100.00%
8211300	Small Computer Equipment	1,200	1,200	0	-1,200	-100.00%
8212010	Uniform Purchases	600	1,050	745	145	24.17%
8212020	Uniform Rentals	450	0	0	-450	-100.00%
8213100	Food	1,500	1,500	2,290	790	52.67%
8233100	Maintenance - Equipment	22,228	23,478	9,800	-12,428	-55.91%
8237100	Software License/Data Storage Fees	28,213	27,405	31,628	3,415	12.10%
8241110	Fleet Maintenance Charges	2,143	1,500	1,280	-863	-40.27%
8245100	Vehicle Fuel	300	200	200	-100	-33.33%
8251100	Telephone	4,130	3,868	3,986	-144	-3.49%
8251200	Data Connectivity	3,424	1,606	1,655	-1,769	-51.66%
8251300	Video Programming	5,990	5,990	5,990	0	0.00%
8252100	Postage	110	60	63	-47	-42.73%
8253100	Printing	1,660	1,490	1,444	-216	-13.01%
8254100	Advertising	48,077	98,077	68,104	20,027	41.66%
8255100	Photo Copier	21,312	19,702	13,560	-7,752	-36.37%
8261100	Local Mileage	0	10	0	0	0.00%
8263100	Travel, Training & Conferences	7,247	7,247	5,726	-1,521	-20.99%
8270100	Memberships & Dues	3,774	3,774	4,732	958	25.38%
8285100	Insurance Premiums	1,080	0	0	-1,080	-100.00%
8291100	Rents	10,129	10,129	10,129	0	0.00%
Total	Operating Expenditures	176,294	216,783	165,834	-10,460	-5.93%
Contract Services						
8490100	Other Contract Services	45,288	45,288	45,300	12	0.03%
Total	Contract Services	45,288	45,288	45,300	12	0.03%
Other Charges						
8603100	Employee Appreciation	200	200	190	-10	-5.00%
8612100	Community Relations	100	100	100	0	0.00%
8810100	Inventory	78,500	75,920	78,300	-200	-0.25%
8891100	Cost Redistribution	-110,800	-105,600	-108,900	1,900	-1.71%
Total	Other Charges	-32,000	-29,380	-30,310	1,690	-5.28%
Total	Uses	940,733	927,491	978,697	37,964	4.04%

Mayor, City Council, and City Clerk

Description	Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses					
Personnel Services					
8111000 Salaries & Wages - Regular	436,582	444,831	453,827	17,245	3.95%
8112000 Salaries & Wages - OT	0	3,800	0	0	0.00%
8114000 Other Pay	1,260	1,261	1,260	0	0.00%
8121000 Social Security	33,497	33,676	34,815	1,318	3.93%
8122010 General	26,330	28,098	30,177	3,847	14.61%
8122070 401K Non-Sworn	2,165	2,291	2,337	172	7.94%
8131010 Medical Insurance	113,108	85,864	117,950	4,842	4.28%
8132010 Life Insurance	36	36	36	0	0.00%
8133010 Dental Insurance	5,370	4,228	5,370	0	0.00%
8137010 Workers' Compensation	11,822	11,731	12,290	468	3.96%
Total Personnel Services	630,170	615,816	658,062	27,892	4.43%
Operating Expenditures					
8211000 Supplies - Regular	4,750	4,920	3,826	-924	-19.45%
8212010 Uniform Purchases	0	0	425	425	0.00%
8213100 Food	16,500	16,688	19,180	2,680	16.24%
8237100 Software License/Data Storage Fees	10,218	10,218	10,500	282	2.76%
8251100 Telephone	10,310	11,868	12,225	1,915	18.57%
8252100 Postage	290	180	186	-104	-35.86%
8253100 Printing	1,800	2,510	1,677	-123	-6.83%
8254100 Advertising	1,300	1,300	1,100	-200	-15.38%
8255100 Photo Copier	3,859	2,390	2,500	-1,359	-35.22%
8261100 Local Mileage	50	20	30	-20	-40.00%
8263100 Travel, Training & Conferences	49,900	50,499	77,012	27,112	54.33%
8270100 Memberships & Dues	199,786	156,911	204,556	4,770	2.39%
Total Operating Expenditures	298,763	257,504	333,217	34,454	11.53%
Contract Services					
8490100 Other Contract Services	138,200	138,200	357,556	219,356	158.72%
Total Contract Services	138,200	138,200	357,556	219,356	158.72%
Capital Outlay					
8540100 Equipment - Office	0	42,875	0	0	0.00%
Total Capital Outlay	0	42,875	0	0	0.00%
Other Charges					
8603100 Employee Appreciation	825	825	660	-165	-20.00%
8612100 Community Relations	4,795	4,884	4,795	0	0.00%
Total Other Charges	5,620	5,709	5,455	-165	-2.94%
Total Uses	1,072,753	1,060,104	1,354,290	281,537	26.24%

Other Appropriations

Description		Budget FY 2022-23	Projected FY 2022-23	Recommended FY 2023-24	\$ Change FY 23 Budget to FY 24 Recom.	% Change FY 23 Budget to FY 24 Recom.
Uses						
Personnel Services						
8111000	Salaries & Wages - Regular	1,210,628	1,385,575	6,637,255	5,426,627	448.25%
8121000	Social Security	92,644	104,758	507,801	415,157	448.12%
8122010	General	151,335	151,395	817,082	665,747	439.92%
8122030	401K	0	0	66,527	66,527	0.00%
8122060	Firemen	0	134,442	0	0	0.00%
8122070	401K Non-Sworn	111	95	595,077	594,966	536005.41%
8131010	Medical Insurance	0	2,072,209	2,300,298	2,300,298	0.00%
8132010	Life Insurance	57,387	57,827	60,519	3,132	5.46%
8133010	Dental Insurance	104	93	104	0	0.00%
8136010	Unemployment Insurance	21,600	57,157	58,900	37,300	172.69%
8137010	Workers' Compensation	298	310	527	229	76.85%
Total	Personnel Services	1,534,107	3,963,861	11,044,090	9,509,983	619.90%
Operating Expenditures						
8201500	Utilities	8,736	7,700	8,100	-636	-7.28%
8201600	Stormwater Fees	14,047	14,338	14,338	291	2.07%
8211000	Supplies - Regular	2,800	2,800	2,354	-446	-15.93%
8233100	Maintenance - Equipment	14,299	14,299	14,849	550	3.85%
8251100	Telephone	50	43	45	-5	-10.00%
8252100	Postage	0	10	9	9	0.00%
8285100	Insurance Premiums	845,023	1,348,898	1,470,288	625,265	73.99%
8286100	Claim Settlements	369,050	277,000	312,000	-57,050	-15.46%
8291100	Rents	240,825	222,037	224,823	-16,002	-6.64%
Total	Operating Expenditures	1,494,830	1,887,125	2,046,806	551,976	36.93%
Contract Services						
8410100	Accounting, Auditing & Legal	27,600	8,000	8,000	-19,600	-71.01%
8450100	Credit Card Fees	161,900	199,000	218,900	57,000	35.21%
8490100	Other Contract Services	65,300	13,445	13,545	-51,755	-79.26%
Total	Contract Services	254,800	220,445	240,445	-14,355	-5.63%
Capital Outlay						
8440100	Service Charges	7,500	0	38,635	31,135	415.13%
Total	Capital Outlay	7,500	0	38,635	31,135	415.13%
Transfers to Other Funds						
8912100	Transfer to CIP Fund	9,822,984	11,966,689	17,684,757	7,861,773	80.03%
8916100	Transfer to Parking Fund	561,600	512,633	520,387	-41,213	-7.34%
8961100	Transfer to Transit Operating Fd	4,565,422	7,631,824	8,460,660	3,895,238	85.32%
Total	Transfers to Other Funds	14,950,006	20,111,146	26,665,804	11,715,798	78.37%
Debt Service						
8721100	Cost of Issuance	26,000	28,500	28,500	2,500	9.62%
Total	Debt Service	26,000	28,500	28,500	2,500	9.62%
Other Charges						
8607100	Penalties and Fines	10,000	42,284	10,000	0	0.00%
8610100	Other Charges	10,000	10,000	260,000	250,000	2500.00%
8610400	Miscellaneous	1,857,400	1,144,647	-17,968,539	-19,825,939	-1067.40%
8612100	Community Relations	1,751,574	0	0	-1,751,574	-100.00%
8620100	Intergovernmental Payments	2,520,000	1,145,000	890,000	-1,630,000	-64.68%
8630100	Annexation Payments	9,128,503	10,002,972	17,000,710	7,872,207	86.24%
8815100	Fuel Inventory	1,135,000	1,733,000	1,646,000	511,000	45.02%
8892100	Cost Redistribution-Fuel	-1,185,700	-1,783,700	-1,696,700	-511,000	43.10%
Total	Other Charges	15,226,777	12,294,203	141,471	-15,085,306	-99.07%
Total	Uses	33,494,020	38,505,280	40,205,751	6,711,731	20.04%

Capital Outlay by Fund

Fund	Capital	Type of Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
General Fund									
Equipment - Other									
Replacements									
	FIR		Mobile Radio	\$ 7,669	5	\$ 38,345	\$ -		Yes
	FIR		Thermal Imaging Camera	\$ 10,072	4	\$ 40,288	\$ -		Yes
	FIR		Radiation Detector	\$ 3,305	4	\$ 13,220	\$ -		Yes
	FIR		Rescue Tool Package	\$ 34,865	2	\$ 69,730	\$ -		Yes
	FIR		Inflatable Rescue Boat	\$ 6,695	2	\$ 13,390	\$ -		Yes
	PRM		Trailer, Heavy	\$ 10,306	4	\$ 41,224	\$ -		Yes
	PRM		Trailer, Utility	\$ 10,306	2	\$ 20,612	\$ -		Yes
	PRM		Trailer, Utility	\$ 12,366	1	\$ 12,366	\$ -		Yes
	PRM		Tractor Mower	\$ 15,456	1	\$ 15,456	\$ -		Yes
	PRM		Golf Cart	\$ 20,606	1	\$ 20,606	\$ -		Yes
	PRM		Riding Mower	\$ 15,456	1	\$ 15,456	\$ -		Yes
	PRM		Trailer, Heavy	\$ 20,606	5	\$ 103,030	\$ -		Yes
	PRM		Trailer, Utility	\$ 20,606	1	\$ 20,606	\$ -		Yes
	PRM		Riding Mower	\$ 22,666	1	\$ 22,666	\$ -		Yes
	PRM		Backhoe	\$ 169,956	1	\$ 169,956	\$ -		Yes
	PRM		Trencher	\$ 46,356	1	\$ 46,356	\$ -		Yes
	PRM		Stump Grinder	\$ 46,356	1	\$ 46,356	\$ -		Yes
	PRM-District		Trailer, Heavy	\$ 20,606	2	\$ 41,212	\$ -		Yes
	PRM-District		Trailer, Utility	\$ 20,606	1	\$ 20,606	\$ -		Yes
	Total Replacements						\$ 771,481	\$ -	
Additions									
	FIR		Pressurized Pipe Leak Kit	\$ 11,674	1	\$ 11,674	\$ -		No
	FIR		Natural Gas Detector	\$ 17,931	2	\$ 35,862	\$ -		No
	FIR		Inflatable Rescue Raft Package	\$ 5,365	2	\$ 10,730	\$ -		No
	PRM		Misc. Equipment and Accessories	\$ 48,468	1	\$ 48,468	\$ -		No
	Total Additions						\$ 106,734	\$ -	
	Total Equipment - Other						\$ 878,215	\$ -	
Vehicles									
Replacements									
	DS		Sedan	\$ 41,206	5	\$ 206,030	\$ -		Yes
	FIR		Sedan	\$ 45,661	6	\$ 273,966	\$ -		Yes
	FIR		Sedan	\$ 41,208	1	\$ 41,208	\$ -		Yes
	FIR		Fire Pumper	\$ 798,253	3	\$ 2,394,759	\$ -		Yes
	IT		Sports Utility	\$ 49,164	1	\$ 49,164	\$ -		Yes
	POL		Marked SUV	\$ 36,050	1	\$ 36,050	\$ -		Yes
	POL		Unmarked Sedan	\$ 55,666	7	\$ 389,662	\$ -		Yes
	POL		Crime Prevention Van	\$ 52,788	1	\$ 52,788	\$ -		Yes
	POL		Forensic Van	\$ 52,788	2	\$ 105,576	\$ -		Yes
	POL		Forensic Van	\$ 58,067	3	\$ 174,201	\$ -		Yes
	POL		Marked SUV	\$ 58,100	18	\$ 1,045,800	\$ -		Yes
	POL		Marked Pickup Truck	\$ 73,903	2	\$ 147,806	\$ -		Yes
	PRM		Leaf Truck	\$ 228,249	2	\$ 456,498	\$ -		Yes
	Total Replacements						\$ 5,373,508	\$ -	
	Total Vehicles						\$ 5,373,508	\$ -	

Capital Outlay by Fund

Fund	Capital	Type of Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
Transfers									
	CMO		Transfer to General Gov't Fund - Construction Department - New Offices in Fleet Building	\$ 7,000	1	\$ 7,000	\$ -		No
	ECD		Transfer to Fed'l & St Asst - Commercial Corridor Revitalization Program	\$ 250,000	1	\$ 250,000	\$ -		No
	FIN		Transfer to General Gov't Fund - LSDBE Program Tracking Software	\$ 62,500	1	\$ 62,500	\$ -		No
	FIR		Transfer to Public Safety Fund - City of Fayetteville Notification System	\$ 51,080	1	\$ 51,080	\$ -		No
	IT		Transfer to General Gov't Fund - IT Disaster Recovery Initiative	\$ 213,810	1	\$ 213,810	\$ -		No
	IT		Transfer to General Gov't Fund - Internet Phone (City Wide VOIP) Ray Baum Act	\$ 506,803	1	\$ 506,803	\$ -		No
	IT		Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 180,000	1	\$ 180,000	\$ -		No
	IT		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 21,350	1	\$ 21,350	\$ -		No
	IT		Transfer to General Gov't Fund - City Wireless Network Expansion Project	\$ 172,000	1	\$ 172,000	\$ -		No
	IT		Transfer to General Gov't Fund - City Domain Migration	\$ 98,000	1	\$ 98,000	\$ -		No
	IT		Transfer to General Gov't Fund - Computer Replacement Program	\$ 200,000	1	\$ 200,000	\$ -		Yes
	IT		Transfer to General Gov't Fund - Virtual Server Expansion Equipment	\$ 160,000	1	\$ 160,000	\$ -		Yes
	POL		Transfer to Public Safety Fund - Public Safety Camera Replacement	\$ 64,406	1	\$ 64,406	\$ -		Yes
	PRM		Transfer to Recreation and Culture Fund - Blounts Creek Trail	\$ 40,348	1	\$ 40,348	\$ -		No
	PRM		Transfer to Recreation and Culture Fund - Little Cross Creek Greenway - Phases I and II	\$ 96,000	1	\$ 96,000	\$ -		No
	PRM		Transfer to Recreation and Culture Fund - Martin Luther King Jr. Park	\$ 2,000,000	1	\$ 2,000,000	\$ -		No
	PS		Transfer to Recreation and Culture Fund - Cape Fear River Trail Phase II	\$ 100,000	1	\$ 100,000	\$ -		No
	PS		Transfer to Transportation Fund - Bridge Preservation Program	\$ 200,000	1	\$ 200,000	\$ -		No
	PS		Transfer to Transportation Fund - Dam Safety and Preservation Program	\$ 62,500	1	\$ 62,500	\$ -		No
	PS		Transfer to Transportation Fund - Hinsdale Road Reconstruction	\$ 213,012	1	\$ 213,012	\$ -		No
	PS		Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,850,000	1	\$ 4,850,000	\$ -		No
	PS		Transfer to Transportation Fund - Throughfare Street Lighting	\$ 50,000	1	\$ 50,000	\$ -		No
	PS		Transfer to Transportation Fund - NCDOT Municipal Agreements	\$ 700,728	1	\$ 700,728	\$ -		No
Total Transfers						\$ 10,299,537	\$ -		
Total General Fund						\$ 16,551,260	\$ -		

Capital Outlay by Fund

Type of						Recommended		Adopted		Replace-
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	ment	
<i>Airport Fund</i>										
Equipment - Other										
Replacements										
			Tractor and Mower	\$ 140,715	1	\$ 140,715		\$ -		Yes
Total Replacements						\$ 140,715		\$ -		
Additions										
			Walk Behind Burnisher & Stand-On Scrubber	\$ 19,512	1	\$ 19,512		\$ -		No
Total Additions						\$ 19,512		\$ -		
Total Equipment - Other						\$ 160,227		\$ -		
Vehicles										
			Pickup Truck	\$ 45,279	1	\$ 45,279		\$ -		Yes
Total Vehicles						\$ 45,279		\$ -		
Improvements										
			Roof Replacement on Hangar 430	\$ 98,700	1	\$ 98,700		\$ -		Yes
			Marquee Sign	\$ 50,000	1	\$ 50,000		\$ -		No
Total Improvements						\$ 148,700		\$ -		
Transfers										
			Transfer to Airport Capital Project Fund - Terminal Data Infrastructure	\$ 60,000	1	\$ 60,000		\$ -		No
			Transfer to Airport Capital Project Fund - Perimeter Road Paving and Fence Replacement	\$ 450,000	1	\$ 450,000		\$ -		No
			Transfer to Airport Capital Project Fund - Taxiway F Pavement and Lighting Rehabilitation	\$ 50,000	1	\$ 50,000		\$ -		No
			Transfer to Airport Capital Project Fund - Airline Terminal Improvement Part III	\$ 376,243	1	\$ 376,243		\$ -		No
Total Transfers						\$ 936,243		\$ -		
Total Airport Fund						\$ 1,290,449		\$ -		
<i>Solid Waste Fund</i>										
Vehicles										
Replacements										
			Flatbed Truck	\$ 66,956	1	\$ 66,956		\$ -		Yes
			Smart Truck System	\$ 78,622	1	\$ 78,622		\$ -		No
			Side Loader Refuse Truck	\$ 329,606	3	\$ 988,818		\$ -		Yes
			Rear Loader Refuse Truck	\$ 314,156	1	\$ 314,156		\$ -		Yes
			Limb Truck, Heavy	\$ 252,356	3	\$ 757,068		\$ -		Yes
Total Replacements						\$ 2,205,620		\$ -		
Total Solid Waste Fund						\$ 2,205,620		\$ -		
<i>Stormwater Fund</i>										
Equipment - Other										
Replacements										
			Backhoe	\$ 120,000	1	\$ 120,000		\$ -		Yes
			StreetSweeper	\$ 309,006	1	\$ 309,006		\$ -		Yes
			Boat	\$ 30,000	1	\$ 30,000		\$ -		Yes
Total Replacements						\$ 459,006		\$ -		

Capital Outlay by Fund

Fund	Type of		Description	Price	Qty	Recommended		Adopted		Replacement
	Capital	Department				Qty	Total	Qty	Total	
Vehicles										
Replacements										
		Dump Truck		\$ 123,606	1	\$	123,606	\$	-	
Total Replacements							<u>\$ 123,606</u>		<u>\$ -</u>	
Transfers										
		Transfer to Stormwater Fund - Stormwater Program								
				\$ 11,788,055	1	\$	11,788,055	\$	-	No
		Transfer to Water, Sewer & Stormwater Fund - Hinsdale Road Reconstruction								
				\$ 125,103	1	\$	125,103	\$	-	No
Total Transfers							<u>\$ 11,913,158</u>		<u>\$ -</u>	
Total Stormwater Fund							<u>\$ 12,495,770</u>		<u>\$ -</u>	
Transit Fund										
Vehicles										
		Vehicle Taxes		\$ 2,000	8	\$	16,000	\$	-	No
Total Vehicles							<u>\$ 16,000</u>		<u>\$ -</u>	
Transfers										
		Transfer to Transit Fund -Grove Street Facility Improvement								
				\$ 18,000	1	\$	18,000	\$	-	No
		Transfer to Transit Fund -Transit Fare Collection System Replacement								
				\$ 40,000	1	\$	40,000	\$	-	Yes
		Transfer to Transit Fund - Transit Security and Safety Systems								
				\$ 3,200	1	\$	3,200	\$	-	No
		Transfer to Transit Fund - Shelters and Benches								
				\$ 14,400	1	\$	14,400	\$	-	No
		Transfer to Transit Fund - Sidewalks and ADA Accessibility Improvements								
				\$ 18,000	1	\$	18,000	\$	-	No
Total Transfers							<u>\$ 93,600</u>		<u>\$ -</u>	
Total Transit Fund							<u>\$ 109,600</u>		<u>\$ -</u>	
Fleet Fund										
Equipment Replacements										
		Tire Mount & Balance Machine		\$ 33,110	1	\$	33,110	\$	-	No
Total Replacements							<u>\$ 33,110</u>		<u>\$ -</u>	
Total Fleet Fund							<u>\$ 33,110</u>		<u>\$ -</u>	
Total Capital Outlay							<u>\$ 32,685,809</u>		<u>\$ -</u>	

Capital Outlay by Portfolio by Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Total	Replacement
Community Investment							
Development Services							
Vehicles							
		Sedan	\$ 41,206	5	\$ 206,030	\$ -	Yes
		Total Vehicles			\$ 206,030	\$ -	
		Total Development Services			\$ 206,030	\$ -	
Economic & Community Development							
Transfers							
		Revitalization Program	\$ 250,000	1	\$ 250,000	\$ -	No
		Total Transfers			\$ 250,000	\$ -	
		Total Economic & Community Development			\$ 250,000	\$ -	
		Total Community Investment			\$ 456,030	\$ -	
Operations							
Airport							
Equipment - Other							
		Walk Behind Burnisher & Stand-On Scrubber	\$ 19,512	1	\$ 19,512		No
		Tractor and Mower	\$ 140,715	1	\$ 140,715		Yes
		Total Equipment - Other			\$ 160,227	\$ -	
Vehicles							
		Pickup Truck	\$ 45,279	1	\$ 45,279	\$ -	Yes
		Total Vehicles			\$ 45,279	\$ -	
Improvements							
		Roof Replacement on Hangar 430	\$ 98,700	1	\$ 98,700		Yes
		Marquee Sign	\$ 50,000	1	\$ 50,000	\$ -	No
		Total Improvements			\$ 148,700	\$ -	
Transfers							
		Transfer to Airport Capital Project Fund - Terminal Data Infrastructure	\$ 60,000	1	\$ 60,000	\$ -	No
		Transfer to Airport Capital Project Fund - Perimeter Road Paving and Fence Replacement	\$ 450,000	1	\$ 450,000	\$ -	No
		Transfer to Airport Capital Project Fund - Taxiway F Pavement and Lighting Rehabilitation	\$ 50,000	1	\$ 50,000	\$ -	No
		Transfer to Airport Capital Project Fund - Airline Terminal Improvement Part III	\$ 376,243	1	\$ 376,243	\$ -	No
		Total Transfers			\$ 936,243	\$ -	
		Total Airport			\$ 1,290,449	\$ -	
Fire							
Equipment - Other							
		Mobile Radio	\$ 7,669	5	\$ 38,345	\$ -	Yes

Capital Outlay by Portfolio by Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
		Thermal Imaging Camera	\$ 10,072	4	\$ 40,288	\$ -	-	Yes
		Radiation Detector	\$ 3,305	4	\$ 13,220	\$ -	-	Yes
		Pressurized Pipe Leak Kit	\$ 11,674	1	\$ 11,674	\$ -	-	No
		Natural Gas Detector	\$ 17,931	2	\$ 35,862	\$ -	-	No
		Inflatable Rescue Raft Package	\$ 5,365	2	\$ 10,730	\$ -	-	No
		Rescue Tool Package	\$ 34,865	2	\$ 69,730	\$ -	-	Yes
		Inflatable Rescue Boat	\$ 6,695	2	\$ 13,390	\$ -	-	Yes
		Total Equipment - Other			\$ 233,239	\$ -	-	
		Vehicles						
		Sedan	\$ 45,661	6	\$ 273,966	\$ -	-	Yes
		Sedan	\$ 41,208	1	\$ 41,208	\$ -	-	Yes
		Fire Pumper	\$ 798,253	3	\$ 2,394,759	\$ -	-	Yes
		Total Vehicles			\$ 2,709,933	\$ -	-	
		Transfers						
		Transfer to Public Safety Fund - City of Fayetteville Notification System	\$ 51,080	1	\$ 51,080	\$ -	-	No
		Total Transfers			\$ 51,080	\$ -	-	
		Total Fire			\$ 2,994,252	\$ -	-	
		Parks, Recreation & Maintenance						
		Equipment - Other						
		Trailer, Heavy	\$ 10,306	4	\$ 41,224	\$ -	-	Yes
		Trailer, Utility	\$ 10,306	2	\$ 20,612	\$ -	-	Yes
		Trailer, Utility	\$ 12,366	1	\$ 12,366	\$ -	-	Yes
		Trailer, Utility	\$ 20,606	1	\$ 20,606	\$ -	-	Yes
		Trailer, Heavy	\$ 20,606	5	\$ 103,030	\$ -	-	Yes
		Tractor Mower	\$ 15,456	1	\$ 15,456	\$ -	-	Yes
		Golf Cart	\$ 20,606	1	\$ 20,606	\$ -	-	Yes
		Riding Mower	\$ 15,456	1	\$ 15,456	\$ -	-	Yes
		Riding Mower	\$ 22,666	1	\$ 22,666	\$ -	-	Yes
		Trencher	\$ 46,356	1	\$ 46,356	\$ -	-	Yes
		Stump Grinder	\$ 46,356	1	\$ 46,356	\$ -	-	Yes
		Misc. Equipment and Accessories	\$ 48,468	1	\$ 48,468	\$ -	-	No
		Backhoe	\$ 169,956	1	\$ 169,956	\$ -	-	Yes
		Total Equipment - Other			\$ 583,158	\$ -	-	
		Vehicles						
		Leaf Truck	\$ 228,249	2	\$ 456,498	\$ -	-	Yes
		Total Vehicles			\$ 456,498	\$ -	-	
		Transfers						
		Transfer to Recreation and Culture Fund - Blounts Creek Trail	\$ 40,348	1	\$ 40,348	\$ -	-	No
		Transfer to Recreation and Culture Fund - Little Cross Creek Greenway - Phases I and II	\$ 96,000	1	\$ 96,000	\$ -	-	No
		Transfer to Recreation and Culture Fund - Martin Luther King Jr. Park	\$ 2,000,000	1	\$ 2,000,000	\$ -	-	No
		Total Transfers			\$ 2,136,348	\$ -	-	
		Total Parks, Recreation & Maintenance			\$ 3,176,004	\$ -	-	

Capital Outlay by Portfolio by Department

Department	Type of	Description	Price	Recommended		Adopted		Replacement
	Capital			Qty	Total	Qty	Total	
Parks, Recreation & Maintenance - District								
Equipment - Other								
		Trailer, Heavy	\$ 20,606	2	\$ 41,212		\$ -	Yes
		Trailer, Utility	\$ 20,606	1	\$ 20,606		\$ -	Yes
		Total Equipment - Other			\$ 61,818		\$ -	
		Total Parks, Recreation & Maintenance - District			\$ 61,818		\$ -	
Police								
Vehicles								
		Marked SUV	\$ 36,050	1	\$ 36,050		\$ -	Yes
		Unmarked Sedan	\$ 55,666	7	\$ 389,662		\$ -	Yes
		Crime Prevention Van	\$ 52,788	1	\$ 52,788		\$ -	Yes
		Forensic Van	\$ 52,788	2	\$ 105,576		\$ -	Yes
		Forensic Van	\$ 58,067	3	\$ 174,201		\$ -	Yes
		Marked SUV	\$ 58,100	18	\$ 1,045,800		\$ -	Yes
		Marked Pickup Truck	\$ 73,903	2	\$ 147,806		\$ -	Yes
		Total Vehicles			\$ 1,951,883		\$ -	
Transfers								
		Transfer to Public Safety Fund - Public Safety Camera Replacement	\$ 64,406	1	\$ 64,406		\$ -	Yes
		Total Transfers			\$ 64,406		\$ -	
		Total Police			\$ 2,016,289		\$ -	
Public Services								
Equipment - Other								
		Backhoe	\$ 120,000	1	\$ 120,000		\$ -	Yes
		Smart Truck System	\$ 78,622	1	\$ 78,622		\$ -	No
		Streetsweeper	\$ 309,006	1	\$ 309,006		\$ -	Yes
		Boat	\$ 30,000	1	\$ 30,000		\$ -	Yes
		Total Equipment - Other			\$ 537,628		\$ -	
Vehicles								
		Flatbed Truck	\$ 66,956	1	\$ 66,956		\$ -	Yes
		Side Loader Refuse Truck	\$ 329,606	3	\$ 988,818		\$ -	Yes
		Rear Loader Refuse Truck	\$ 314,156	1	\$ 314,156		\$ -	Yes
		Limb Truck, Heavy	\$ 252,356	3	\$ 757,068		\$ -	Yes
		Dump Truck	\$ 123,606	1	\$ 123,606		\$ -	Yes
		Total Vehicles			\$ 2,250,604		\$ -	
Transfers								
		Transfer to Transportation Fund - Bridge Preservation Program	\$ 200,000	1	\$ 200,000		\$ -	No
		Transfer to Transportation Fund - Dam Safety and Preservation Program	\$ 62,500	1	\$ 62,500		\$ -	No
		Transfer to Recreation and Culture Fund - Cape Fear River Trail Phase II	\$ 100,000	1	\$ 100,000		\$ -	No
		Transfer to Stormwater Fund - Stormwater Program	\$ 11,788,055	1	\$ 11,788,055		\$ -	No
		Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,850,000	1	\$ 4,850,000		\$ -	No

Capital Outlay by Portfolio by Department

Department	Type of Capital	Description	Price	Qty	Recommended		Adopted		Replacement
					Total		Total		
		Transfer to Transportation Fund - Hinsdale Road Reconstruction	\$ 213,012	1	\$ 213,012		\$ -		No
		Transfer to Transportation Fund - Throughfare Street Lighting	\$ 50,000	1	\$ 50,000		\$ -		No
		Transfer to Transportation Fund - NCDOT Municipal Agreements	\$ 700,728	1	\$ 700,728		\$ -		No
		Transfer to Water, Sewer & Stormwater Fund - Hinsdale Road Reconstruction	\$ 125,103	1	\$ 125,103		\$ -		No
	Total Transfers				\$ 18,089,398		\$ -		
	Total Public Services				\$ 20,877,630		\$ -		
	Transit								
	Vehicles								
		Vehicle Taxes	\$ 2,000	8	\$ 16,000		\$ -		No
	Total Vehicles				\$ 16,000		\$ -		
	Transfers								
		Transfer to Transit Fund -Transit Fare Collection System Replacement	\$ 40,000	1	\$ 40,000		\$ -		Yes
		Transfer to Transit Fund -Grove Street Facility Improvement	\$ 18,000	1	\$ 18,000		\$ -		No
		Transfer to Transit Fund - Transit Security and Safety Systems	\$ 3,200	1	\$ 3,200		\$ -		No
		Transfer to Transit Fund - Shelters and Benches	\$ 14,400	1	\$ 14,400		\$ -		No
		Transfer to Transit Fund - Sidewalks and ADA Accessibility Improvements	\$ 18,000	1	\$ 18,000		\$ -		No
	Total Transfers				\$ 93,600		\$ -		
	Total Transit				\$ 109,600		\$ -		
	Total Operations				\$ 30,526,042		\$ -		
	Support Services and Administration								
	City Manager's Office								
	Transfers								
		Transfer to General Gov't Fund - Construction Department - New Offices in Fleet Building	\$ 7,000	1	\$ 7,000		\$ -		No
	Total Transfers				\$ 7,000		\$ -		
	Total City Manager's Office				\$ 7,000		\$ -		
	Finance Department								
	Equipment - Fleet								
		Tire Mount & Balance Machine	\$ 33,110	1	\$ 33,110		\$ -		No
	Total Equipment - Fleet				\$ 33,110		\$ -		
	Transfers								
		Transfer to General Gov't Fund - LSDBE Program Tracking Software	\$ 62,500	1	\$ 62,500		\$ -		No
	Total Transfers				\$ 62,500		\$ -		
	Total Finance Department				\$ 95,610		\$ -		

Capital Outlay by Portfolio by Departments

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Information Technology								
Vehicles								
		Sports Utility	\$ 49,164	1	\$ 49,164		\$ -	Yes
		Total Vehicles			\$ 49,164		\$ -	
Transfers								
		Transfer to General Gov't Fund - IT Disaster Recovery Initiative	\$ 213,810	1	\$ 213,810		\$ -	No
		Transfer to General Gov't Fund - Internet Phone (City Wide VOIP) Ray Baum Act	\$ 506,803	1	\$ 506,803		\$ -	No
		Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 180,000	1	\$ 180,000		\$ -	No
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 21,350	1	\$ 21,350		\$ -	No
		Transfer to General Gov't Fund - City Wireless Network Expansion Project	\$ 172,000	1	\$ 172,000		\$ -	No
		Transfer to General Gov't Fund - City Domain Migration	\$ 98,000	1	\$ 98,000		\$ -	No
		Transfer to General Gov't Fund - Computer Replacement Program	\$ 200,000	1	\$ 200,000		\$ -	Yes
		Transfer to General Gov't Fund - Virtual Server Expansion Equipment	\$ 160,000	1	\$ 160,000		\$ -	Yes
		Total Transfers			\$ 1,551,963		\$ -	
		Total Information Technology			\$ 1,601,127		\$ -	
		Total Support Services and Administration			\$ 1,703,737		\$ -	
		Total Capital Outlay			\$ 32,685,809		\$ -	

Overview

The City of Fayetteville's Capital Funding Plan (CFP) serves two purposes. It is a tool for managing existing principal and interest obligations for debt issued for major capital improvements, including bonds, installment financing agreements and other note payable instruments. It also serves as a planning tool for projecting future capacity to issue debt or to cash fund major capital improvements.

This plan does not encompass all long-term debt obligations of the City. The City's Public Works Commission (PWC) manages debt obligations and planning for the Electric, Water and Wastewater Utilities. The City also separately manages some debt service for: two loans and revenue bonds as expenditures of the Stormwater Fund; and, a share of capital leases for the acquisition of operating equipment as expenditures in the Parking Fund, Environmental Services Fund and the Stormwater Fund.

The Local Government Commission of the Department of the State Treasurer oversees long-term debt issuance by local governments in North Carolina. The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of general obligation bonded debt the City may have outstanding at 8% of the appraised value of property subject to taxation. The City's total outstanding general obligation bonded debt as reported in audited financial statements as of June 30, 2022 totaled \$ 36,886,413, representing 0.255% of the City's total assessed taxable value at June 30, 2022. Furthermore, the City received voter approved authority in November, 2022 to issue up to \$97,000,000 in general obligation bonds, although the first issuance of those bonds has not yet determined.

Resources

- This budget dedicates an amount equivalent to 10.74 cents of the recommended 56.95 cent tax rate for the capital funding plans. The dedicated rate includes 5.07 cents for the general capital funding plan, 1.42 cents to fund debt service on existing Parks and Recreation general obligation bonds, and 4.25 cents to fund debt service on the \$97,000,000 of general obligation bonds authorized by voters in November, 2022.
- \$25,000 from the Central Business Tax District (CBTD) Fund and ad valorem taxes generated by property value increases in the CBTD from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate are dedicated to this plan each fiscal year to fund Franklin Street Parking Deck debt service.
- Resources dedicated to the repayment of the financing for the Downtown Stadium include team lease payments, ad valorem taxes generated by property value increases at the redevelopment site from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate, and other General Fund resources. The funding plan is also supported by interfund loans from the Risk Management fund to extend the funding model over thirty years, as compared to the 20-year financing period.
- Other funding sources also include:
 - Federal interest rebates for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program. The fiscal year 2024 rebate is projected at \$19,275.
 - Monthly Greyhound loan payments of \$4,937 for up-fitting of tenant space in the multimodal center through November, 2023.

Capital Funding Plan

Outstanding Debt Instruments

- General obligation (GO) bonds pledge the full faith, credit and taxing power of the City to meet principal and interest obligations. The City is projected to have \$31,580,000 of GO bonds outstanding over three series of bonds as of June 30, 2023, at interest rates between 2.0% and 5.0%. The City's underlying GO bond credit ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poor's (S&P). The following table illustrates the bond credit rating structures of Moody's and S&P.

	Moody's	S&P	
Prime	Aaa	AAA	Investment Grade ↑ ↓
High Grade	Aa1	AA+	
	Aa2	AA	
	Aa3	AA-	
Upper Medium Grade	A1	A+	
	A2	A	
	A3	A-	
Lower Medium Grade	Baa1	BBB+	
	Baa2	BBB+	
	Baa3	BBB-	

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

Capital Funding Plan

SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/23 *	FY2024 Principal & Interest
<i>General Obligation Bonds</i>			
2019 Refunding Bonds	Refunded Series 2005 Public Improvement Bonds	730,000	426,500
2019 Parks & Recreation Bonds	First Tranche of \$35M Approved by Voters	12,800,000	1,284,000
2022 Parks & Recreation Bonds	Balance of \$35M Approved by Voters	18,050,000	1,688,625
		<u>\$ 31,580,000</u>	<u>\$ 3,399,125</u>
<i>Other Financings</i>			
Capital Lease - Construction	Franklin Street Parking Deck	989,824	442,090
Capital Lease - Construction	Fire Station 19	535,398	187,787
Capital Lease - Construction	Fire Station 12	2,700,000	245,250
Capital Lease - Construction	City Hall Renovations	1,316,000	134,138
Capital Lease - Construction	Downtown Stadium	26,745,000	2,859,255
Capital Lease - Construction	Downtown Stadium	2,065,000	214,103
Capital Lease - Construction	Hay St. Parking Deck and Redevelopment	11,125,000	1,186,876
Capital Lease - Construction	Lake Rim Aquatic Center	2,185,000	233,350
Capital Lease - Construction	Fire Station 4	9,909,000	848,006
Capital Lease - Equipment	December 2019 Radio Equipment Financing	371,356	378,043
Capital Lease - Equipment	February 2020 Vehicle/Equipment Financing	717,906	725,995
Capital Lease - Equipment	ERP System Replacement	2,412,372	1,215,480
Capital Lease - Equipment	March 2021 Vehicle/Equipment Financing	1,936,566	975,744
Capital Lease - Equipment	May 2022 Vehicle/Equipment Financing	2,368,088	808,174
Capital Lease - Equipment	May 2023 Vehicle/Equipment Financing	1,265,000	342,040
Interfund Loan	Stadium Funding Plan	5,072,862	0
		<u>\$ 71,714,372</u>	<u>\$ 10,796,331</u>
		<u>\$ 103,294,372</u>	<u>\$ 14,195,456</u>

* Only includes outstanding debt funded through the Capital Funding Plan

SUMMARY OF PLANNED FISCAL YEAR 2024 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount **	FY2024 Principal & Interest
<i>Other Financings</i>			
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	3,002,737	0
Interfund Loan	Stadium Funding Model	1,083,000	0
		<u>\$ 4,085,737</u>	<u>\$ 0</u>

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

Five-Year Capital and Technology Improvement Plans

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

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

Planning Process

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

Each fall, the City Manager's Office assembles a Capital Improvement Review Committee made up of staff members from multiple City departments. The Committee is tasked with reviewing submitted projects against established criteria to provide a priority rating for consideration by the City Manager's Office. Factors upon which the projects are rated included: alignment with the strategic plan; state/federal mandates; other funding availability; safety hazard mitigation; maintenance of existing assets; efficiency or cost avoidance; and service improvement impacts.

TIP projects are similarly reviewed and ranked by a Technology Improvement Review Committee, which similarly consists of staff members from multiple City departments.

This committee provides priority rankings for technology projects based upon the following factors: alignment with the strategic plan; state/federal mandates; other funding availability; department rankings; new versus continuation project; maintenance of existing capabilities; E-Government impact; and return on investment.

The results of the committee ranking processes and completed CIP and TIP project summaries are submitted to the City Manager's Office for consideration for funding during the five-year planning period. The staff of the Budget and Evaluation Office works with the City Manager's Office to identify funding available for the projects. Project requests are weighed against available resources to develop a recommended CIP and TIP to be presented for consideration by the City Council.

City Council deliberation of the recommended CIP and TIP begins before the annual budget development process. The final CIP and TIP are adopted by City Council concurrently with the annual operating budget.

Five-Year Capital and Technology Improvement Plans

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

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

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

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

CIP Project Groupings

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

Five-Year Capital and Technology Improvement Plans

TIP Project Groupings

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

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

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

Project ordinances are typically funded by transfers from annual operating funds or by financing proceeds, and also in combination with grant funds.

In addition, some projects will result in on-going operating expenditures and revenues. Those budget impacts are estimated by departments and are provided for consideration as well. When a project is approved and completed, those impacts must be considered in the annual operating budget beginning with the fiscal year of project completion.

In March 2016, Fayetteville voters passed a bond referendum authorizing \$35 million in general obligation bonds for parks and recreation facilities. Bond funded projects rows are shaded in blue in the CIP summary that follows.

The tables that follow provide summaries of the City's Proposed FY 2024 to 2028 Capital and Technology Improvement Plans, both by planned fiscal year of expenditure and by proposed funding sources.

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
AIRPORT									
Airline Terminal Improvement Part II	Airport	30,333,304	7,002,990	0	0	0	0	0	37,336,294
Airline Terminal Improvement Part III	Airport	0	254,669	2,292,024	0	0	0	0	2,546,693
Airport Public Art	Airport	0	50,000	0	0	0	0	0	50,000
Consolidated Rental Car Facility	Airport	9,786	0	450,023	6,652,703	6,647,489	0	0	13,760,001
Construct International Arrivals Terminal - South GA Ramp	Airport	0	0	2,230,295	20,073,106	0	0	0	22,303,401
General Aviation Hangar Development	Airport	0	2,922,939	0	0	0	0	0	2,922,939
Perimeter Road Paving and Fencing Replacement	Airport	0	0	4,500,000	0	0	0	0	4,500,000
Reconstruct Concrete South General Aviation Ramp	Airport	0	0	550,000	4,950,000	0	0	0	5,500,000
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	500,000	3,500,000	0	0	0	4,000,000
T-Hangar (8 Unit)	Airport	91,530	1,908,470	0	0	0	0	0	2,000,000
TOTAL - AIRPORT		30,434,620	12,139,068	10,522,342	35,175,809	6,647,489	0	0	94,919,328
ECONOMIC DEVELOPMENT									
Affordable Housing Project Fund	Economic & Community Development	100,756	59,244	0	0	0	0	0	160,000
Affordable Housing Trust Fund	Economic & Community Development	0	8,438,460	5,844,000	4,164,000	2,198,834	1,994,000	1,994,000	24,633,294
Commercial Corridor Improvement Grant ARPA	Economic & Community Development	0	1,000,000	0	0	0	0	0	1,000,000
Commercial Corridor Revitalization Program	Economic & Community Development	147,872	102,128	250,000	0	0	0	0	500,000
Day Resource Center and Emergency Shelter	Economic & Community Development	1,131,626	5,858,374	0	0	0	0	0	6,990,000
Downtown Stadium	City Managers Office	41,349,824	18,278	0	0	0	0	0	41,368,102
Good Neighbor Homebuyer Program	Economic & Community Development	0	450,000	0	0	0	0	0	450,000
Hay Street Parking Deck and Mixed Use Development	City Managers Office	17,979,657	0	0	0	101,438	0	0	18,081,095
Hope VI City Contributions	Economic & Community Development	6,164,737	436,263	0	0	0	0	0	6,601,000

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
AIRPORT								
Airline Terminal Improvement Part II	Airport	37,336,294	0	0	0	37,336,294	Federal Grant & Airport Funds	0
Airline Terminal Improvement Part III	Airport	1,870,450	0	0	676,243	2,546,693	Federal Grant & Airport Funds	0
Airport Public Art	Airport	50,000	0	0	0	50,000	Airport Funds	0
Consolidated Rental Car Facility	Airport	9,786	0	0	13,750,215	13,760,001	Customer Facility Charges (cash and debt service) & Bonds	0
Construct International Arrivals Terminal - South GA Ramp	Airport	0	0	0	22,303,401	22,303,401	FAA & NCDOT DOA Grant	0
General Aviation Hangar Development	Airport	2,922,939	0	0	0	2,922,939	NCDOT DOA Grant	0
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	4,500,000	4,500,000	Federal Grant & Airport Funds	0
Reconstruct Concrete South General Aviation Ramp	Airport	0	0	0	5,500,000	5,500,000	FAA BIL Grant & Airport Funds	0
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	4,000,000	4,000,000	Federal Grant & Airport Funds	0
T-Hangar (8 Unit)	Airport	2,000,000	0	0	0	2,000,000	NCDOT Aviation Grant & Airport Funds	0
TOTAL - AIRPORT		44,189,469	0	0	50,729,859	94,919,328		0
ECONOMIC DEVELOPMENT								
Affordable Housing Project Fund	Economic & Community Development	160,000	0	0	0	160,000		0
Affordable Housing Trust Fund	Economic & Community Development	4,000,000	0	0	20,633,294	24,633,294	ARPA; CDBG; HOME; HOME-ARP; HOPWA; State Grant	200,000
Commercial Corridor Improvement Grant ARPA	Economic & Community Development	1,000,000	0	0	0	1,000,000	ARPA Revenue Replacement FY23	0
Commercial Corridor Revitalization Program	Economic & Community Development	250,000	250,000	0	0	500,000		0
Day Resource Center and Emergency Shelter	Economic & Community Development	6,990,000	0	0	0	6,990,000	CDBG-DR	300,000
Downtown Stadium	City Managers Office	41,368,102	0	0	0	41,368,102		0
Good Neighbor Homebuyer Program	Economic & Community Development	450,000	0	0	0	450,000	\$50,000 Donation	0
Hay Street Parking Deck and Mixed Use Development	City Managers Office	18,081,095	0	0	0	18,081,095	Project Investment Income	0
Hope VI City Contributions	Economic & Community Development	6,601,000	0	0	0	6,601,000		0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Housing Authority Homeownership	Economic & Community Development	0	500,000	0	0	0	0	0	500,000
Murchison Road Redevelopment	Economic & Community Development	2,599,112	235,888	0	0	0	0	0	2,835,000
Replacement Parking for City Employees	City Managers Office	1,151,313	0	204,670	0	0	0	0	1,355,983
Small Business Development and Retention Grant Program	Economic & Community Development	0	2,000,000	0	0	0	0	0	2,000,000
Support Infrastructure for Downtown Stadium Area	City Managers Office	2,358,911	135,522	0	0	217,690	0	0	2,712,123
Texfi Remediation Pilot Study	Public Services	844,279	51,445	0	0	0	0	0	895,724
TOTAL - ECONOMIC DEVELOPMENT		73,828,087	19,285,602	6,298,670	4,164,000	2,517,962	1,994,000	1,994,000	110,082,321
GENERAL GOVERNMENT									
333 Alexander Street Facility Repair	Public Services	268,366	36,634	0	0	0	0	0	305,000
Alexander Street Complex - Facility Mitigation	Parks & Recreation	58,266	261,859	0	0	0	0	0	320,125
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	0	621,946	0	0	0	0	75,000	696,946
Building Maintenance-HVAC/Boiler Replacement	Parks & Recreation	251,292	559,033	0	0	0	0	120,000	930,325
Building Maintenance-Other Projects	Parks & Recreation	386,107	180,000	85,000	50,000	100,000	0	125,000	926,107
Building Maintenance-Roof Replacement	Parks & Recreation	135,625	605,631	235,000	455,000	0	0	200,000	1,631,256
Building Maintenance-Fire Station Repairs	Parks & Recreation	0	100,000	0	0	0	0	0	100,000
City Hall First Floor Renovations - Phase I	City Managers Office	1,174,427	102,318	23,058	0	0	0	0	1,299,803
Construction Department - New Offices in Fleet Building	City Managers Office	7,979	79,021	7,000	0	0	0	0	94,000
Emergency Generators	Parks & Recreation	0	0	550,000	0	0	0	0	550,000
Finance - Remodeling	Finance	0	66,262	0	0	0	0	0	66,262
Historic Building Renovations	Parks & Recreation	6,035	2,693,965	0	0	0	0	0	2,700,000
Hope (Dream) Center Building Renovations	Parks & Recreation	49,807	25,193	0	0	0	0	0	75,000
Parking Lot Resurfacing	Public Services	401,518	400,641	0	44,500	50,200	83,800	37,700	1,018,359
Ramsey Street Pump Station Replacement	Public Services	0	500,000	0	0	0	0	0	500,000
TOTAL - GENERAL GOVERNMENT		2,739,422	6,232,503	900,058	549,500	150,200	83,800	557,700	11,213,183

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Housing Authority Homeownership	Economic & Community Development	500,000	0	0	0	500,000		0
Murchison Road Redevelopment	Economic & Community Development	2,835,000	0	0	0	2,835,000		0
Replacement Parking for City Employees	City Managers Office	1,355,983	0	0	0	1,355,983		0
Small Business Development and Retention Grant Program	Economic & Community Development	2,000,000	0	0	0	2,000,000	ARPA FY23	0
Support Infrastructure for Downtown Stadium Area	City Managers Office	2,712,123	0	0	0	2,712,123		0
Texfi Remediation Pilot Study	Public Services	895,724	0	0	0	895,724		0
TOTAL - ECONOMIC DEVELOPMENT		89,199,027	250,000	0	20,633,294	110,082,321		500,000
GENERAL GOVERNMENT								
333 Alexander Street Facility Repair	Public Services	305,000	0	0	0	305,000		0
Alexander Street Complex - Facility Mitigation	Parks & Recreation	320,125	0	0	0	320,125		0
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	621,946	75,000	0	0	696,946	ARPA FY23	0
Building Maintenance-HVAC/Boiler Replacement	Parks & Recreation	810,325	120,000	0	0	930,325	ARPA FY23	0
Building Maintenance-Other Projects	Parks & Recreation	821,431	104,676	0	0	926,107	ARPA FY23	0
Building Maintenance-Roof Replacement	Parks & Recreation	1,178,194	453,062	0	0	1,631,256	ARPA FY23	0
Building Maintenance-Fire Station Repairs	Parks & Recreation	100,000	0	0	0	100,000		0
City Hall First Floor Renovations - Phase I	City Managers Office	1,299,803	0	0	0	1,299,803		0
Construction Department - New Offices in Fleet Building	City Managers Office	87,000	7,000	0	0	94,000		0
Emergency Generators	Parks & Recreation	137,300	412,700	0	0	550,000		0
Finance - Remodeling	Finance	66,262	0	0	0	66,262		0
Historic Building Renovations	Parks & Recreation	2,700,000	0	0	0	2,700,000	SCIF Grant	0
Hope (Dream) Center Building Renovations	Parks & Recreation	75,000	0	0	0	75,000		5,000
Parking Lot Resurfacing	Public Services	802,159	216,200	0	0	1,018,359	ARPA FY23	0
Ramsey Street Pump Station Replacement	Public Services	500,000	0	0	0	500,000	ARPA FY23	0
TOTAL - GENERAL GOVERNMENT		9,824,545	1,388,638	0	0	11,213,183		5,000

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
PARKS, RECREATION AND CULTURE									
Big Cross Creek Multiuse Trail	Parks & Recreation	500,025	351,975	0	0	0	0	0	852,000
Blounts Creek Trail	Parks & Recreation	5,675	88,075	201,740	0	0	0	0	295,490
Cape Fear River Park	Parks & Recreation	16,660	2,364,155	0	0	0	0	0	2,380,815
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	179,723	5,277	0	0	0	0	0	185,000
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	7,007,533	696,074	100,000	0	0	0	0	7,803,607
Central City Landscape Design for Trails and Parks	Parks & Recreation	69,491	3,209	0	0	0	0	0	72,700
Concrete Replacements/Repairs at Various Parks	Parks & Recreation	77,955	77,045	0	0	0	0	0	155,000
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	10,430	15,719	0	0	0	0	0	26,149
Downtown Core Tree Replacement	Parks & Recreation	44,943	5,057	0	0	0	0	0	50,000
Existing Parks and Building Renovations	Parks & Recreation	1,132,406	1,306,072	0	0	0	0	0	2,438,478
Gateway/Roadway Enhancement	Parks & Recreation	376,260	4,372	0	0	0	0	0	380,632
Jordan Soccer Complex	Parks & Recreation	1,619,323	215,918	0	0	0	0	0	1,835,241
JS Spivey Park Improvements	Parks & Recreation	359,799	640,201	0	0	0	0	0	1,000,000
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	61,449	18,144	0	0	0	0	0	79,593
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	0	20,000	480,000	10,000	0	0	0	510,000
Mable C Smith Park Improvements	Parks & Recreation	331,004	1,954,316	0	0	0	0	0	2,285,320
Makerspace	Parks & Recreation	170,139	629,861	0	0	0	0	0	800,000

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
PARKS, RECREATION AND CULTURE								
Big Cross Creek Multiuse Trail	Parks & Recreation	852,000	0	0	0	852,000	Open Space Fees/ Grants	0
Blounts Creek Trail	Parks & Recreation	93,750	40,348	0	161,392	295,490	Grant Funds (FAMPO)	0
Cape Fear River Park	Parks & Recreation	2,380,815	0	0	0	2,380,815	Parks & Rec Bonds; State Grant	3,600
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	185,000	0	0	0	185,000		0
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	7,703,607	100,000	0	0	7,803,607	Federal & State Grants \$4,786,392	0
Central City Landscape Design for Trails and Parks	Parks & Recreation	72,700	0	0	0	72,700	City's Tree Fund	0
Concrete Replacements/Repairs at Various Parks	Parks & Recreation	155,000	0	0	0	155,000		0
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	26,149	0	0	0	26,149		0
Downtown Core Tree Replacement	Parks & Recreation	50,000	0	0	0	50,000	City's Tree Fund	0
Existing Parks and Building Renovations	Parks & Recreation	2,438,478	0	0	0	2,438,478	Parks & Rec Bonds	0
Gateway/Roadway Enhancement	Parks & Recreation	380,632	0	0	0	380,632		0
Jordan Soccer Complex	Parks & Recreation	1,835,241	0	0	0	1,835,241	Parks & Rec Bonds	141,401
JS Spivey Park Improvements	Parks & Recreation	1,000,000	0	0	0	1,000,000	Parks & Rec Bonds	0
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	79,593	0	0	0	79,593	FEMA & State Reimbursements	0
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	20,000	98,000	0	392,000	510,000	Grant Funds (FAMPO)	0
Mable C Smith Park Improvements	Parks & Recreation	2,285,320	0	0	0	2,285,320	Parks & Rec Bonds	0
Makerspace	Parks & Recreation	800,000	0	0	0	800,000		91,000

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Martin Luther King Jr. Park	Parks & Recreation	47,650	0	4,579,200	0	0	0	0	4,626,850
McArthur Road Sports Complex	Parks & Recreation	242,521	3,435,142	0	0	0	0	0	3,677,663
Montclair School Park	Parks & Recreation	291,216	8,784	0	0	0	0	0	300,000
NC State Veterans Park - Phase 2B	Parks & Recreation	232,905	909,565	0	0	0	0	0	1,142,470
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	156,075	172,377	0	0	0	0	0	328,452
Neighborhood Entryway Matching Grant Programs	Parks & Recreation	6,750	18,250	0	0	0	0	0	25,000
Pickle Ball Court Improvements at Massey Hill and Rowan Parks	Parks & Recreation	0	100,000	0	0	0	0	0	100,000
Picnic Shelter Replacements/ Refurbishing	Parks & Recreation	0	150,000	100,000	0	0	0	0	250,000
Playground Repairs/Refurbishing	Parks & Recreation	1,246,556	791,775	0	0	0	400,000	300,000	2,738,331
Reforestation Areas	Parks & Recreation	37,939	37,061	0	0	0	0	0	75,000
Repaving at Walking Trails	Parks & Recreation	57,628	2,372	0	0	0	0	0	60,000
Rowan Park Improvements	Parks & Recreation	0	150,000	0	0	0	0	0	150,000
Senior Center - East	Parks & Recreation	908,346	8,289,554	0	0	0	0	0	9,197,900
Senior Center- West	Parks & Recreation	7,705,154	595,184	0	0	0	0	0	8,300,338
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	2,809,985	0	159,410	0	0	0	0	2,969,395
Tennis Center	Parks & Recreation	726,121	9,273,879	1,500,000	0	0	0	0	11,500,000
Western Dog Parks: Bonanza and Bailey	Parks & Recreation	194,416	3,584	0	0	0	0	0	198,000
TOTAL - PARKS, RECREATION AND CULTURE		26,626,077	32,332,997	7,120,350	10,000	0	400,000	300,000	66,789,424

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PROJECT FUNDING BY SOURCE OF FUNDS

PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
PARKS, RECREATION AND CULTURE								
Martin Luther King Jr. Park	Parks & Recreation	126,850	2,000,000	0	2,500,000	4,626,850	\$2.5M Cumberland County	0
McArthur Road Sports Complex	Parks & Recreation	3,677,663	0	0	0	3,677,663	Parks & Rec Bonds	83,470
Montclair School Park	Parks & Recreation	300,000	0	0	0	300,000	Parks & Rec Bonds	0
NC State Veterans Park - Phase 2B	Parks & Recreation	1,142,470	0	0	0	1,142,470		0
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	328,452	0	0	0	328,452	Insurance Proceeds, FEMA & State Reimbursements	0
Neighborhood Entryway Matching Grant Programs	Parks & Recreation	25,000	0	0	0	25,000	City's Tree Fund	0
Pickle Ball Court Improvements at Massey Hill and Rowan Parks	Parks & Recreation	100,000	0	0	0	100,000		0
Picnic Shelter Replacements/ Refurbishing	Parks & Recreation	250,000	0	0	0	250,000	ARPA FY23	0
Playground Repairs/Refurbishing	Parks & Recreation	2,038,331	700,000	0	0	2,738,331	ARPA FY23	0
Reforestation Areas	Parks & Recreation	75,000	0	0	0	75,000	City's Tree Fund	0
Repaving at Walking Trails	Parks & Recreation	60,000	0	0	0	60,000		0
Rowan Park Improvements	Parks & Recreation	150,000	0	0	0	150,000		0
Senior Center - East	Parks & Recreation	9,197,900	0	0	0	9,197,900	Parks & Rec Bonds	116,801
Senior Center- West	Parks & Recreation	8,300,338	0	0	0	8,300,338	Parks & Rec Bonds	384,895
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	2,969,395	0	0	0	2,969,395	Parks & Rec Bonds	15,300
Tennis Center	Parks & Recreation	11,500,000	0	0	0	11,500,000	Parks & Rec Bonds; ARPA FY23	207,413
Western Dog Parks: Bonanza and Bailey	Parks & Recreation	198,000	0	0	0	198,000	Quadrant A & B Open Space Fees	-
TOTAL - PARKS, RECREATION AND CULTURE		60,797,684	2,938,348	0	3,053,392	66,789,424		1,043,880

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
PUBLIC SAFETY									
911 Dispatch Consoles	Police	0	296,000	0	0	0	0	0	296,000
Fire Station #4 Relocation	Fire/Emergency Management	1,239,377	9,760,623	0	0	0	0	0	11,000,000
Generator and UPS Replacement	Police	0	342,560	0	0	0	0	0	342,560
Temporary Fire Station #18 Elliott Bridge Road at Ramsey Street area	Fire/Emergency Management	0	100,000	0	0	0	150,000	0	250,000
Workstations and Conferences Tables for Major Crimes	Police	0	80,450	0	0	0	0	0	80,450
TOTAL - PUBLIC SAFETY		1,239,377	10,579,633	0	0	0	150,000	0	11,969,010
STORMWATER MANAGEMENT									
Stormwater Program	Public Services	14,831,753	25,766,052	29,743,515	20,000,000	1,550,000	21,550,000	1,550,000	114,991,320
TOTAL - STORMWATER MANAGEMENT		14,831,753	25,766,052	29,743,515	20,000,000	1,550,000	21,550,000	1,550,000	114,991,320
TRANSIT									
Grove Street Facility Improvements	Transit	0	216,000	90,000	0	0	0	0	306,000
Shelters and Benches	Transit	199,905	54,600	72,000	60,000	50,000	50,000	50,000	536,505
Sidewalks and ADA Accessibility Improvements	Transit	216,594	262,916	90,000	90,000	90,000	90,000	90,000	929,510
TOTAL - TRANSIT		416,499	533,516	252,000	150,000	140,000	140,000	140,000	1,772,015
TRANSPORTATION									
ADA Ramps	Public Services	0	600,000	0	0	0	0	0	600,000
Blanton Road Extension	Public Services	0	1,000,000	100,000	0	0	0	0	1,100,000
Bridge Preservation Program	Public Services	395,357	408,436	200,000	200,000	200,000	200,000	200,000	1,803,793
College Lakes Dam	Public Services	0	0	0	2,695,484	0	0	0	2,695,484
Dam Safety and Preservation Program	Public Services	92,511	19,989	62,500	75,000	0	75,000	0	325,000
Downtown Streetscape	Public Services	1,315,294	422,873	0	0	0	75,000	75,000	1,888,167

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PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
PUBLIC SAFETY								
911 Dispatch Consoles	Police	296,000	0	0	0	296,000	911 State Funds	0
Fire Station #4 Relocation	Fire/Emergency Management	11,000,000	0	0	0	11,000,000		0
Generator and UPS Replacement	Police	342,560	0	0	0	342,560		14,306
Temporary Fire Station #18 Elliott Bridge Road at Ramsey Street area	Fire/Emergency Management	0	250,000	0	0	250,000		2,003,703
Workstations and Conferences Tables for Major Crimes	Police	0	0	0	80,450	80,450	Forfeiture Funds	0
TOTAL - PUBLIC SAFETY		11,638,560	250,000	0	80,450	11,969,010		4,541,218
STORMWATER MANAGEMENT								
Stormwater Program	Public Services	40,847,805	0	0	74,143,515	114,991,320	Stormwater Funds/New Debt Bonds	0
TOTAL - STORMWATER MANAGEMENT		40,847,805	0	0	74,143,515	114,991,320		0
TRANSIT								
Grove Street Facility Improvements	Transit	216,000	18,000	0	72,000	306,000	Federal Grants	0
Shelters and Benches	Transit	254,505	56,400	0	225,600	536,505	Federal Grants	16,000
Sidewalks and ADA Accessibility Improvements	Transit	479,510	90,000	0	360,000	929,510	Federal Grants	0
TOTAL - TRANSIT		950,015	164,400	0	657,600	1,772,015		16,000
TRANSPORTATION								
ADA Ramps	Public Services	600,000	0	0	0	600,000	State Grant	0
Blanton Road Extension	Public Services	1,100,000	0	0	0	1,100,000	ARPA FY23	0
Bridge Preservation Program	Public Services	803,793	1,000,000	0	0	1,803,793	ARPA FY23	0
College Lakes Dam	Public Services	0	0	0	2,695,484	2,695,484	Stormwater Funds	0
Dam Safety and Preservation Program	Public Services	112,500	187,500	0	25,000	325,000	Stormwater Funds	0
Downtown Streetscape	Public Services	1,738,167	150,000	0	0	1,888,167	ARPA FY23	0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	187,048	627,767	0	0	0	0	0	814,815
Hinsdale Road Reconstruction	Public Services	0	0	338,115	1,056,609	0	0	0	1,394,724
Intersection Improvements	Public Services	488,277	1,042,679	0	75,000	75,000	150,000	200,000	2,030,956
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	2,128,446	1,507,186	0	0	0	0	0	3,635,632
Mirror Lake Dr and Dam Restoration	Public Services	5,619,162	162,699	0	0	0	0	0	5,781,861
Multi Use Lanes	Public Services	289,666	385,334	0	0	0	50,000	50,000	775,000
NCDOT Municipal Agreements	Public Services	733,865	941,958	700,000	1,250,000	0	2,500,000	350,000	6,475,823
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	17,999,996	10,830,786	4,850,000	5,000,000	5,150,000	5,300,000	5,400,000	54,530,782
Person Street at B Street/ Old Wilmington Road Roundabout	Public Services	0	500,000	0	0	0	0	0	500,000
Public Street Development	Public Services	246,073	710,122	0	0	0	0	0	956,195
Ray Avenue Repair	Public Services	145,414	1,494,508	0	0	0	0	0	1,639,922
Sidewalk Improvements	Public Services	2,275,442	5,807,645	215,000	850,000	1,215,000	1,100,000	0	11,463,087
Thoroughfare Street Lighting	Public Services	187,529	287,471	50,000	50,000	50,000	50,000	50,000	725,000
TOTAL - TRANSPORTATION		32,104,080	26,749,453	6,515,615	11,252,093	6,690,000	9,500,000	6,325,000	99,136,241

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PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	814,815	0	0	0	814,815	FEMA & State Reimbursements	0
Hinsdale Road Reconstruction	Public Services	0	878,676	0	516,048	1,394,724	Stormwater Funds	0
Intersection Improvements	Public Services	1,530,956	500,000	0	0	2,030,956	ARPA FY23	0
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	3,635,632	0	0	0	3,635,632	FEMA & State Reimbursements	0
Mirror Lake Dr and Dam Restoration	Public Services	5,781,861	0	0	0	5,781,861	FEMA & State Reimbursements	0
Multi Use Lanes	Public Services	675,000	100,000	0	0	775,000	ARPA FY23	0
NCDOT Municipal Agreements	Public Services	1,675,823	4,800,000	0	0	6,475,823		0
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	28,830,782	25,700,000	0	0	54,530,782		0
Person Street at B Street/ Old Wilmington Road Roundabout	Public Services	500,000	0	0	0	500,000	State Grant	0
Public Street Development	Public Services	956,195	0	0	0	956,195		0
Ray Avenue Repair	Public Services	1,639,922	0	0	0	1,639,922		0
Sidewalk Improvements	Public Services	9,044,546	2,418,541	0	0	11,463,087	State Grant	0
Thoroughfare Street Lighting	Public Services	475,000	250,000	0	0	725,000		17,544
TOTAL - TRANSPORTATION		59,914,992	35,984,717	0	3,236,532	99,136,241		17,544

Five-Year Technology Improvement Plan Summary

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

Five-Year Technology Improvement Plan Summary

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

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Server (CIC Hot Site & TSU Integration)	Police	0	0	100,000	0	0	0	0	100,000
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	47,464	14,186	0	0	132,000	0	0	193,650
Transit Security and Safety Systems	Transit	548,721	0	16,000	0	0	0	0	564,721
Virtual Server Expansion Equipment	Information Technology	245,443	106,591	160,000	0	0	0	0	512,034
Voice Projection Unit w/ Microphone Assembly	Police	0	15,000	0	0	0	0	0	15,000
Wireless CCTV Solar Trailer	Police	0	0	61,985	0	0	0	0	61,985
TOTAL - SECURITY/INFRASTRUCTURE		9,634,457	4,207,605	4,193,531	1,079,155	939,535	917,803	1,252,145	22,224,231
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	13,500	0	101,500	0	15,000	5,000	5,000	140,000
Enterprise GIS Environment	Information Technology	450,644	8,000	8,000	68,000	8,000	8,000	0	550,644
FleetMind Solid Waste Smart Truck System	Public Services	892,071	63,847	64,460	92,962	64,687	75,773	47,797	1,301,597
TOTAL - BUSINESS INTELLIGENCE/DATA		1,356,215	71,847	173,960	160,962	87,687	88,773	52,797	1,992,241
APPLICATION/SOFTWARE SERVICES									
ADA Paratransit Scheduling System	Transit	0	0	0	225,000	0	0	0	225,000
Address Implementation for County Tax Software Update	Information Technology	19,600	10,000	35,400	0	0	0	0	65,000
Airport Paid Parking Access Control System	Airport	0	350,000	0	0	0	0	0	350,000
Application Packaging Factory	Information Technology	0	70,000	25,000	0	0	0	0	95,000
Asset Management Plan	Public Services	0	0	250,000	0	0	0	0	250,000
Cart Management System	Public Services	0	137,289	0	0	0	0	0	137,289
Citibot Technology	Information Technology	0	0	47,000	0	0	0	0	47,000

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
SECURITY/INFRASTRUCTURE									
Server (CIC Hot Site & TSU Integration)	Police	0	0	0	0	100,000	100,000	Forfeiture Funds	0
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	61,650	132,000	0	0	0	193,650		15,000
Transit Security and Safety Systems	Transit	483,721	16,200	0	0	64,800	564,721	Transit Grants	8,352
Virtual Server Expansion Equipment	Information Technology	352,034	160,000	0	0	0	512,034		38,200
Voice Projection Unit w/ Microphone Assembly	Police	15,000	0	0	0	0	15,000		0
Wireless CCTV Solar Trailer	Police	0	0	0	0	61,985	61,985	Forfeiture Funds	0
TOTAL - SECURITY/INFRASTRUCTURE		16,190,570	5,295,507	0	0	738,154	22,224,231		211,484
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	115,000	25,000	0	0	0	140,000		0
Enterprise GIS Environment	Information Technology	477,162	73,482	0	0	0	550,644		185,000
FleetMind Solid Waste Smart Truck System	Public Services	955,918	0	0	0	345,679	1,301,597	Enterprise Fund	49,072
TOTAL - BUSINESS INTELLIGENCE/DATA		1,548,080	98,482	0	0	345,679	1,992,241		234,072
APPLICATION/SOFTWARE SERVICES									
ADA Paratransit Scheduling System	Transit	0	45,000	0	0	180,000	225,000	Transit Grants	20,000
Address Implementation for County Tax Software Update	Information Technology	65,000	0	0	0	0	65,000		0
Airport Paid Parking Access Control System	Airport	350,000	0	0	0	0	350,000		0
Application Packaging Factory	Information Technology	95,000	0	0	0	0	95,000		10,000
Asset Management Plan	Public Services	250,000	0	0	0	0	250,000		0
Cart Management System	Public Services	137,289	0	0	0	0	137,289		11,589
Citibot Technology	Information Technology	47,000	0	0	0	0	47,000		19,250

Five-Year Technology Improvement Plan Summary

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

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
City Website Update/Redesign (FayettevilleNC.gov)	Marketing & Communications	363,080	0	0	0	0	363,080		28,143
Control Link Lights	Parks & Recreation	210,000	0	0	0	0	210,000		0
Crime Scene Investigation Camera Replacement	Police	0	0	0	0	31,349	31,349	Forfeiture Funds	0
Crime Video Wall Upgrade	Police	16,962	0	0	0	86,195	103,157	Forfeiture Funds	16,962
Drones	Police	138,044	0	0	0	0	138,044		0
ERP Replacement Initiative	City Managers Office	5,842,572	0	0	0	0	5,842,572		0
Fleet - FMIS	Finance	150,000	0	0	0	0	150,000		66,231
Fleet, Taser, Body Worn Cameras, and Storage (Consolidated Contract)	Police	3,117,260	6,515,076	0	0	0	9,632,336		0
Implementation of IT Project Management Strategy	Information Technology	0	127,000	0	0	0	127,000		9,000
License Plate Reader Technology (Electrical Connection for Cameras)	Police	947,924	0	0	0	0	947,924		0
LSDBE Program Tracking Software	Finance	2,000	62,500	0	0	0	64,500		24,750
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	225,000	0	0	0	0	225,000		0
Records Management System Replacement	Fire/Emergency Management	79,200	0	0	0	0	79,200		0
Revenue Management System	Finance	472,932	0	0	0	0	472,932		67,232
Risk Terrain Modeling	Police	0	0	0	0	470,400	470,400	Forfeiture Funds	0
Station Alerting System Replacement	Fire/Emergency Management	0	2,500,000	0	0	0	2,500,000		0
Transit Fare Collection System Replacement	Transit	0	40,000	0	0	355,000	395,000	Federal Grants	66,298

Five-Year Technology Improvement Plan Summary

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

Five-Year Technology Improvement Plan Summary

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

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**SECTION K:
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 City Attorney)	
Senior Administrative Assistant	1
Senior Skilled Trades Technician	2
Total	24.5

Budget and Evaluation Office

Full-Time

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

City Attorney

Full-Time

Senior Assistant City Attorney	1
Assistant City Attorney	2
City Attorney	1
Executive Legal Assistant	1
Paralegal II	2
Police Attorney	2
Senior Administrative Assistant.....	1
Real Estate Manager.....	1
Real Estate Officer	0.5
(0.5 funded in Airport)	
Senior Paralegal	1
Total	12.5

City Manager

Full-Time

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

Authorized Staffing FTEs by Department

City Manager – (cont'd)

Chief of Staff	1
City Manager	1
Customer Service Representative	4
Customer Service Representative Supervisor	1
Executive Assistant	1
Internal Auditor	1
Internal Audit Director	1
Engagement Manager	1
Executive Administrative Assistant	1.8
(.2 funded in the Budget and Evaluation Office)	
Senior Corporate Performance Analyst	1
Senior Internal Auditor	1
Strategy & Performance Analytics Manager	1
Total	19.8

Development Services

Full-Time

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

Authorized Staffing FTEs by Department

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director (0.5 funded in Special Revenue Fund)	0.5
Community Relations Manager (0.45 funded in Special Revenue Fund)	0.5
Community Relations Specialist	2
Economic & Community Development Business Manager (0.45 funded in Special Revenue Fund)	0.55
Economic & Community Development Director (0.4 funded in Special Revenue Fund)	0.6
Management Analyst	1
Neighborhood Engagement Manager (0.25 funded in Special Revenue Fund)	0.75
Senior Administrative Assistant (0.45 funded in Special Revenue Fund)	0.55
Total	6.45

Finance

Full-Time

Accountant	2
Accounting Manager	1
Accounting Technician	5
Accounts Payable Supervisor	1
Administrative Assistant	1
Alarm Ordinance Coordinator	1
Assistant CFO – Administration	1
Assistant CFO – Procurement	1
Buyer	2
Chief Financial Officer	1
Collections Division Supervisor	1
Contract Compliance Administrator	1
ERP Business Systems Analyst.....	1
Financial Analyst	2
Financial Reporting Manager	1
MWBE Compliance Officer	1
Payroll & Liabilities Manager	1
Payroll Technician	2
Purchasing Agent	1
Risk Coordinator	1
Senior Financial Analyst	1
Treasurer	1
Total	30

Fire & Emergency Management

Full-Time

Assistant Fire Chief	3
Deputy Fire Chief	3
Deputy Fire Marshal	1
Emergency Management Coordinator	1
Fire Battalion Chief.....	11
Fire Captain	52

Authorized Staffing FTEs by Department

Fire & Emergency Management – (cont'd)

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

Fleet Maintenance

Full-Time

Assistant Fleet Manager	1
Emergency Vehicle Technician	1
Fleet Equipment Analyst.....	1
Fleet Intake Coordinator.....	2
Fleet Maintenance Superintendent	1
Fleet Maintenance Supervisor	1
Fleet Manager	1
Fleet Technician	9
Maintenance Worker	1
Master Fleet Automotive Technician	4
Office Assistant II	1
Office Supervisor	1
Senior Fleet Technician	9
Total	33

Human Relations

Full-Time

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

Human Resource Development

Full-Time

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

Authorized Staffing FTEs by Department

Information Technology

Full-Time

Application Support Specialist	3
G.I.S. Database Administrator	1
G.I.S. Manager	1
Information Technology Administrative Specialist	1
Information Technology Asset Specialist	1
Information Technology Business Intelligence Manager	1
Information Technology Customer Relationship Manager	2
Information Technology ERP Systems Analyst	1
Information Technology Project Manager	3
Assistant Chief Information Officer-Administration & Operations.....	1
Chief Information Officer	1
Desktop Support Specialist	3
G.I.S. Analyst	1
Information Technology Security Administrator	1
Infrastructure Technology Solutions Architect	1
Infrastructure Technology Solutions Officer.....	1
Information Technology Systems Administrator	1
Information Technology Sr. Systems Administrator (Network Engineer)	1
Information Technology Telecommunications Engineer	1
Network Administrator	1
Senior Desktop Support Specialist	1
Web Architect	1
Total	29

Marketing & Communications

Full-Time

Chief Branding Officer	1
Corporate Communications Director	1
Graphic Design Manager.....	1
Public Information Specialist	4
Senior Administrative Assistant	1
Television Production Specialist.....	1
Total	9

Mayor, Council and City Clerk

Full-Time

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

Other Appropriations

Full-Time

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

Authorized Staffing FTEs by Department

Parks, Recreation, Maintenance

Full-Time

Parks & Recreation Division – City Funded

Administrative Assistant	2
Assistant PRM Director - Administration	1
Assistant PRM Director - Parks	1
Assistant Recreation Center Supervisor	14
Athletic Program Coordinator	4
Crew Leader	1
Equipment Operator I	9
Fleet Services Coordinator	1
Historic Properties Coordinator.....	1
Historic Properties Manager.....	1
Historic Properties Specialist.....	1
Landscape Architect	1
Landscape Technician	2
Maintenance Worker	24
Management Analyst	1
Park Ranger	4
Park Ranger Supervisor	2
Park Supervisor	6
Parks, Recreation & Maintenance Director	1
Recreation Center Supervisor	13
Recreation Division Supervisor	1
Senior Skilled Trades Technician	2
Skilled Trades Technician	2
Tree Care Supervisor	1
Tree Care Technician	2
Turf Technician	3

Parks & Recreation Division – County Funded

Administrative Manager.....	1
Assistant Recreation Center Supervisor	5
Athletic Program Coordinator	1
Crew Leader	1
Equipment Operator I	1
Maintenance Worker	9
Management Analyst	1
Parks Superintendent.....	1
Parks Supervisor	1
Personnel Technician	1
Recreation Division Manager	1
Recreation Center Supervisor	5
Recreation Division Supervisor	3
Recreation Program Coordinator	1
Skilled Trades Technician	1
Special Events Coordinator	1

Authorized Staffing FTEs by Department

Parks & Recreation – (cont’d)

Maintenance Division (Building & ROW)

Administrative Assistant	1
Electrician	1
Equipment Operator I	4
Equipment Operator II	7
Facilities Maintenance Supervisor	1
Facilities Manager	1
Maintenance Worker	3
Management Analyst	1
Parks Supervisor	2
Senior Skilled Trades Technician	8
Skilled Trades Technician	1
Total	164

Police

Full-Time

911 Assistant Communications Supervisor	4
911 Communications Manager	1
911 Communications Supervisor	4
911 Office Administrator	1
911 Quality Assurance & Compliance Specialist	1
911 Systems Analyst	1
911 Training Specialist	1
Administrative Assistant	3
Assistant Police Chief	2
Civilian Crash Investigator	7
Community Engagement Coordinator	1
Crime Analyst	4
Crime Analyst Supervisor	1
Crime Prevention Specialist	6
Custodian	3
Custodial Supervisor	1
Enhanced 911 Coordinator	1
Forensic Firearms Examiner	2
Forensic Manager	1
Forensic Supervisor	2
Forensic NIBIN Technician	1
Forensic Technician	10
Forensic Video Technician	2
Homeless Coordinator	1
Installation Technician	2
Investigative Assistant	2
Latent Print Examiner	2
Mental Health Community Liaison	1
Office Assistant II	9

Authorized Staffing FTEs by Department

Police – (cont’d)

PD Accreditation & Grants Manager	1
PD Accreditation Specialist	1
PD Recruitment & Training Liaison	1
Personnel Technician	1
Police Analyst	1
Police Administrative Services Manager	1
Police Administrative Specialist	1
Police Budget Specialist	1
Police Captain	7
Police Chief	1
Police Lieutenant	21
Police Major	4
Police Officer	345
Police Records Clerk	23
Police Records Supervisor	4
Police Records Manager	1
Police Sergeant	51
Police Training Coordinator	1
Property & Evidence Technician	4
Public Information Specialist	1
Telecommunicator I	22
Telecommunicator II	32
Radio Communications Technician	1
RMS Database Manager	1
RMS Database Specialist.....	1
Supply Technician	2
Technical Equipment Specialist	1
Victim Advocate	1
Part-Time	
Background Investigator (1 position at 0.5)	0.5
Court Liaison Coordinator (1 position at 0.5)	0.5
Custodian (1 position at 0.5)	0.5
Police Records Clerk (2 positions at 0.5)	1
Total	610.5

Public Services

Full-Time

Administrative Assistant	1
Administrative Manager	1
Assets & Data Manager	1
Assistant City Traffic Engineer	1
Assistant Public Service Director – Engineering	1
Assistant Public Service Director – Solid Waste	1
Assistant Public Service Director – Transportation	1
Capital Projects Program Manager.....	1
Code Enforcement Administrator (RAPID)	2
Construction Contracts Coordinator	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

Construction Manager	1
Customer Service Representative	1
Crew Supervisor	5
Deputy City Traffic Engineer	1
Engineer I	4
Engineer II	4
Engineering Inspector	6
Engineering Inspections Supervisor	1
Engineering Project Manager	1
Engineering Technician	2
Engineering Technician Supervisor	1
Equipment Operator I	4
Equipment Operator II	45
Equipment Operator III	38
Fleet Services Coordinator	1
Maintenance Worker	14
Office Assistant II.....	6
Office Supervisor	25
Paralegal I	1
Pavement Preservation Manager	1
Personnel Technician	1
Public Information Specialist	1
Public Services Director	1
Routing Administrator	1
Senior Administrative Assistant	1
Senior Project Engineer.....	1
Senior Signs and Markings Technician	1
Senior Survey Technician	2
Signs & Markings Supervisor	1
Signs & Markings Technician	5
Skilled Trades Technician	3
Solid Waste Collector	8
Solid Waste Manager	1
Solid Waste Superintendent	1
Solid Waste Supervisor	4
Stormwater Inspections Supervisor	1
Stormwater Inspector	5
Stormwater Manager	1
Stormwater Project Manager	1
Street Maintenance Superintendent	1
Street Maintenance Supervisor	3
Street & RoW Infrastructure Maintenance Manager	1
Survey Crew Leader	1
Surveying Supervisor	1
Technology Asset Specialist	1
Traffic Signal Maintenance Supervisor	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

Traffic Signal System Analyst	1
Traffic Signal Technician	4
Traffic Technician	1
Transportation Planner	1
Warehouse Coordinator	0.50
(0.25 funded in Other Appropriations and 0.50 funded in Transit)	
Watershed Modeling Engineer	1
Total	205.75

Transit

Full-Time

Assistant Transit Director	1
Automotive Service Aide	5
Automotive Technician.....	6
Equipment Operator I.....	2
Civil Rights Program Analyst	1
Maintenance Worker.....	2
Office Assistant II.....	2
Office Supervisor	1
Para-Transit Operations Manager	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Technical Equipment Specialist	1
Transit Analyst.....	1
Transit Director.....	1
Transit Dispatcher	9
Transit Maintenance Manager	1
Transit Maintenance Supervisor	1
Transit Operations Superintendent	1
Transit Operator I	14
Transit Operator II	61
Transit Planner.....	1
Transit Safety/Training Coordinator	1
Transit Supervisor	8
Warehouse Coordinator	0.5
(0.25 funded in Public Services and 0.25 funded in Other Appropriations)	

Part-Time

Transit Dispatcher (1 position at 0.5)	0.5
Total	126

TOTAL **1,682.9**

Authorized Staffing FTEs by Department

SPECIAL REVENUE FUND POSITIONS

City Manager

Full-Time

Special Project Manager	1
Total	1

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director	0.5
Community Relations Manager	0.5
Community Relations Specialist.....	1
Economic & Community Development Business Manager	0.45
Economic & Community Development Director.....	0.4
Economic Development Manager	1
Housing Program Manager	1
Housing Program Specialist	1
Management Analyst	1
Neighborhood Engagement Manager	0.25
Office Assistant II	1
Senior Administrative Assistant	0.45
Senior Housing Program Specialist	1
Total	9.55

Finance

Full-Time

Financial Analyst	1
Total	1

Fire

Full-Time

Firefighters, SAFER Grant.....	18
Total	18

Police

Full-Time

Juvenile Restitution Program Coordinator	1
Total	1

CAPITAL PROJECT FUND POSITIONS

City Manager's Office

Full-Time

Administrative Manager	1
Construction Management & Capital Projects Director	1
Project & Contract Manager	2
Senior Project Manager	1
Total	5

GRAND TOTAL 1,718.45

Authorized Staffing FTEs by Department

FROZEN, UNFUNDED POSITIONS

Corporate Communications

Full-Time

Printer 1

Development Services

Full-Time

Building Inspector 1

Fleet Maintenance

Full-Time

Emergency Vehicle Technician 1

Parks, Recreation & Maintenance

Full-Time

Site Security Coordinator 1

Public Services

Full-Time

Stormwater Project Manager 2

TOTAL FROZEN POSITIONS 6

Positions and Salary Grade Assignments

Grade 101 **\$31,200 - \$48,360**
Solid Waste Collector
Custodian

Grade 102 **\$33,696 - \$52,229**
Maintenance Worker
Signs & Markings Technician
Supply Technician

Grade 103 **\$36,392 - \$56,407**
Automotive Service Aide
Customer Service Representative
Equipment Operator I
Fleet Intake Coordinator
Installation Technician
Office Assistant II
Printer
Senior Signs & Markings Technician
Senior Survey Technician
Transit Operator I

Grade 104 **\$39,303- \$60,920**
Administrative Assistant
Background Investigator
Civilian Crash Investigator
Court Liaison Coordinator
Custodial Supervisor
Equipment Operator II
Landscape Technician
Permit Technician
Personnel Technician
Police Records Clerk
Property & Evidence Technician
Senior Automotive Service Aide
Technical Equipment Specialist
Transit Operator II
Turf Technician

Grade 105 **\$42,447 - \$65,793**
Accounting Technician
Alarm Ordinance Coordinator
Crime Prevention Specialist
Equipment Operator III
Fleet Services Coordinator
Forensic Technician
Human Relations Administrative Specialist
Police Training Coordinator
Senior Administrative Assistant

Positions and Salary Grade Assignments

Grade 105 (cont'd)

\$42,447 - \$65,793

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

Grade 106

\$45,843 - \$71,057

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

Grade 107

\$49,510 - \$76,741

Building Inspector
Buyer
Community Relations Specialist
Crime Analyst
Desktop Support Specialist

Positions and Salary Grade Assignments

Grade 107 (cont'd)	\$49,510 - \$76,741
Electrical Inspector	
Electrician	
Engineering Inspector	
Engineering Technician	
Fire Inspector	
Fleet Equipment Analyst	
Investigative Assistant	
Mechanical Inspector	
Paralegal II	
PD Accreditation Specialist	
PD Budget Specialist	
Planner I	
Plumbing Inspector	
Risk Coordinator	
Senior Automotive Technician	
Senior Fleet Technician	
Senior Skilled Trades Technician	
Stormwater Inspector	
Traffic Signal Systems Analyst	
Traffic Technician	

Grade 108	\$53,471 - \$82,881
Code Enforcement Supervisor (Housing)	
Crew Supervisor	
Emergency Vehicle Technician	
Engineering Technician Supervisor	
Forensic Firearms Examiner	
IT Asset Specialist	
Master Fleet Automotive Technician	
Mental Health Community Liaison	
RMS Database Manager	
Routing Administrator	
Senior Desktop Support Specialist	
Senior Housing Program Specialist	
Senior Paralegal	
Signs & Markings Supervisor	
Transit Supervisor	

Grade 109	\$57,749 - \$89,511
Airport Maintenance Supervisor	
Construction Contracts Coordinator	
Deputy City Clerk	
Engineering Inspections Supervisor	
Facilities Maintenance Supervisor	
Fleet Maintenance Supervisor	
Parks Supervisor	
Purchasing Agent	

Positions and Salary Grade Assignments

Grade 109 (cont'd) **\$57,749 - \$89,511**

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

Grade 110 **\$62,369 - \$96,672**

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

Grade 202 **\$48,600 - \$75,330**

Permit Technician Supervisor

Grade 203 **\$52,488 - \$81,356**

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

Grade 204 **\$56,687 - \$87,865**

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

Positions and Salary Grade Assignments

Grade 205	\$61,222 - \$94,894
911 Systems Analyst	
Budget & Evaluation Analyst	
Chief Branding Officer	
Crime Analyst Supervisor	
Engagement Manager	
Engineer I	
Financial Analyst	
Fire Analyst	
Forensic Supervisor	
Historical Properties & Natural Resources Manager	
Human Resource Consultant	
Information Technology Customer Relationship Manager	
Information Technology Web Architect	
Internal Auditor	
Management Analyst	
Organizational Development & Training Consultant	
Park Ranger Manager	
Payroll Manager	
Police Analyst	
Police Department Accreditation & Grants Manager	
Police Department Recruitment & Training Liaison	
Real Estate Officer	
Recreation Division Supervisor	
Senior Planner	
Transit Analyst	
Grade 206	\$66,120 - \$102,486
Contract Compliance Administrator	
Development Center Manager	
Emergency Management Coordinator	
Engineer II	
Housing & Code Enforcement Division Manager	
Information Technology Systems Administrator	
Landscape Architect	
MWBE Compliance Officer	
Network Administrator	
Senior Corporate Performance Analyst	
Senior Budget & Evaluation Analyst	
Senior Financial Analyst	
Senior Internal Auditor	
Transit Maintenance Manager	
Grade 207	\$71,409 - \$110,684
Assistant City Traffic Engineer	
Community Relations Manager	
Construction Manager	

Positions and Salary Grade Assignments

Grade 207 (cont'd)

\$71,409 - \$110,684

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

Grade 208

\$77,122 - \$119,539

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

Grade 209

\$83,292 - \$129,102

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

Positions and Salary Grade Assignments

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

Positions and Salary Grade Assignments

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

Positions and Salary Grade Assignments

Executive Pay Band	\$120,166 - \$187,459
Airport Director	
Budget & Evaluation Director	
Chief Financial Officer	
Chief Information Officer	
City Clerk	
Construction Management & Capital Projects Director	
Development Services Director	
Diversity Equity & Inclusion Director	
Economic & Community Development Director	
Fire Chief	
Human Resource Development Director	
Internal Audit Director	
Marketing & Communications Director	
Parks, Recreation, & Maintenance Director	
Police Chief	
Public Services Director	
Transit Director	
Senior Executive Pay Band	\$136,553 - \$213,022
Assistant City Manager	
Chief of Staff	

**City of Fayetteville Fee Schedule
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All Functions..... K-26

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

Airport..... K-26

- Landing Fee (Signatory Airline)*
- Landing Fee (Non-Signatory Airline)*
- Jet Bridge Use Fee (Signatory Airline)*
- Jet Bridge Use Fee (Non-Signatory Airline)*
- Intercom and Public Address System (PBX) Use Fee*
- Commercial Ramp Use Fees*
- Terminal Leases and Fees*
- Fuel Flowage Fee*
- Airline Uplift Charge*
- Fuel Pricing*
- Property Leases*
- Rental Cars*
- Transportation Network Company(TNC)*
- Ground Transportation Operators*
- Terminal Leases and Fees*
- Public Safety Airline Charge*
- Advertising Space*
- Exhibition Flight Permit*
- Security Fees per Application*
- Passenger Facility Charge*

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Development Services..... K-27

Code Enforcement Fees:

- Administrative Fee (Abatement Actions)*
- Citations*
- Graffiti Removal Fee*
- Hearing Officer*
- Street and Sidewalks Violation 24-312*
- Lot Cleaning*
- Rental Action Management Program (RAMP)*
- Taxicab Permits*

Permitting and Inspections Division Schedule:

- Building Plan Review*
- Building Permits*
- Electrical Permits*
- Mechanical Permits*
- Plumbing Permits*
- Miscellaneous, Accessory, and Single Permits*
- Miscellaneous*
- Homeowner Recovery Fee (Per NCGS § 87-15.6)*
- Daycare Inspections*
- Small Licensed Residential Care Facility (DHHS checklist inspection)*
- Yard Sale Permits*

Planning & Zoning Permits and Fees:

- Administrative Adjustment Fee*
- Alternative Signage Plan Review*
- Appeal Fee- to Commission*
- Appeal Fee- to City Council*
- Board of Adjustment Hearing Fee*
- Certificate of Appropriateness (Historic Resources Commission)*
- Clear Cutting Permit*
- Development Agreement (UDO)*
- Neighborhood Compatibility - Adaptive Reuse*
- Payment in Lieu of Park Land*
- Payment in Lieu of Specimen Tree Preservation*
- Planning and Zoning Re-Inspection Fee*
- Rezoning Fees*
- Sign Placement Permits*
- Sign Face Change*
- Site Plan Review*
- Special Event Signs Compliance Deposit*
- Special Use Permit*
- Specimen Tree Inspection*

**City of Fayetteville Fee Schedule
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- Subdivision Fee*
- Subdivision Waiver*
- Temporary Use Permit*
- Vested Rights Certificate*
- Watershed Protection Inspection Fee and Permit*
- Zoning Code Text Amendment*
- Zoning Permits*
- UDO Printing Fee*
- Zoning Verification Letter*

Finance..... K-35

- Beer and Wine Licenses*
- Currency Converter Permits*
- Pawnbroker Permits*
- Peddler Permits*
- Regulatory License*
- Motor Vehicle License Tax*
- Solicitor Permit*
- Specialty Market Operator/Seasonal Merchant Permits*
- Duplicate Copy (Lost or Stolen License)*
- Replacement License due to Change of Location*

Fire..... K-35

- False Alarm*
- Fines*
- Fire Inspection Fees*
- Building Plan Review Fees*
- Fire Code Construction Permits - Mandatory, includes final inspection*
- Fire Code Operational Permits - Mandatory, renew on state inspection schedule*
- Training Facility Fees*
- Hazardous Material Protection Fee*
- Special Event Coverage Fee*

Parking..... K-39

- Parking Fines*
- Immobilization Fee*
- Leased Parking Spaces*
- Hourly Paid Parking*
- Event Parking*
- Contractor Parking Permit*
- Annual Contractor Parking Permit*
- Residential Parking Permit*

Fee Schedule

City of Fayetteville Fee Schedule Table of Contents

Parks, Recreation & Maintenance..... K-40

- Special Event Permits*
- Special Events Banner Permit*
- Recreation Center Rentals*
- Park Rental Fees*
- Mini-Bus Rental for Partnering Agencies*
- Athletic Programs*
- Swimming Pool Fees*
- Tennis Fees*
- Senior and Therapeutic Leisure Activities*
- After-School Program*
- Summer Camp/Playground*
- Athletic Protest Fee*
- Community Garden*
- Concessions*
- Cemetery*

Police..... K-44

- Code Violations*
- Police False Alarm Fee*
- IDB Photo Reports*
- Photographic CD*
- Wrecker Fees*
- Officer Fees*
- Services for Other Law Enforcement Agencies*

Public Services..... K-45

- Engineering & Infrastructure Fees and Penalties*
- Map Sales*
- Copy Sales*
- Development Plan Reviews/Infrastructure Permits*
- Infrastructure Inspection Fees*
- Driveway Permits*
- Resurfacing Permit*
- Sidewalk Permit*
- Payment in Lieu of Sidewalk Construction*
- Right of Way Excavations*
- Right of Way Encroachment*
- Sidewalk Assessment (Petitioned)*
- Street Paving Assessments*
- Traffic Control Photographic System Citations*
- Traffic Control Services and Device Rental Fees*
- House Moving Fee*
- Right of Way Registration Fee*

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Street Closing Fee
Street Right of Way Withdrawal
Temporary Right of Way Encroachment Fee
Temporary Truck Route Permit

Solid Waste Fees and Penalties

Residential Solid Waste Fee
Backdoor Pickup Fee
Bulky Item Pickup
Large Limb Pickup
Household Construction Debris Pickup
Loose Leaf Pickup
Set-Out Pickup
Rollout Carts
Solid Waste Fines

Stormwater Fees and Penalties

Stormwater Fee (Quality & Improvements)
Stormwater Control Measure Inspection Fee
Stormwater Control Ordinance Variance Filing Fee
Stormwater Control Ordinance Civil Penalties
Illicit Connection and Improper Disposal Civil Penalties
Stormwater Ordinance Appeal Fee
Other Violations of Stormwater Control Ordinance

Transit..... K-48

Motor Vehicle License Tax for Transit
Bus Fares and Passes
City Employees
Promotions - Reduced Fare Days
Bulk Pass Sale Discounts
Third-Party Fare Agreements
Identification Cards
No Show/Late Cancellation Penalty for Demand Response Service
FAST Transit Center Community Room Rental

Fee Schedule

Description	Current Fee	Established or Last Changed
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	\$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		
<i>Air Stair Use</i>	\$25.00	2012
<i>Remain Overnight Fee (Non-Signatory Airlines Only)</i>	\$150.00	2005
<i>Terminal Fee (Non-Signatory Airlines Only)</i>	\$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 10 Unit T-Hangar Rental	\$200.00 per month	2017
Old 14 Unit T-Hangar Rental	\$225.00 per month	2017

Fee Schedule

Description	Current Fee	Established or Last Changed
New 8 Unit T-Hangar Rental	Market rate plus average annual utilities for previous year	2023
Ground Lease - Unimproved	\$0.25 per sq. ft. per year	2017
Ground Lease - Improved	\$0.35 per sq. ft. per year	2017
Corporate Office Space	\$5.50 per sq. ft. per year plus utilities	2017
Corporate Hangar Space	\$2.50 per sq. ft. per year plus utilities	2017
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004
Rental Cars		
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011
Rental Car Booth Space	\$253.52 per month	2009
Customer Facility Charge	\$4 per day, up to 10 days. These funds are used to support rental car facility upgrades	2014
Transportation Network Company (TNC)		
TNC fee of TWO and 00/100 Dollars	\$2.00 for each pick-up trip	2022
TNC fee of ONE and 00/100 Dollars	\$1.00 for each drop-off trip	2022
Ground Transportation Operators		
Taxicab Booth	\$351.32 per month	2020
Terminal Leases and Fees		
Short Term Parking (1-30 minutes)	\$1.00	2002
Short Term Parking (each additional 30 minutes)	\$1.00	2002
Short Term Parking (maximum 24 hours)	\$13.00	2022
Long Term Parking (0-1 hour)	\$1.00	2002
Long Term Parking (each additional hour)	\$1.00	2002
Long Term Parking (maximum 24 hours)	\$10.00	2022
Public Safety Airline Charge	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991
Advertising Space	\$883.33 plus commissions	1998
Exhibition Flight Permit	\$5.00 per flight, or \$25.00 per six-month period	N/A
Security Fees Per Application		
Fingerprint Processing (airport badges only)	\$60.00	2020
Security Threat Assessment	\$40.00	2020
Lost Badge Replacement	\$40.00 1st/\$50.00 2nd	2020
Biennial Renewal Fee	\$40.00	2020
Passenger Facility Charge	\$4.50	2018
CPI adjustments will be made on Airport Fees, and a late fee of 5% per month from the due date to time of payment will be assessed on all past due rental payments as indicated in executed lease agreements.		
Development Services		
<u>Code Enforcement Fees:</u>		
Administrative Fee (Abatement Actions)	\$200.00	2021
Citations		
Abandoned Vehicle Violation	\$200.00 per day	2021
Advertising Violation		
Prohibited Sign Violation	\$200.00 per day	2021
All Other Advertising Violations	\$200.00 per day	2014
Animal and Fowl Violation	\$100.00, \$200.00, or \$300.00 per day	2002 or prior
Landscape Standard Violation	\$200.00 per day	2014

Fee Schedule

Description	Current Fee	Established or Last Changed
Nuisance Properties	\$500.00 for initial nuisance property designation \$1,000.00 for each subsequent violation after the initial designation as a nuisance property	2019 2019
Salvage and Junkyard Pursuant to Section 30-4-C5E(6)	\$500.00 per day	2011
Solid Waste Violation (trash or overgrown lot)	\$200.00 per day	2021
Substandard Housing Violation	\$200.00 per day	2021
Taxicab Violation	\$200.00 per day	2021
Trailer/Mobile Home Violation	\$200.00 per day	2021
Water Supply Violation	\$500.00 per day	2002 or prior
Zoning Violation	\$200.00 per day	2014
Graffiti Removal Fee	\$100.00 per Voluntary Request of Removal	2007
Graffiti Owner's Failure to remove 17-32d	\$100.00	2022
Graffiti First offense conviction 17-32b	\$250.00	2022
Graffiti Second and Subsequent offense convictions 17-32b	\$500.00	2022
Hearing Officer Charge	\$100.00	2022
Street and Sidewalks Violation 24-312	\$100.00	2022
Lot Cleaning	Based on contract	2002
City Contractor Fees - cut and clean up to .25 acres	\$75.00	2022
City Contractor Fees - cut and clean additional .10 acre over .25 acres	\$30.00	2022
City Contractor Fees - Graffiti Abatement per 8 ft. x 30 ft. wall or fence section	\$75.00	2022
City Contractor Fees - hauling prorated per ton	\$100.00	2022
City Contractor Fees - secure Opening up to 4'x8'	\$60.00	2022
City Contractor Fees - cutting of downed trees/ 20 ft. section (prep for hauling)	\$20.00	2022
City Contractor Fees - pool draining	\$200.00	2022
City Contractor Fees - buffer cuts (25 ft. wide buffer on undeveloped lots)/ft.	\$1.00/linear foot	2022
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
5,001 to 10,000 sq. ft.	\$310.00	2014
10,001 to 15,000 sq. ft.	\$465.00	2014
15,001 to 25,000 sq. ft.	\$620.00	2014
25,001 to 40,000 sq. ft.	\$925.00	2014
40,001 to 60,000 sq. ft.	\$1,075.00	2022
60,001 to 100,000 sq. ft.	\$2,000.00	2022
Greater than 100,000 sq. ft.	\$3,000.00	2022
Expedited Plan Review	\$2,500.00 plus normal plan review fee; two business day review for qualifying projects. Only applies to initial submission and reviews for Building, Mechanical, Electrical, and Plumbing	2022
Re-Review Fee for Revision of Approved Plan	1/2 of original fee	2010
Single Trade Plan Review only and Miscellaneous Reviews		
Electrical Plan Review Only	\$90.00	2022
Mechanical Plan Review Only	\$90.00	2022
Plumbing Plan Review Only	\$90.00	2022
Other Project Plan Reviews		
Cell Tower or Co Locate	\$90.00	2022
Pole Sign/Ground Signs (6 ft. or higher)	\$90.00	2022
Retaining Wall Only (engineered)	\$90.00	2022
Change of Use Review (no construction)	No Fee	2021
Change of Occupancy Classification (no construction)	\$90.00	2022
Building Permits		
Minimum Fee	\$90.00	2022
New Construction		
New Commercial Construction	Based on square footage per floor. Minimum permit fee: \$90.00. \$0.35 per square foot	2022
New Single Family Homes, Duplex, and Townhomes	Based on square footage. Minimum permit fee: \$90.00. \$0.30 per square foot	2022
Renovation/Upfit and/or Addition of Commercial Construction		
Based on square footage of additional and/ or renovated space per floor.	Minimum permit fee: \$90.00. \$0.32 per square foot	2022
Addition and/ or Renovation of Single Family Homes, Duplex, and Townhome		
Based on square footage of addition and/ or renovated areas.	Minimum permit fee: \$90.00 each. \$0.20 per square foot	2022
Residential access ramp installation	No Charge	2015
Cost Based Permits		
For construction without square footage such as window replacements, doors, pools, cell tower, billboards, etc.		
Construction Cost: \$0 - \$10,000	\$90.00	2022
Construction Cost: \$10,001 - \$20,000	\$100.00	2021
Construction Cost: \$20,001 - \$30,000	\$130.00	2021
Construction Cost: \$30,001 - \$40,000	\$160.00	2021
Construction Cost: \$40,001 - \$50,000	\$190.00	2021
Construction Cost: \$50,001 - \$60,000	\$220.00	2021
Construction Cost: \$60,001 - \$70,000	\$250.00	2014

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Permitting and Inspections Division Fee Schedule:</i>		
Building Plan Review		
One or Two-Family Dwelling	No Charge	
Up to 5,000 sq. ft.	\$155.00	2014
5,001 to 10,000 sq. ft.	\$310.00	2014
10,001 to 15,000 sq. ft.	\$465.00	2014
15,001 to 25,000 sq. ft.	\$620.00	2014
25,001 to 40,000 sq. ft.	\$925.00	2014
40,001 to 60,000 sq. ft.	\$1,075.00	2022
60,001 to 100,000 sq. ft.	\$2,000.00	2022
Greater than 100,000 sq. ft.	\$3,000.00	2022
Expedited Plan Review	\$2,500.00 plus normal plan review fee; two business day review for qualifying projects. Only applies to initial submission and reviews for Building, Mechanical, Electrical, and Plumbing	2022
Re-Review Fee for Revision of Approved Plan	1/2 of original fee	2010
Single Trade Plan Review only and Miscellaneous Reviews		
Electrical Plan Review Only	\$90.00	2022
Mechanical Plan Review Only	\$90.00	2022
Plumbing Plan Review Only	\$90.00	2022
Other Project Plan Reviews		
Cell Tower or Co Locate	\$90.00	2022
Pole Sign/Ground Signs (6 ft. or higher)	\$90.00	2022
Retaining Wall Only (engineered)	\$90.00	2022
Change of Use Review (no construction)	No Fee	2021
Change of Occupancy Classification (no construction)	\$90.00	2022
Building Permits		
Minimum Fee	\$90.00	2022
New Construction		
New Commercial Construction	Based on square footage per floor. Minimum permit fee: \$90.00. \$0.35 per square foot	2022
New Single Family Homes, Duplex, and Townhomes	Based on square footage. Minimum permit fee: \$90.00. \$0.30 per square foot	2022
Renovation/Upfit and/or Addition of Commercial Construction	Based on square footage of additional and/or renovated space per floor. Minimum permit fee: \$90.00.	2022
Addition and/ or Renovation of Single Family Homes, Duplex, and Townhome	Based on square footage of addition and/ or renovated areas. Minimum permit fee: \$90.00 each. \$0.20 per square foot	2022
Residential access ramp installation	No Charge	2015
Cost Based Permits		
For construction without square footage such as window replacements, doors, pools, cell tower, billboards, etc.		
Construction Cost: \$0 - \$10,000	\$90.00	2022
Construction Cost: \$10,001 - \$20,000	\$100.00	2021
Construction Cost: \$20,001 - \$30,000	\$130.00	2021
Construction Cost: \$30,001 - \$40,000	\$160.00	2021

Fee Schedule

Description	Current Fee	Established or Last Changed
Construction Cost: \$40,001 - \$50,000	\$190.00	2021
Construction Cost: \$50,001 - \$60,000	\$220.00	2021
Construction Cost: \$60,001 - \$70,000	\$250.00	2014
Construction Cost: \$70,001 - \$80,000	\$265.00	2014
Construction Cost: \$80,001 - \$90,000	\$280.00	2014
Construction Cost: \$90,001 - \$100,000	\$295.00	2014
Construction Cost: \$100,001 and above	\$350.00	2022
Electrical, Mechanical, and Plumbing Permits are based on scope of work on permit per contractor		
Electrical Permits		
Minimum Fee	\$90.00	2022
Electrical wiring is based on building service amps for each service at building or tenant space		
Electrical Wiring 200 Amps and below (service)	\$90.00	2022
Electrical Wiring Above 200 Amps (service)	\$180.00	2022
Electrical Wiring Above 800 Amps (service)	\$270.00	2022
Electrical Wiring Above 1000 Amps (service)	\$360.00	2022
Electrical Wiring Above 2000 Amps (service)	\$450.00	2022
Electrical Wiring Above 3000 Amps (service)	\$540.00	2022
Meter And Panel Boxes (new/upgrade/repair/replace)	\$90.00 for first, \$10.00 for each additional	2022
Generators/Solar Panels (includes transfer switch)	\$120.00	2022
Devices (switches, luminaries, receptacle, etc.)	\$90.00 flat fee	2022
Temporary Pole	\$90.00 per pole	2022
Electric Sign Connection/Circuit/Drive-thru menu	\$90.00 for first, \$10.00 for each additional	2022
Low Voltage Wiring (fire alarm, data, security, etc.)	\$90.00 each system	2022
Commercial Pole Lights	\$120.00 flat fee	2022
Spa/Fountain/Swimming Pool Equipment Wiring and/or Pool and/or Bonding	\$120.00 each pool/spa/hot tub	2022
Electrical heating appliance (baseboard, etc.)	\$90.00 for first, \$10.00 for each additional	2022
Electrical Vehicle Charging Station/Circuit	\$90.00 for first, \$40.00 for each additional	2022
Mechanical Permits		
Minimum Permit Fee and Fee for Permit not listed below	\$90.00	2022
Gas Piping (includes valves, regulators, etc.)	\$90.00 flat fee	2022
Heating and Air Conditioning Appliance -(pkg, split, etc.) (includes ductwork; applies to new and replacement	\$90.00 each	2022
Commercial Hood/Canopy Equipment Exhaust System	\$90.00 each	2022
Commercial Refrigeration Appliances	\$90.00 for the first unit, \$50.00 for each additional unit	2022
Gas Appliances other than Heating and Air Conditioning (e.g. gas logs, gas cooking appliances, gas lights, etc.)	\$90.00 for the first unit, \$20.00 for each additional unit	2022
Ductwork only (includes dampers, registers, etc.)	\$90.00 for the first unit, \$20.00 for each additional unit	2022
Exhaust Systems /Venting /Intake Fans (exhaust fans, paint booths, etc.)	\$90.00 for the first unit, \$20.00 for each additional unit	2022
Hydronic Piping	\$120.00 each system	2022
Hydrogen Fuel Cell	\$120.00 each	2022
Condensate Piping only	\$90.00 flat fee	2022
Clothes Dryer (Includes appliance and vent or individual)	\$90.00 for first, \$20.00 for each additional appliance/vent	2022

Fee Schedule

Description	Current Fee	Established or Last Changed
Plumbing Permits		
Minimum Permit Fee and Fee for Permit not listed below	\$90.00	2022
Building Water Piping is based on building square footage for building or tenant space		
Building Water Piping		
Building from 1 to 2500 square feet	\$90.00	2022
Building from 2501 to 5000 square feet	\$180.00	2022
Building from 5001 and above square feet	\$270.00	2022
Building D.W.V Piping is based on building square footage for building or tenant space		
Building Drain, Waste, Venting Piping		
Building from 1 to 2500 square feet	\$120.00	2022
Building from 2501 to 5000 square feet	\$240.00	2022
Building from 5001 and above square feet	\$360.00	2022
Water & Sewer Service Piping	\$120.00	2022
Irrigation Piping	\$90.00	2022
Water Heater Appliance (new/ replacement) (does not include water piping)	\$90.00 each	2022
Residential Fire Sprinkler System	\$120.00	2022
Building Storm/ Rain Drain Systems	\$90.00 flat fee	2022
Pumps (booster/ sump, ETC.)	\$90.00 flat fee	2022
Commercial Water Service Backflow preventer / pressure reducing valve	\$90.00 flat fee	2022
Grease/ Oil Separator	\$120.00 flat fee	2022
Manholes	\$90.00 for first; \$20.00 for each additional	2022
Miscellaneous, Accessory, and Single Permits	\$90.00 each unless noted	2022
Accessibility Aisle Inspection, Anchorage Inspection, etc.	\$90.00	2022
Demolition Permit	Same fee structure as cost-based Building Permits	2008
Building Permit for Signs	\$90.00 for first, \$10.00 each additional	2022
Replacement Of Roof Covering	\$0.07 per square foot based on building footprint	2022
Insulation Only Permit	\$0.07 per square foot based on building footprint	2022
Manufactured/Modular Home Placement Permit	\$90.00	2022
Miscellaneous		
Accessible Isle inspection, Anchorage Inspection, etc.	\$90.00	2022
Processing Fee for Permit Fee Refunds	\$30.00	2014
After Hours and Weekend Inspections (subject to inspector availability and approval; 4-day prior request)	\$150.00 per trade for 2 hours; \$75.00 for each additional hour	2022
Contractor Change on Permitted Project	\$30.00 for each permitted trade	2014
Change of Occupancy Classification Permit (where no construction is occurring)	\$90.00	2022
Change of Occupant/Change of Use Permit (where no construction is occurring)	\$10.00	2020
Notice of Violation (Call Back) Fine	\$100.00 fine per inspection according to department policy	2022
Temporary Power/Stocking CO when Approved	\$125.00 each; 60 day limit on each approval	2022
Temporary CO	\$200.00; 60 day limit on each approval	2022
Work Without a Required Permit	2 times all applicable permit fees	2017

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Homeowner Recovery Fee (per NCGS § 87-15.6)</i>	\$10.00 for each residential permit issued	2003
<i>Daycare Inspections (DHHS Checklist Inspection)</i>	\$150.00	2022
<i>Small Licensed Residential Care Facility (DHHS checklist inspection)</i>	\$150.00	2022
<i>Yard Sale Permits</i>	\$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>		
<i>Administrative Adjustment Fee</i>	\$35.00 per standard for which adjustment requested	2014
<i>Alternative Signage Plan Review</i>	\$250.00	2014
<i>Appeal Fee - to Commission</i>	\$900.00	2022
<i>Appeal Fee - to City Council</i>	\$300.00	2022
<i>Board of Adjustment Hearing Fee</i>	\$800.00	2022
<i>Certificate of Appropriateness (Historic Resources Commission)</i>		
Minor Work	\$50.00	2019
Major Work (Existing)	\$200.00	2019
Major Work (Full/New Façade)	\$500.00	2019
<i>Clear Cutting Permit</i>		
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
<i>Development Agreement (UDO)</i>	\$2,500.00	2011
<i>Legal Advertisement Fee</i>	Up to \$500.00 per case	2023
<i>Neighborhood Compatibility - Adaptive Reuse</i>	\$1,000.00	2022
<i>Payment in Lieu of Park Land</i>		
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-5.C.6(c2).	\$15,833.86 per acre	2022
<i>Payment in Lieu of Specimen Tree Preservation</i>	\$50.00 per caliper inch per tree	2019
<i>Planning and Zoning Re-Inspection Fee</i>	\$75.00 for every inspection required after the 1st re-inspection	2019
<i>Rezoning Fees</i>		
Conditional Zoning	\$1,000.00	2022
Planned Development	\$1,000.00	2022
<i>Sign Placement Permits</i>		
Construction Cost : \$5,001 - \$10,000	\$75.00	2019
Construction Cost : \$10,001 - \$15,000	\$90.00	2019
Construction Cost : \$15,001 - \$20,000	\$105.00	2019
Construction Cost : \$20,001 - \$25,000	\$125.00	2019
Construction Cost : \$25,001 - \$30,000	\$145.00	2019
Construction Cost : \$30,001 - \$35,000	\$160.00	2019
Construction Cost : \$35,001 - \$40,000	\$175.00	2019
Construction Cost : \$40,001 - \$45,000	\$190.00	2019
Construction Cost : \$45,001 - \$50,000	\$210.00	2019
Construction Cost : \$50,001 - \$60,000	\$230.00	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
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	\$1,000.00	2022
Cell Tower	\$2,500.00	2011
Specimen Tree Inspection	\$50.00 per acre	2012
Subdivision Fee		
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010
Revisions or re-reviews beyond first review	1/2 of original fee	2010
Final plats	\$50.00	2007
Expedited review of subdivision or site plans	\$1,500.00 per hour	2011
Subdivision Waiver	\$700.00	2011
Temporary Use Permit	\$25.00	2012
Vested Rights Certificate	\$100.00	2011
No additional fee if requested with site plan or subdivision approval		
Watershed Protection Inspection Fee and Permit		
Inspection Fee for Required Improvement	\$35.00 per inspection	2014
Low Density Development Permit	\$35.00 per project	2014
High Density Development Permits		
CD, AR, SF15, SF10, SF6, MR5, MH	\$140.00 (less than 5 acres), \$275.00 (5 to 50 acres), \$350.00 (50 to 100 acres), \$450.00 (more than 100 acres)	2014
O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$275.00 (less than 5 acres), \$300.00 (5 to 50 acres), \$350.00 (50 to 100 acres), \$450.00 (more than 100 acres)	2014
Zoning Code Text Amendment	\$1,000.00	2022
Zoning Permits		
Pushcarts (downtown core only)	\$30.00 per year	2014
Outdoor Dining and Merchandising (downtown core only)	\$30.00 per year	2014
Sidewalk Entertainment (downtown core only)	\$30.00 per year	2014
Delivery Services (downtown core only)	\$30.00 per year	2014
Zoning inspection for small structures	\$30.00	2016
UDO Printing Fee	City's Cost of Reproduction	2019
Zoning Verification Letter		
\$5.00 - 1 page letter for existing structure/building/use		2019
\$30.00 - new development with approved site plans and conditions		2019

Fee Schedule

Description	Current Fee	Established or Last Changed
Finance		
<i>Beer and Wine Licenses</i> - Annual, from May 1 to April 30		
Beer Dealers (wholesale)	\$37.50	Set by State
Wine Dealers (wholesale)	\$37.50	Set by State
Beer and Wine Dealers (wholesale)	\$62.50	Set by State
Beer Dealers (retail, on premises)	\$15.00	Set by State
Beer Dealers (retail, off premises)	\$5.00	Set by State
Wine Dealers (retail, on premises)	\$15.00	Set by State
Wine Dealers (retail, off premises)	\$10.00	Set by State
Tax for additional license	110% of base fee, applied progressively for each added license	Set by State
Failure to obtain license	Penalty of 5% per month or fraction thereof, not to exceed 25% of prescribed license amount, not less than \$5.00	Set by State
<i>Currency Converter Permits</i>	\$100.00 per year	2018
<i>Pawnbroker Permits</i>	\$250.00 initial application with \$5,000 surety bond required, \$100.00 annual renewal	2018
<i>Peddler Permits</i> - 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
<i>Regulatory License</i>		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A
<i>Motor Vehicle License Tax</i>		
(See additional motor vehicle license tax with Transit fees)	\$5.00 per year	N/A
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00	N/A
<i>Solicitor Permit</i> - 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
<i>Specialty Market Operator/Seasonal Merchant Permits</i>	\$100.00 per 30 days	2015
<i>Duplicate Copy (Lost or Stolen License)</i>	\$5.00	N/A
<i>Replacement License due to Change of Location</i>	\$5.00	N/A
Fire		
<i>False Alarm</i>	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010
<i>Fines</i>		
Exit Violation	\$500.00 for the 1st offense, \$1,000.00 for each subsequent offense in the period of a year; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020
Code Violation	\$100.00 for the 1st offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020

Fee Schedule

Description	Current Fee	Established or Last Changed
Over-occupancy Violation	\$100.00 per person over the posted number allowed	2010
Occupying a building without a Certificate of Occupancy	\$500.00 per offense	2010
Installation of life safety equipment, or underground or above ground storage tanks and piping without proper plan review, permits and/or testing	\$500.00 per offense	2010
Fire Inspection Fees		
Building Class Codes: A, B, E, F, H, I, M, S, U		
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008
Residential:		
Group home	\$75.00 per visit	2008
Day care (in a residence)	\$75.00 per visit	2008
Foster home (in a residence)	\$75.00 per visit	2008
Apartments/Dorm buildings up to 3 stories	\$75.00 for each residential building	2017
Apartments/Dorm buildings over 3 stories		
Up to 2,500 sq. ft.	\$75.00	2017
2,501 - 10,000 sq. ft.	\$100.00	2017
10,001 - 50,000 sq. ft.	\$150.00	2017
50,001 - 100,000 sq. ft.	\$200.00	2017
100,001 - 150,000 sq. ft.	\$250.00	2017
150,001 - 200,000 sq. ft.	\$300.00	2017
Over 200,000 sq. ft.	\$350.00	2017
All hotels (regardless of number of stories)		
Up to 2,500 sq. ft.	\$75.00	2017
2,501 - 10,000 sq. ft.	\$100.00	2017
10,001 - 50,000 sq. ft.	\$150.00	2017
50,001 - 100,000 sq. ft.	\$200.00	2017
100,001 - 150,000 sq. ft.	\$250.00	2017
150,001 - 200,000 sq. ft.	\$300.00	2017
Over 200,000 sq. ft.	\$350.00	2017
Building Plan Fire Review Fees		
Building Plan Review		
Up to 999 sq. ft.	\$75.00	2020
1,000 - 2,499 sq. ft.	\$100.00	2020
2,500 - 9,999 sq. ft.	\$150.00	2020
10,000 - 49,999 sq. ft.	\$275.00	2020
Over 50,000 sq. ft.	\$400.00	2020
Site Plan Review (submitted through TRC)	\$75.00	2020
Re-Review Fee (applies after the 1st re-review)	1/2 of original fee	2022

Fee Schedule

Description	Current Fee	Established or Last Changed
Fire Code Construction Permits - Mandatory, includes final inspections		
Working without a Required Permit	Double the applicable permit fee	2020
105.7.1 Automatic Fire Extinguishing Systems		
<i>Fire Sprinkler Shop Drawings</i>		
Fire sprinkler system (1 to 20 sprinkler heads)	\$75.00	2017
Fire sprinkler system (21 to 50 sprinkler heads)	\$125.00	2017
Each additional sprinkler head over 50	\$1.05 per additional sprinkler head	2017
Alternate Automatic Fire Ext. system	\$125.00	2020
Each additional nozzle	\$1.05 per additional nozzle	2020
Alternate Automatic Fire Ext. system upfit	\$75.00	2020
105.7.2 Battery System	\$75.00	2020
105.7.3 Compressed Gas System	\$75.00	2020
105.7.4 Cryogenic Fluids	\$75.00	2020
105.7.5 Emergency Responder Radio Coverage System	\$125.00 plus \$1.05 per 1,000 sq. ft.	2023
105.7.6 Fire Alarm and Detection Related Equipment		
<i>Fire Alarm shop drawings</i>		
Fire alarm system	\$125.00	2020
Each initiating device	\$1.05 per initiating device	2020
Fire sprinkler monitor system	\$125.00	2020
Fire alarm upfit (panel replace, communicator, devices)	\$75.00	2020
105.7.7 Fire Pump and Related Equipment	\$75.00	2020
105.7.8 Flammable and Combustible Liquids		
Install, repair, or modify pipeline for transmission	\$75.00	2020
Install, construct, alter tank vehicles, plants, terminals, fuel-dispensing stations	\$75.00	2020
Install, alter, remove, abandon flammable or combustible liquid tank	\$125.00	2012
105.7.9 Gates and barricades across fire apparatus access roads	\$75.00	2020
105.7.10 Hazardous Materials	\$75.00	2020
105.7.11 Industrial Ovens	\$75.00	2020
105.7.13 Private Fire Hydrants	\$125.00	2012
105.7.14 Smoke Control or Smoke Exhaust System	\$75.00	2020
105.7.15 Solar Photovoltaic Power System	\$75.00	2020
105.7.16 Spraying and Dipping	\$125.00	2012
105.7.17 Standpipe System	\$125.00	2012
105.7.18 Temporary membrane structures and tents	\$75.00	2008
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

Fee Schedule

Description	Current Fee	Established or Last Changed
105.6.20 Fumigation and Insecticidal Fogging	\$75.00 per visit	2020
105.6.27 Liquid or Gas Fueled Vehicle/Equipment in Assembly Bldg.	\$75.00 per visit	2008
105.6.37 Private Fire Hydrants	\$35.00 per visit	2020
105.6.43 Spraying or Dipping Operations	\$35.00 per visit	2020
105.6.45 Tent Permit	\$35.00 per visit	2020
<u>Additional Inspections and Administrative Fees:</u>		
Reinspection	\$50.00 per visit	2004
No-Show Inspection	\$50.00 per visit	2017
A.L.E. Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2020
Courtesy/Requested Inspections	Billed as regular fire inspection based on occupancy and sq. ft.	2020
Change of Use Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2021
Vacant Building Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2023
Bonfire	\$35.00	2020
Open Burning (Section 11-11 Exception 2 a-d)	\$125.00	2020
Demolition Inspection	\$75.00	2020
Additional Equipment Testing (alarm, sprinkler, hood suppression, flammable or combustible liquid systems and paint booths)	\$75.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2012
<i>Training Facility Fees</i>		
ARFF - One-Day Training	\$250.00 per person	2010
ARFF - Three-Day Training	\$425.00 per person	2010
ARFF - Five-Day Training	\$550.00 per person	2011
Refueling Course	\$65.00 per person	1993
Industry	\$175.00 per burn	2010
Drill Tower Usage	\$200.00 per day	2011
with live burn	\$600.00 per day	2017
Classroom Use	\$50.00 per 4 hours	2011
Confined Space Training Area	\$100.00 per day	2011
Service Test Pit Area	\$100.00 per unit	2011
Engine	\$200.00 per day	2011
Miscellaneous Equipment Use	\$50.00 per day	2011
<i>Hazardous Material Protection Fee</i>		
Haz-Mat Unit Response	\$555.00 per hour	2010
Haz-Mat Battalion Chief Response	\$60.00 per hour	2010
Engine Company Response	\$205.00 per hour	2010
Truck Company Response	\$205.00 per hour	2010
Rescue Company	\$175.00 per hour	2010
Fire Suppression Battalion Chief Response	\$60.00 per hour	2010
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
<i>Special Event Coverage Fee</i>		
Fire Suppression/EMS Personnel	Actual total personnel cost incurred	2022
Fire Code Official	Actual total personnel cost incurred	2022
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
Maiden Lane between Green Street and Anderson Street (on bridge)	\$25.00 per month	2022
<i>Hourly Paid Parking</i>		
All Lots and Decks (where applicable)		
9am-7pm Mon-Fri	\$1.00 per hour, or \$5.00 per day	2020
Franklin Street Deck	\$1.00 per hour (first hour free), \$5.00 per day	2020
On-Street (where applicable)	\$1.00 per hour, \$0.50 per 30 minutes in first hour	2020
<i>Event Parking</i>		
Events include, but are not limited to, Juneteenth, Fourth of July, New Year's Eve, Woodpeckers Games, Spring Dogwood Festival, International Folk Festival, Fall Dogwood Festival, Zombie Walk, Dickens Holiday, and other events projected to have attendance greater	\$5.00 per event	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
<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		
<p>The Fayetteville-Cumberland Parks and Recreation Department is supported by taxes paid on property in the City of Fayetteville, the Towns of Eastover, Linden, Falcon, Godwin, Stedman, and Wade, and in the unincorporated areas of Cumberland County, excluding the Manchester District. Residents of these areas qualify for resident fees for Parks and Recreation programs and services. Organizations or businesses with physical addresses in these areas also qualify for resident fees for services such as facility rental.</p>		
Special Event Permits		
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park, Rowan Skate Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013
Expedited Special Event Permit		
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013
Special Event Banner Permit		
Up to 40 banners	\$100 Permit fee, plus \$100 deposit	2017
41 to 80 banners	\$200 Permit fee, plus \$200 deposit	2017
81 to 120 banners	\$300 Permit fee, plus \$500 deposit	2017
121 to 160 banners	\$400 Permit fee, plus \$750 deposit	2017
161 to 200 banners	\$500 Permit fee, plus \$1000 deposit	2017
Installation/Removal Fees	\$68 per banner for City installation and removal \$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

Fee Schedule

Description	Current Fee	Established or Last Changed
Kitchen Rental (nonprofit organizations)	Resident - \$200 deposit & \$57.50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum Non-resident - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2018 2018
Rentals on Days when Facilities Closed (nonprofit organizations)	Resident - \$100 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015
Program Room Rental (for profit organizations)	Resident - \$200 deposit & \$150 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$300 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2018 2018
Multipurpose Room Rental (for profit organizations)	Resident - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum Non-Resident - \$200 deposit & \$600 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2018 2018
Gym Rental (for profit organizations)	Resident - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour. If event requires floor covering \$690 up to 4 hours, \$100 each additional hour Non-Resident - \$200 deposit & \$920 up to 4 hours, \$200 each additional hour. If event requires floor covering \$1,380 up to 4 hours, \$200 each additional hour	2018 2018
Kitchen Rental (for profit organizations)	Resident - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$230 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2018 2018
Rentals on Days when Facilities Closed (for profit organizations)	Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$400 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015
Rentals Outside of Regular Facility Operating Hours (nonprofit and for profit organizations)	Resident - \$25 per hour in addition to applicable rental fee and deposit 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

Fee Schedule

Description	Current Fee	Established or Last Changed
Festival Park		
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007
Sunday or legal holiday use	\$150 plus deposit and rental fee	2007
Lamon Street Park Complex		
	Resident - \$550 per day plus \$250 deposit	2018
	Non-Resident - \$1,100 per day plus \$250 deposit	2018
Martin Luther King Park		
	Resident - \$45 (1-4 hours), \$75 over 4 hours	2018
	Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018
Mazarick Building		
	Resident - \$75 (1-4 hours), \$25 each additional hour plus \$200 deposit	2018
	Non-Resident - \$150 (1-4 hours), \$50 each additional hour plus \$200 deposit	2018
North Carolina Veterans Park Visitors' Center and Outdoor Garden		
	Resident - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit	2011
	Non-Resident - \$1,450 (1-4 hours), \$200 each additional hour plus \$700 deposit	2015
North Carolina Veterans Park Amphitheater		
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011
Sunday or legal holiday use	\$150 plus deposit and rental fee	2011
Reid Ross Track		
	Resident - \$500 per day plus \$250 deposit	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

Fee Schedule

Description	Current Fee	Established or Last Changed
Tokay Park Complex	Resident - \$575 per day plus \$250 deposit Non-Resident - \$1,150 per day plus \$250 deposit	2018 2018
Boating	\$2 per hour, \$5 per half day, \$10 per day	1998
Camping Fees (organized groups)	Resident - \$1 per person per night, \$25 minimum Non-Resident - \$2 per person per night, \$50 minimum	1995 or prior 2015
Family Campsite	Resident - \$10 per night Non-Resident - \$20 per night	1995 or prior 2015
Mobile Stage - Large (nonprofit organizations)	Resident - \$500 per calendar day, plus \$500 deposit Non-Resident - \$1,000 per calendar day, plus \$500 deposit	2008 2015
Mobile Stage - Small (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2008 2015
Mobile Bleachers (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2007 2015
Mobile Stage - Large (for profit organizations)	Resident - \$1,000 per calendar day, plus \$500 deposit Non-Resident - \$2,000 per calendar day, plus \$500 deposit	2008 2015
Mobile Stage - Small (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2008 2015
Mobile Bleachers (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2007 2015
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs	
Athletic Programs		
Adult Open Play Athletics	\$2.00	2004
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery	
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery	
Adult Basketball Team Fee (2 nights per week)	100% Cost Recovery	
Golf Lessons	Variable	
Youth AAU Traveling Team	\$2 per youth	2019
Youth Athletics (not otherwise listed)	Resident - \$25 Non-Resident - \$50	2018 2018
Youth Cheerleading	Resident - \$25 Non-Resident - \$50	2018 2018
Youth Football	Resident - \$30 Non-Resident - \$60	2018 2018
Late Registration for Youth Sports Programs	\$5.00	2001
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
3rd false alarm per fiscal year	\$35.00	2022
4th false alarm per fiscal year	\$60.00	2022
5th false alarm per fiscal year	\$60.00	2022

Fee Schedule

Description	Current Fee	Established or Last Changed
6th false alarm per fiscal year	\$110.00	2022
7th false alarm per fiscal year	\$110.00	2022
In excess of 7th false alarm per fiscal year	\$210.00	2022
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010
IDB Photo Reports	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for contact sheet	2008
Photographic CD	\$35.00 per CD	2008
Wrecker Fees		
Annual Wrecker Inspection Fee	\$100.00 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
Officer Fees	Variable	2002
Services for Other Law Enforcement Agencies		
Range Fee	\$400.00 per day	2019
Fee to Unlock Cell Phone	\$100.00 per device	2021
Cell Phone Data Extraction Fee (Requesting agency to supply memory device)	\$75.00 per device	2021
Public Services		
<u>Engineering & Infrastructure Fees and Penalties</u>		
Map Sales		
Aerial Photographs		
Prints (8 1/2" x 11")	\$10.00	2010
Prints (8 1/2" x 14")	\$12.00	2010
Prints (11" x 17")	\$15.00	2010
Prints (18" x 24")	\$20.00	2010
Prints (24" x 36")	\$30.00	2010
Prints (36" x 48")	\$50.00	2010
District Map	\$15.00	2010
Large City Map with Street Index Booklet	\$35.00	2008
Medium City Map	\$25.00	2010
Precinct Map	\$15.00	2010
Topographic Map	\$15.00	2008
Copy Sales		
Prints (11" x 17")	\$2.00	2010
Prints (8½" x 11")	\$1.00	2010
Prints (8½" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
Development Plan Reviews/Infrastructure Permits		
Commercial Developments (one acre or less)	\$300.00	2015
Commercial Developments (between one and ten acres)	\$525.00	2015
Commercial Developments (in excess of ten acres)	\$975.00	2015
Residential Subdivisions (50 lots or less)	\$525.00	2015
Residential Subdivisions (51 to 100 lots)	\$750.00	2015
Residential Subdivisions (in excess of 100 lots)	\$975.00	2015
Resubmittal Fee (commercial or residential, per submittal)	\$225.00	2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Infrastructure Inspection Fees		
Roadway Inspection Fee	\$0.75 per linear ft.	2019
Storm Drainage Pipe Inspection	\$0.50 per linear ft.	2019
Driveway Permits		
Driveway Permit (commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (residential)	\$50.00	2004
Resurfacing Permit	\$30.00	
Sidewalk Permit	\$30.00	
Payment in Lieu of Sidewalk Construction	\$38.98 per linear foot for 4' wide sidewalk*	2023
Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December	\$45.22 per linear foot for 5' wide sidewalk	2023
	\$51.43 per linear foot for 6' wide sidewalk*	2023
Right of Way Excavations		
Drainage Excavation Permit	\$125.00	2015
Excavation Permit	\$125.00	2015
Reinspection Fee for Excavation	\$100.00	2015
Roadway Degradation Fee	\$40.00 per sq. yd. of encroachment	2019
Payment in Lieu of Resurfacing	Estimated square yards of asphalt required times cost per square yard from the most recent resurfacing contract for labor and materials, plus applicable roadway inspection fees	2015
Right of Way Encroachment		
Small Cell Antenna Application Fee	\$100.00 total for the first 5 antennas, \$50.00 each for any additional antennas. Limit of 25 antennas per application.	2018
Small Cell Antenna Technical Review Fee	Actual costs not to exceed \$500 per application	2018
Right of way Encroachment - Utility Review Fee	\$200.00	2019
Sidewalk Assessment (Petitioned)	\$10.00 per front foot	
Street Paving Assessments		
To improve a soil street to a strip paved street	\$15.00 per front foot	2015
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015
Traffic Control Photographic System Citations		
Civil penalty for violation	\$100.00	2015
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015
Traffic Control Services and Device Rental Fees		
Review Fee	\$50.00 per man hour	2020
Labor Fee	\$35.00 per man hour	2023
Equipment Fee	\$35.00 per hour per piece of equipment	2023
Message Board	\$200.00 per board per day	2023

Fee Schedule

Description	Current Fee	Established or Last Changed
Arrow Board	\$10.00 per board per day	2023
36" Cone	\$2.00 per cone per day	2023
36" Channelizer Cone	\$2.00 per cone per day	2023
Barricade	\$5.00 per barricade per day	2023
Drum	\$3.00 per drum per day	2023
Sign Stand	\$3.00 per stand per day	2023
Traffic Control Sign	\$3.00 per sign per day	2023
Water Jersey	\$10.00 per jersey per day	2023
House Moving Fee	\$1,500.00 Bond, \$25.00 administrative fee, \$25.00 per hour police escort fee and \$37.00 per hour signal technician fee	1987
Right of Way Registration Fee	\$200.00	2002 or prior
Street Closing Fee	\$1,500.00	2011
Street Right of Way Withdrawal	\$500.00	2011
Temporary Right of Way Encroachment Fee		
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008
Temporary Truck Route Permit	\$100.00	2019
Floodplain Development Permit	\$35.00	2023
<u>Solid Waste Fees and Penalties</u>		
Residential Solid Waste Fee		
Single-family homes and residential units in multi-family properties of 7 units or less	\$225.00 per year	2020
Backdoor Pickup Fee		
Handicap Backdoor Pickup	No Charge	2002 or prior
Bulky Item Pickup		
5 items or less	No Charge, biweekly collections	2022
6 items - up to 20 cubic yards	\$100.00 per load, scheduled	2022
Approximately 20 cubic yards or more	\$357.00 per load, scheduled	2022
Large Limb Pickup		
Less Than 10 Cubic Yards	No Charge, biweekly collections	2023
10 Cubic Yards or More	\$357.00 per load, scheduled	2023
Household Construction Debris Pickup		
Generated by contractor	Not offered	2011
Under 10 cubic yards	\$50.00 per load, scheduled	2022
10 - 20 cubic yards	\$100.00 per load, scheduled	2022
More than 20 cubic yards	\$357.00 per load, scheduled	2022
Loose Leaf Pickup		
Collection during scheduled neighborhood loose leaf	No charge	
Collection outside of scheduled neighborhood loose		2012
Collection of 25 cubic yards or less	\$75.00	2012
Collection of more than 25 cubic yards	\$250.00	
Set-Out Pickup		
For curbside pickup of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00 for less than 20 cubic yards per load \$357.00 for more than 20 cubic yards per load	2019 2022
Rollout Carts		
Cart Purchase	Variable based upon actual City purchase price	2007
Delivery Fee	\$25.00 per delivery	2017
Festival Park Events	10 garbage and 10 recycling carts no charge - extra carts	2017
Events Outside of Festival Park	\$100.00 for 5 garbage and 5 recycling carts	
Solid Waste Fines		
Failure to remove container from curb	1st violation & 2nd written warning; 3rd and subsequent violations \$50.00 each	2022
Emergency Safety Abatement (Flat Fee)	\$500.00 per load	2022
Illegal Dumping Violation Section 22-16-D (Illegal dumping, construction, set outs not called in, etc.)	\$500.00 plus City's cost of removal Citation cost of \$100 per day beginning on the 11th day until resident/owner corrects the violation and \$100 Hearing Officer Charge	2023

Fee Schedule

Description	Current Fee	Established or Last Changed
Stormwater Fees and Penalties		
Stormwater Fee (Quality & Improvements)		
Single Family	\$6.00 per month per ERU	2018
Non-Single Family	\$6.00 per month per 2,266 sq. ft. of impervious surface	2018
Stormwater Control Measure Inspection Fee	\$300.00	2019
Stormwater Control Ordinance Variance Filing Fee	\$500.00	2011
Stormwater Control Ordinance Civil Penalties		
First Offense within 2 years:		
Off-site impacts documented	\$3,000.00 per day	2011
No off-site impacts documented	\$1,000.00 per day	2011
Second Offense within 2 years:		
Off-site impacts documented	\$5,000.00 per day	2011
No off-site impacts documented	\$3,000.00 per day	2011
Third or Subsequent Offense within 2 years:		
Each violation	\$5,000.00 per day	2011
Illicit Connection and Improper Disposal Civil Penalties		
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009
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	2016
Youth (18 & Under) Day Pass	\$2.00	2016
Rolling 5 Day Pass	\$11.00	2016
Discount Rolling 5 Day Pass (elderly and disabled)	\$5.50	2013
Rolling 30 Day Pass	\$40.00	2013
Discount Rolling 30 Day Pass (elderly and disabled)	\$17.00	2013
Student Rolling 30 Day Pass	\$30.00	2019
Student Semester Pass (<i>Fayetteville State University</i> ,	\$55 per fall or spring semester, or \$40 per summer term,	2016
Summer Fun Pass (18 & under for June, July & August)	\$15.00	2013
ADA Demand Response Fare	\$2.00	2013
ADA 20 Ride Pass	\$35.00	2013
ADA 10 Ride pass	\$17.50	2018
Child Fare	Children under 6 years of age - Free when accompanied by fare paying adult. Children over 42 inches may obtain	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
City Employees	Free with Presentation of City Employee Identification Card	
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 organizations.	\$1.00 per pass	2018
Rolling 30 Day Pass, with minimum 50 pass purchase. Fiscal year maximum of 150 passes per organization or 500 total passes for all organizations.	\$20.00 per pass	2018
Identification Cards		2014
1st Card	Free	
2nd Card	\$2.00	2014
3rd Card	\$3.00	2014
Each Additional Card after 3rd	\$5.00	2014
No Show/Late Cancellation Penalty for Demand Response Service		
2nd Violation	Final warning letter	2015
3rd Violation	7 days suspension or \$10.00 penalty	2015
4th Violation	14 days suspension or \$15.00 penalty	2015
5th Violation	21 days suspension or \$20.00 penalty	2015
6th & All Subsequent Violations	30 days suspension or \$25.00 penalty	2015
FAST Transit Center Community Room Rental		
Nonprofit Organizations	\$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum	2018

Fee Schedule

Description	Current Fee	Established or Last Changed
For Profit Organizations	\$200 deposit & \$260 for 1 to 4 hours, plus \$50 each	2018
City Sponsored or Affiliated Agencies	Fees may be waived by City Manager or designee	2018

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes (e.g., Arts Council).

Annexation: Annexation is a change in jurisdiction from one entity to another. For example, when annexed to Fayetteville, property changes from having services such as fire, police, parks and zoning being provided by Cumberland County to those same services being provided by the City of Fayetteville.

Annual Budget: A budget covering a single fiscal year (July 1 - June 30).

Appropriation: A budget authorization made by the City Council to incur obligations or make expenditures for purposes listed in the budget ordinance. An appropriation is limited in amount and to the time when it may be expended.

Assessed Valuation: A value determined by the County Tax Assessor's office for real and personal property that is used as the basis for levying property taxes.

Assets: Property owned by the City that has monetary value.

Available Fund Balance: For the purpose of developing fund balance projections as provided in the Fund Summaries section of this document, "Available Fund Balance at June 30, 2022" is the unassigned fund balance plus fund balance restricted for encumbrances, donations, and County parks and recreation, plus fund balance assigned for subsequent year expenditures, special purposes and the Capital Funding Plan. Revenue and expenditure projections for fiscal years 2022-23 and 2023-24 are considered along with the available fund balance at June 30, 2021, to project fund balance at June 30, 2024. Projected future fund balance restrictions for County parks and recreation, and known fund balance assignments for items such as the recommended Capital and Technology Improvement Plans, and the Capital Funding Plans for general capital and debt service, the Parks and Recreation Bond projects and the downtown stadium are deducted to determine projected available fund balance at June 30, 2024.

Balanced Budget: Projected resources from revenues and other financing sources are equal to the total appropriation for expenditures and other financing uses.

Bond: A written promise to pay a specific amount of money within a specific time period, usually long-term. Bonds are typically issued to fund specific capital improvement expenditures. The City issues general obligation bonds, which require approval by voter referendum before issue and two-thirds and revenue bonds, which do not require referendum approval.

Bonds Issued: Bonds that are sold.

Budget: A financial plan that includes estimated revenues and expenditures for a fiscal year and specifies the type and level of services to be provided. The original appropriation does not include carryover of appropriations for encumbrances and fund balance designations for specific purposes.

Budget Document: A formal document presented to the City Council containing the City's financial plan for a fiscal year. The budget document is presented in two phases—recommended and final—the latter of which reflects the budget as adopted by the City Council.

Glossary

Budget Message: A written summary of the proposed budget from the City Manager to the City Council. The message includes an explanation of important features of the budget, changes in programs or appropriation levels from previous years and recommendations of the City Manager.

Budget Ordinance: A schedule adopted by the City Council, which lists revenues by source, appropriations by portfolio group or fund, and levies taxes for the coming fiscal year.

Capital Assets: Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

Capital Funding Plan: A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major improvements as appropriate.

Capital Improvement Project: A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

Component Unit: A legally separate organization for which the elected officials of the primary government are financially accountable. A component unit may be a governmental organization, a nonprofit corporation, or a for-profit corporation.

Contingency: An account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget.

Deficit: An excess of expenditures over revenues or expenses over income.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Division: A unit, within a department, which participates in specific activities. For example, the Training Division in the Fire and Emergency Management Department.

Encumbrances: A financial commitment for services, contracts or goods that have not, as yet, been delivered or performed.

Enterprise Fund: A fund used to account for activities that are operated in a manner similar to business enterprises. Fees are charged to the consumers (general public) of the service to completely or partially recover the expenses of the operation.

Expenditures: The total costs of a program or capital project.

Fiscal Year (FY): A 12-month period (July 1 - June 30) to which the annual operating budget applies and at the end of which an assessment is made of the City's financial condition and performance of its operations.

Full-Time Equivalent (FTE): The ratio of the total number of authorized work hours for a regular position to the total work hours for a full-time position. One FTE is equivalent to one employee working full-time.

Fund: An independent fiscal and accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: The difference between the accumulated revenues and expenditures for a particular fund. These resources are set-aside within a fund to provide adequate cash flow and reserves. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

General Fund: A fund that provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, parks, inspections, or street maintenance are accounted for in this fund.

General Obligation Bonds: Debt instruments issued by the City which are secured by the unit's taxing power.

Grants: A contribution or gift in cash or other assets from another government or nonprofit foundation to be used for a specified purpose.

Infrastructure: Facilities on which the continuance and growth of a community depend, such as roads, water lines, etc.

Interfund Accounts: Accounts that reflect transfers between funds.

Intergovernmental Revenues: Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund used to account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis.

LEOSSA: Law Enforcement Officers Special Separation Allowance.

Lease-Purchase Agreement: A contractual agreement to acquire items of equipment whereby the local government agrees to pay the purchase price, plus interest on an installment basis.

Levy: The amount of tax, service charges, and assessments imposed by a government.

Municipal Bond: A bond issued by a local government.

Glossary

Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources (i.e., interest income) and are not directly related to service activities.

Objective: A statement of specific direction, purpose or intent to be accomplished by a department.

Original Budget: The budget as adopted by the City Council in the initial budget ordinance for the fiscal year.

Pension Trust Fund: A fund established to account for a public employment retirement system.

Portfolio: A grouping of related departments led by an executive in the City Manager's Office. For the General Fund, the expenditure budget is approved by portfolio.

Powell Bill Funds: Funding from state-shared gasoline tax which is restricted for street and sidewalk maintenance and improvements.

Property Tax (Ad Valorem Tax): A tax levied by the City Council on property located within the City.

Proprietary Fund: A fund used to account for governmental activities that are operated in a manner similar to those found in private enterprises. Internal Service and Enterprise funds are included in this category.

Recommended Budget: The budget proposal of the City Manager presented to the City Council for consideration.

Reserve: An account designated for a portion of the fund balance which is required to be used for a specific purpose.

Revenue: Income received from a variety of sources used to finance government or enterprise operations.

Revenue Bonds: Principal and interest associated with revenue bonds are paid exclusively from the earnings of the project or system.

Shared Revenues: Revenues levied and collected by one government but are shared with another government based on a predetermined method. For example, the City of Fayetteville receives a portion of the gasoline tax collected by the State based on population and miles of city streets.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of water and sewer improvements.

Special Revenue Fund: A fund used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources be used to finance a particular activity (i.e., Emergency Telephone System Fund).

Tax Levy: The total amount of revenue to be raised by property taxes for the purposes specified in the budget ordinance.

Tax Rate: The amount of taxes levied based on each one hundred dollars (\$100) of assessed property valuation.

Technology Improvement Project: New technology purchase with a combined implementation cost of \$25,000 or greater, or expansion, renovation or replacement of an existing system with an implementation cost of \$10,000 or greater; including hardware, software, and communication devices.

Two-Thirds Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state of two-thirds of the previous year's net debt reduction.

Unassigned Fund Balance: The amount of unrestricted fund balance that is not restricted for encumbrances, or assigned for a subsequent year's expenditure, or for any other purpose. Unassigned fund balance is available for future appropriations.

User Charges: The payment of a fee or direct receipt of a public service by the party benefiting from the service.



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