

CITY OF FAYETTEVILLE

FY21 BUDGET

INVESTING IN OUR FUTURE

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CITY OF FAYETTEVILLE

GEORGIA

ADOPTED ANNUAL BUDGET

FY2021

PRESENTED BY

CITY OF FAYETTEVILLE FINANCE DEPARTMENT

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Important websites & Documents:

- City Website: https://fayetteville-ga.gov/
- 2019 CAFR: https://fayetteville-ga.gov/wp-content/uploads/2020/02/City-of-Fayetteville-CAFR-2019.pdf
- Previous Budget Books: https://fayetteville-ga.gov/wp2017/city-departments/finance-and-administration/budget-books/

SECTION 1 – INTRODUCTION AND CITY PROFILE

July 31, 2020

BUDGET MESSAGE

To the Honorable Mayor, Council Members and Citizens of the City of Fayetteville, Georgia:

INTRODUCTION

Transmitted herein are the City of Fayetteville Annual Operating and Capital Improvement Program for Fiscal Year 2021. This budget is a statement of policy and a planning document that defines the level of services and activities of city government for the next fiscal year and beyond. The staff continues to identify and allocate resources in a manner that most effectively, efficiently, and economically meets the service and needs of the citizens of the City of Fayetteville.

It is the purpose of this document to present this information about the City of Fayetteville and its future financial plans in a variety of ways, using graphs, charts, and tables so that all interest parties can fully understand the financial condition of the City.

This budget has been prepared so that it will coincide directly with the Annual Audit Report, which is part of developing the Comprehensive Annual Financial Report (CAFR) in accordance with the Governmental Finance Officers Association (GFOA) guidelines. The City of Fayetteville has received the prestigious Certificate of Achievement in Financial Reporting for 22 consecutive years. Also, the City of Fayetteville has received the Distinguished Budget Presentation Award for 12 consecutive years.

SUMMARY OF ALL FUNDS

The City of Fayetteville prepares an annual budget for 12 different funds including the General Fund, Water and Sewer Fund, Solid Waste Fund, Capital Projects Fund, Impact Fee Fund, Building Fund, Special Purpose Local Option Sales Tax Fund, Cemetery Trust Fund, Veterans Memorial Patriot Park Fund, Confiscated Asset Fund, Hotel/Motel Tax Fund, and the Vehicle Rental Excise Tax Fund, and two (2) component units: Downtown Development Authority and Main Street Tourism Fund.

CONCLUSION

Staff has developed a balanced budget for all funds while maintaining adequate reserve fund balances consistent with our Reserve Fund Policy. The annual budget establishes the level of service and priorities for the City of Fayetteville and allocates resources in order to achieve these objectives. While the budget process itself is not overly complex, the allocation of resources is extremely complex and is dependent upon many variables, including the desired level of City services as well as the needs of City departments, elected officials, and the community.

In governmental funds, we are beginning see growth and it is on a rise from the impact of the recession. Several revenue sources, particularly local option sales taxes, digest taxes, and license and permits, are beginning to take shape as the result of the local economy. While our revenues have begun to increase, expenditures have been adjusted accordingly to have a balanced budget.

The proprietary funds have seen small growth in revenues and a small decrease in expenses over the last two years without raising water and sewer rates above the memorialized amounts due to the current water and sewer bonds. The current expenditures have declined due to strategic replacement of old outdated equipment at the water and wastewater plants. We are about to do a major overhaul of the entire wastewater system and expect operating and maintenance expenses to continue to go down due to updated technology throughout the plant. This overhaul should be completed in 2021.

As you are aware, staff has developed a Five-Year Plan to assist the City in long-range financial planning and forecasting. This plan was developed with input from each department and is updated annually to reflect any changing needs. The Plan is a very conservative forecast of the City’s financial resources and departmental needs to continue our high service levels to the community. The Mayor and Council and staff will

need to continue to closely evaluate the service and staffing levels on an ongoing basis to ensure that adequate personnel resources and financial resources are available to achieve the desired service levels.

Much appreciation goes to the Mayor and City Council for setting the overall vision and goals for the City, and to our department directors and staff for managing our resources in the most cost-effective manner in reaching these goals.

Sincerely,

Ray Gibson
City Manager

Mike Bush
Director of Finance and Administration

Proposed Ordinance No. 0-6-20

Subject Matter: 2021 Fiscal Year Budget

Date First Presented at Council Public Meeting: 7-02-2020

Date of Second Reading and Adoption: 07-16-2020

Date of Public Notice Published in *Fayette News*: 6-24-20

CITY OF FAYETTEVILLE
COUNTY OF FAYETTE
STATE OF GEORGIA

ORDINANCE NUMBER #0-6-20

CITY OF FAYETTEVILLE, GEORGIA

PREAMBLE/FINDINGS OF FACTS

An Ordinance to provide for Adoption of a Budget Containing Estimates of Revenue and Expenditure for the City of Fayetteville, Georgia for the Fiscal Year Beginning August 1, 2020 And Ending July 31, 2021.

Be it ordained by the Mayor and Council of the City of Fayetteville, Georgia:

Section 1. That for The Revenues and Expenditures of the Government and its Activities for The Fiscal Year, Beginning August 1, 2020 and Ending July 31, 2021, the Amounts in the following Sections are hereby adopted.

Section 2. That for the said Fiscal Year the General Fund, the Water and Sewer Fund, the Solid Waste and Recycling Fund, the Capital Projects Fund, the Impact Fee Fund, the Building Fund, the SPLOST Fund, the Cemetery Trust Fund, the Confiscated Assets Fund, the Hotel/Motel Tax Fund, the Vehicle Rental Excise Tax Fund, the Downtown Development Authority, the Main Street Tourism Fund, and the Veterans Memorial Fund are hereby adopted as follows:

Section 3: This Ordinance shall become effective upon its passage and adoption.

All Ordinances, or parts of Ordinances, inconsistent with this Ordinance are hereby repealed.

FUND		
GENERAL FUND		
	GENERAL GOVERNMENT	$ 2,612,291
	JUDICIAL	$ 621,551
	PUBLIC SAFETY	$10,396,749
	PUBLIC WORKS	$ 1,071,223
	RECREATION	$ 245,730
	HOUSING & DEVELOPMENT	$ 1,093,372
	OTHER USES	$ 924,504
TOTAL GENERAL FUND		$16,965,920
ENTERPRISE FUNDS		
	WATER & SEWER	$ 8,559,894
	SOLID WASTE	$ 777,000
TOTAL ENTERPRISE FUNDS		$ 9,336,894
TOTAL SPECIAL REVENUE FUNDS		$ 428,880
TOTAL CAPITAL PROJECT FUNDS		$ 2,851,117
TOTAL COMPONENT UNIT FUNDS		$ 1,281,552
TOTAL ALL FUNDS		$30,864,363

Section 21: Other Provisions and Stipulations

The following provisions and stipulations are hereby adopted for FY 2020-2021:

A. Fiscal Policy

The primary objective of the fiscal policy of the City Council of Fayetteville is to present and sustain a fiscal plan to efficiently and economically provide necessary governmental services to the citizens of Fayetteville.

Policy and Procedures

An Operating Budget will be prepared in accordance with statutory requirements and with the following provisions as follows:

1. Personnel Services (Position Request)

It is the intent of the Council to staff each Department with the minimum personnel required to accomplish its mission, e.g., to serve the citizens of Fayetteville. The City Manager may approve salary increases, grade changes, reclassifications and/or the creation of new positions, provided sufficient funds exist in the respective Department's Budget to fund such action.

2. Operating Expenses (Budget Preparation Worksheet)

Total operating expenses for current programs and levels of service shall be held at the lowest possible cost. Line items must be thoroughly justified in writing. Additional sheets may be added for explanation as necessary.

3. Capital Outlays (Capital Outlay Request)

Include fixed assets with value in excess of $5,000 and with a life greater than one year (at least three years) but not in excess of $50,000. All vehicles, however, fall into this category even if *the cost* exceeds $50,000 (i.e., road graders, fire trucks, etc.). Items in excess of $50,000 shall fall under the Capital Improvement Program.

4. Estimated Revenues (Revenue Worksheet)

Departments will assist in the preparation of revenue projections based upon the most reliable current information available. While estimates will remain on the "conservative" side, known growth factors and past experience must be considered and disclosed.

Reasonable increases in user fees shall also be considered where practical in order to minimize the ad valorem tax burden. Such fees will be presented and adopted as a part of the Operating Budget.

5. Balanced Budget

To the extent reasonably and responsibly possible, the Operating Budget shall be balanced with estimated expenditures being fully funded by estimated revenues. Appropriations of "Fund Balance" shall be used to the extent that sufficient "working capital" is sustained.

A. Budget Administration:

1. No Department is authorized to make any charges against another Department's Budget without the authorization of that Department Head and the City Manager.

2. Each Department is responsible for verifying and certifying the availability of necessary appropriations before:
   a. Approving Requisitions
   b. Recommending bids and awards
   c. Approving vouchers for payment
   d. Recommending the hiring of personnel by the appointing authority
   e. Otherwise incurring expenses for the City

3. Departments will prepare a Budget Amendment Form to accompany any agenda Item needing Budget amendments or transfers.

4. For purposes of this subtitle a “budget amendment” is any action that increases total authorized expenditures (appropriations) for any “fund”. A “transfer” is the movement of appropriations from one department, division or function to another without increasing the total appropriations.

5. All transfers between funds or between Departments shall be approved by the Council except as herein provided. The legal level of control is at the department level as specified by the City Code.

6. The City Manager is herein authorized to make budget transfers in any amount within a particular department. The Department Heads have the authority to make transfers between line items within a Department not in excess of $1000.

7. No expenditure or encumbrance of City funds will be authorized in the absence of sufficient appropriations at the legal level of control (e.g. departmental level).

B. All ordinances, or parts of ordinances, in conflict with this Budget Ordinance are hereby Repealed. The Budget Ordinance of Fiscal Year 2019-2020 is hereby repealed, effective at 11:59 p.m. on August 1, 2020.

C. This Budget Ordinance shall become effective at 12:00 a.m. on August 1, 2020 and together with any amendments hereto, shall remain effective until 11:59 p.m. on July 31, 2021, until repealed.

D. The City Council will recognize the following holidays during Fiscal Year 2021:

a.	Labor Day	September 7, 2020
b.	Thanksgiving Day	November 26, 2020
c.	Friday after Thanksgiving	November 27, 2020
d.	Christmas Eve	December 24, 2020
e.	Christmas Day	December 25, 2020
f.	New Year's Day	January 1, 2021
g.	Martin Luther King Day	January 18, 2021
h.	Memorial Day	May 24, 2021
i.	Friday before July 4	July 2, 2021
j.	Monday after July 4	July 5, 2021

APPROVED BY THE MAYOR AND COUNCIL OF THE CITY OF FAYETTEVILLE, at a regular meeting of the Mayor and Council on the 16th day of July, 2020, by the following voting for adoption:

Edward J. Johnson, Jr., Mayor

Scott Stacy, Mayor Pro Tem

T.Joe Clark, Councilmember

Paul C. Oddo, Jr., Councilmember

Richard J. Hoffman, Councilmember

Darryl Langford, Councilmember

Attest:

Anne Barksdale, City Clerk

BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Fayetteville

Georgia

For the Fiscal Year Beginning

August 1, 2019



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fayetteville, Georgia for its annual budget for the Fiscal Year beginning August 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and as a communication device. This award is valid for a period of one year. Fiscal Year 2018 Budget will be submitted to GFOA for award consideration.

VISION, MISSION, & CORE VALUES

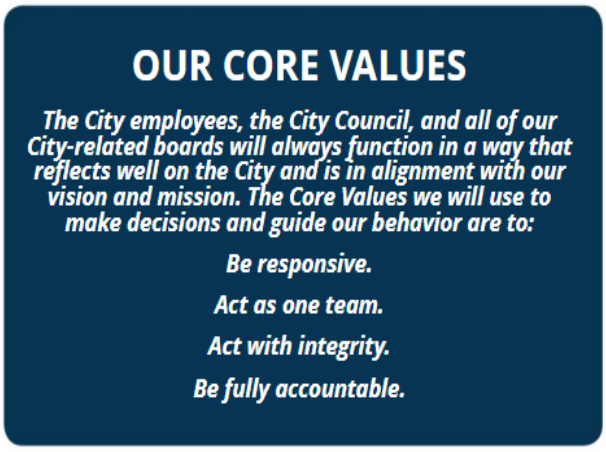
Every Community needs a direction… a point in time in the future to aim for. A vision, mission, and set of values lays an invaluable foundation for where to go and how to get there.

VISION STATEMENT

Fayetteville shall be a city of Innovation, opportunity, and uniqueness that fosters a vibrant and welcoming community for all.

MISSION STATEMENT

To Provide efficient and effective services to the community through a culture of transparent leadership, excellence, and teamwork to provide a unique experience throughout our community.



FY2021 Annual Operating Budget & Capital Improvement Program

the City of Fayetteville Council approved a $55,790,417 Annual Operating Budget for Fiscal Year 2021 which includes a multi-year SPLOST Project in the amount of $25,009,872.

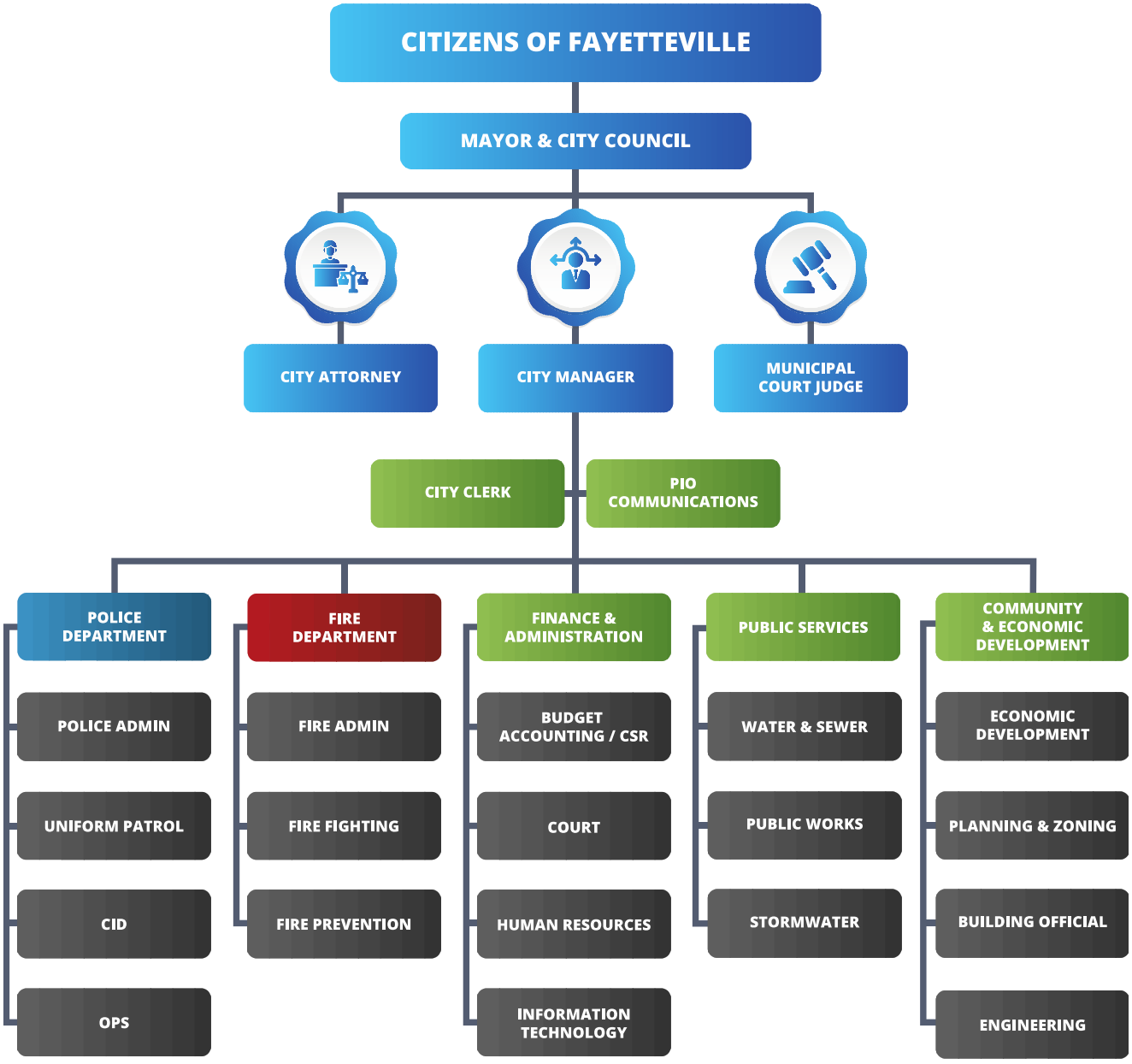
GENERAL FUND: $16,965,920	
82 % Tax Revenue:	$ 13,826,483
6% Permits & Fees:	$ 1,021,626
7% Fines & Forfeitures:	$ 1,125,000
3% Local Fees & Other Sources:	$ 522,811
3% Intergovernmental Funding:	$ 470,000

SPECIAL REVENUE FUNDS: $428,880	
Confiscated Asset Fund	$ 45,500
Hotel Motel Tax Fund:	$ 227,200
Vehicle Rental Tax Fund	$ 144,000
Cemetery Trust Fund:	$ 12,000
Veterans Memorial Fund	$ 180

COMPONENT UNIT FUNDS: $1,281,552	
Main street Tourism Fund	$ 555,102
Downtown Development	$ 726,450

CAPITAL PROJECTS FUNDS: $27,860,989	
SPLOST:	$ 25,009,872
Capital Projects:	$ 2,132,322
Impact Fee Fund:	$ 432,595
Building Fund:	$ 286,200

FY2021 CITY OF FAYETTEVILLE ORGANIZATIONAL CHART



The organizational structure, designed to achieve maximum results, clusters departments into Community Development, Finance and Administration, and Public Services groups. This encourages cross collaboration and consistency providing for better services in a more efficient manner.

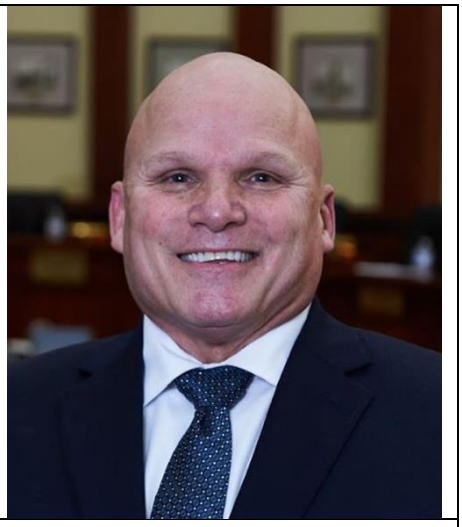
Mayor & City Council / City Staff



Ed Johnson
Mayor



Scott Stacy
Mayor Pro-Tem



Joe Clark
Council Member



Rich Hoffman
Council Member



Darryl Langford
Council Member



Paul Oddo
Council Member



Ray Gibson
City Manager



Alan Jones
Asst. City Manager / Fire Chief



Scott Gray
Police Chief



Anne Barksdale
City Clerk



Ann Marie Burdett
Public Information Officer



Mike Bush
Finance Department Director



Kelvin Joiner
Information Technology Director



Nella Cooper
Human Resources Director



David Rast
Community Development & ECD Director



Brian Wismer
Economic Development Director



Chris Hindman
Public Services Director

ELECTED OFFICALS & CITY STAFF

MAYOR & CITY COUNCIL

Ed Johnson	Mayor
Scott Stacy	Mayor Pro-tem/Council Member Post 1
Darryl Langford	Council Member Post 2
Joe Clark	Council Member Post 3
Rich Hoffman	Council Member Post 4
Paul Oddo	Council Member Post 5

LEGAL COUNCIL

David Winkle	City Attorney

AUDITOR

Mauldin and Jenkins, LLC	Auditor

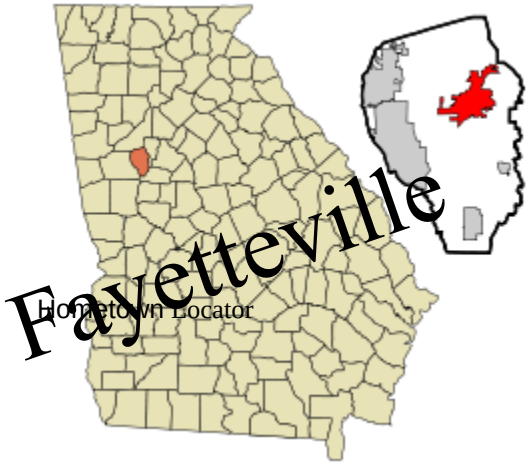
JUDICIAL

Nailah McFarlane	Municipal Court Judge
Julie Kert	City Solicitor

ADMINISTRATION

Ray Gibson	City Manager
Alan Jones	Asst. City Manager/Fire Chief
Scott Gray	Police Chief
Anne Barksdale	City Clerk
Ann Marie Burdett	PIO / Communications
Mike Bush	Director of Finance & Admin. Services
Nella Cooper	Director of Human Resources
Kelvin Joiner	Director of Information Technology
David Rast	Director of Community Development
Brian Wismer	Downtown Development Director
Chris Hindman	Director of Public Services

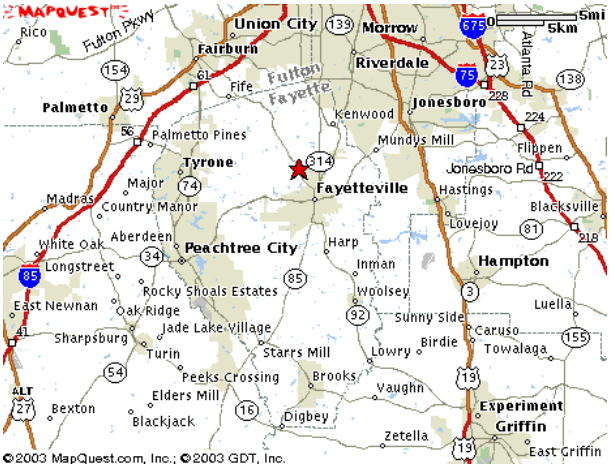
COMMUNITY PROFILE



Population	17,472
Median Family Income	77,061
Median Age	41.8
Residential Units	6,694
Average Household Size	2.59
Average Family Size	3.0

Source: U.S. Census and Georgia

Established:	March 28, 1822
Incorporated (City):	December 20, 1823
Land Area:	12 square miles
Elevation:	1,030 ft. (310m)
County:	Fayette County
Named for:	Marquis DeLafayette, General



Since 1889, the City of Fayetteville has operated under the Council-Manager form of government. The City Council sets policy and relies on the City Manager to implement policy direction. The City Council consists of a Mayor and five (5) City Council members. The Mayor and City Council are elected at large and serve four (4) year staggered terms. The City Council appoints a City Manager, City Attorney, Municipal Court Judge, and members to various Boards, Commissions, and Authorities. The City Council represents the interests of the citizens of Fayetteville by adopting public policies, by passing ordinances and resolutions, and through the preparation of a Strategic Plan that outlines the City's vision, mission statement and action items. The City Council, through the Strategic Planning process and as required by law, annually adopts a balanced budget and establishes a tax rate for the support of City programs and action items.

The City currently employs 180 people; 172 full-time, and 8 part-time who are organized into four (4) functions: Finance & Administrative Services, Public Safety, Public Services, Community Development and Downtown Development. Finance & Administrative Services consists of the City Clerk, Human Resources, Finance, Information Technology/GIS, and Municipal Court. Public Safety includes the Police and Fire Departments. Public Services include Public Works, the Water and Sewer Department, and Stormwater. Community Development includes the Building Department and Code Enforcement Department, Planning and Zoning. Downtown Development includes Main Street Tourism, and the Downtown Development Authority.

Appointed by and reporting to the City Council, the City Manager, in collaboration with all City Departments, prepares a budget for the council's consideration; recruits, hires, and supervises the government's staff; serves as the council's chief adviser; and carries out the council's policies. The City Manager has the responsibility of administering local government projects and programs on behalf of the governing body in accordance with the annually adopted budget. The Mayor and Council and citizens of Fayetteville should rely on the City Manager to provide complete and objective information, pros and cons of alternatives, and long-term consequences of decisions.

Also important in the operation of the City are the various boards, commissions, and authorities. Citizen volunteers serve on these boards, commissions and authorities for the City of Fayetteville, including the Planning and Zoning Commission, Downtown Development Authority, and Main Street Board. Members of these boards, commissions, and authorities aid in the effectiveness of local government.

FAYETTEVILLE'S HISTORY



The City of Fayetteville is named for General Marquis de Lafayette of France, who aided the American colonists during the Revolutionary War. Fayetteville was named as the county seat in 1823 and the present-day courthouse in the town square was built in 1825. Listed on the National Register of Historical Places, the courthouse remains the oldest in Georgia and is home to the longest court bench in the world.

There was more or less a city/county government until the 1880's. The first mayor elected in Fayetteville was W. P. Redwine in 1889.

Downtown Fayetteville is rich in history with the preservation of many notable places of interest. Most of the store buildings that exist today around the courthouse square were built in the late 1890s and early 1900s.



In 1900, the first gas lamps and telephones were installed. The Fayette County news, which started up in 1886, is still in operation and serves as the legal organ for the City of Fayetteville. Electricity lit up Fayetteville in the 1920s. In 1926, the first public water system was installed with a 60,000-gallon tank constructed above the city well. In 1953, the water system was upgraded with the construction of a new water plant just northwest of the City. A sewer system was installed in the early 1960's.

The history of Fayetteville remains in the downtown area, the historic district, through the State of Georgia's Main Street program that initially was created in 1994 to bring businesses and activities into the historic district. Development standards have been developed and codified just for the historic district. Fayetteville was designated as Georgia's 37th Main Street City by the Georgia Department of Community Affairs in 1996.



ATTRACTIONS



West of the square, one of Fayetteville's finest historical attractions, The Holliday-Dorsey-Fife house was built in 1855, an antebellum structure with large white columns considered by many to be one of the most refined of the Greek revival houses in Fayette County. The house derives its name from the three main owners that dwelled there: Dr. John Stiles Holliday, whom built the house, and was the uncle of the "Doc" Holliday of Western fame; Solomon Dawson Dorsey, a Colonel of the State Militia during the war Between the States who helped enlist volunteers for the confederacy; and Robert E. Lee Fife, a former Fayetteville city council member related to the last family to occupy the house as a residence. The house has ties with well-known personalities such as Margaret Mitchell of *Gone with the Wind* fame, former Georgia Governor Hugh M. Dorsey, and abounds in confederate history. Today, the City of Fayetteville Downtown Development Authority owns the Holliday-Dorsey-Fife house and is operating it as a museum.

Across the street lays the city's historic cemetery circa 1823. The Fitzgerald's, great-grandparents of Margaret Mitchell, as well as the Holliday's, Dorsey's and Fife's are laid to rest there. A recently constructed entranceway, long-term project for refurbishing and repairing headstones, and the creation of a self-guided walking tour brochure, are many projects underway within the historic downtown as a way of preserving Fayetteville's history.
East of the square is the historic Train Depot, which once served as Fayetteville's Welcome Center, is currently used as a special events facility. The Train Depot was originally built in 1902 along the railroad that ran from Atlanta to Fort Valley via Fayetteville. The railroad ceased to run through Fayetteville and the tracks were lifted in 1939.



South of the square, The Fayetteville Academy or Seminary was built in 1857, which later became a public school, Glynn Street School, and later in 1994 was renovated to be the current home of the City of Fayetteville City Hall.

In May 2006, a Georgia Historical Marker was unveiled at City Hall honoring former Georgia Governor Hugh M. Dorsey. He was born in Fayetteville and served as governor for two terms from 1917 to 1921. In 2007, First Lady Laura Bush awarded the City of Fayetteville the Preserve America Designation in recognition of the City's continuing commitment to preserving and using its cultural and natural resources for the benefit and enjoyment of the public.

Fayetteville has a strong historical preservation ethic that is evident throughout the downtown district. At present there is an effort underway by the Main Street program to revitalize the downtown area. The city limits have been extended far beyond the courthouse and the city business district now runs from a couple of miles south of the courthouse to almost three (3) miles north for a total of about five (5) miles of business area. There are now seven schools in Fayetteville, an outdoor shopping center (the Pavilion), the Southern Ground Amphitheater (formerly Villages Amphitheater), two hotels, specialty shops of all descriptions, and a developing west side, that includes the Fayette Piedmont Hospital, medical complexes and Pinewood Studios, all which make Fayetteville an attractive community and destination locale. Numerous festivals and events are held on the square during the calendar year which brings thousands of people to downtown to participate in fellowship and community. Additionally, the Southern Ground Amphitheater plays host to a wide array of concerts, films, and dramatic events. In 2012, the DDA negotiated a multi-year title sponsorship for the Villages Amphitheater with Southern Ground Artists, Inc. For the term of the agreement, the amphitheater will be listed in all advertising as the Southern Ground Amphitheater.



In October 2019, The City broke ground on the New City Hall and City Park. This will be the epicenter of Fayetteville, located on a two-acre tract on West Stonewall Avenue. Along with the new two story building, there will be an eight-acre park that will include a concrete stream, children's splash pad and playground, walk-around pound, picnic pavilion, a gran lawn with performance facilities, dog park, and will also incorporate renovations of two existing structures, the historic Fayette County High School Gymnasium and the industrial-looking Bus Barn. New Public streets and parking areas will tie in with these new and existing developments, that will provide access to all downtown buildings and streets.



ECONOMIC CONDITION AND OUTLOOK

Located approximately 21 miles south of Atlanta, the City of Fayetteville continues to benefit economically by being an integral part of Metropolitan Atlanta. The City of Fayetteville is well positioned geographically to Atlanta and to the Hartsfield-Jackson Atlanta International Airport, which makes it convenient for the residents to travel for business and/or pleasure. The City of Fayetteville has a wealth of natural, cultural, historical, and commercial resources that provides an amenity for residents, a destination for tourists, and an attractive location for commercial businesses.

The population of Fayetteville is 17,472. The median housing value in Fayetteville is $234,817. Renters make up about 24.7% of the City's population; while 68.8% own homes. 6.5% of the homes and apartments are vacant in the City. The City remains affordable to residents as the per capita income is $38,922.

The unemployment rate for Fayetteville is 3.4%. Sales and office type jobs are the most prominent jobs in Fayetteville, followed by management, business, and financial operation.



SECTION 2 FAYETTEVILLE STRATEGIC PLAN

FAYETTEVILLE 2018-2021 STRATEGIC PLAN

March 1, 2018

This Fayetteville Strategic Plan is written to serve as a guide for the planning and development of the City of Fayetteville over a three to five-year time period.

FAYETTEVILLE
NO LIMITS ON IMAGINATION

It is written for citizens, businesses, administrative staff, community organizations, elected officials, and neighborhood groups so that there is a clear sense of direction and focus for the City for the next few years.

The City of Fayetteville is in the early stages of a new phase of growth largely initiated with the recent advent of Pinewood Studios. The impact of Pinewood Studios and other new developments and businesses, along with the inherent charm of Fayetteville, is the impetus for the City to clearly define its near-term strategic direction.
The three to five-year strategic focus areas for Fayetteville are largely in response to the spoken needs of our growing community. We want to ensure that City infrastructure and quality of life are protected and maintained so that further development can take place in a high-quality and orderly manner.

In summary, the City will expend extra resources, time, and focus on the following four key strategic areas over the next three to five years.

- **INVEST IN TRANSPORTATION**
- **DEVELOP THE ECONOMIC OPPORTUNITY**
- **PROTECT AND GROW INFRASTRUCTURE**
- **IMPROVE NEIGHBORHOODS**
- **EFFICIENT & EFFECTIVE GOVERNMENT**

While other areas of City development will certainly be addressed and cared for, these are the areas that we believe will position Fayetteville properly for the future.

COMMUNITY, TEAM INPUT & COMMUNICATION

COMMUNITY INPUT

This strategic plan is the result of input from both Fayetteville citizens and the City leadership team into the future development and growth of Fayetteville.

- In 2017, nearly 300 citizens participated in Comprehensive Plan interactive sessions to breathe life into the ideas around how the City should be organized and developed. Their input and vision for the future was helpful.
- In December 2017, the City Council and the City leadership team came together to further plan and organize a strategy based largely upon citizen input.





COMMUNICATION OF THE PLAN

We will communicate this Strategic Plan to citizens, employees, community groups and boards, and the City Council in early 2018 to ensure that everyone is clear on our direction and purpose.

To make this plan easily accessible by all, we'll promote it on our website, in local newspapers, in our bi-monthly newsletter, and we'll have copies of it in our City facilities once it's been approved by Mayor and Council

STRATEGIC PLAN SECTIONS

#1 WHERE WE ARE GOING

This section shares our long-term vision, our daily mission, and our set of values.

#2 WHERE WE ARE TODAY

In this section we'll ask"

What are the City's strengths, opportunities, risks, and weaknesses, and how can we leverage each of them?

#3 WHAT IS OUR FOCUS?

Three of Five Year Strategic Focus.

In this section we share more details about the strategic areas where the City will focus, and we'll list potential projects that may help us reach our strategic goals.

#4 HOW DO WE WANT TO PERFORM

In this section we'll discuss how we plan to organize our work, track our progress, and inspire employee excellence.

" …let's be the living room, not just the bedroom."

"City should have more of a grid. Having multiple ways to get from Point A to Point B is important."

-Comments from Comprehensive Plan



SECTION 1
WHERE WE ARE GOING

In this section, we share the City's newly formed visions, team mission, and core values that will drive our behavior and help us make clear decisions

VISION, MISSION, CORE VALUES

Every community needs a direction… a point in time in the future to aim for. A vision, mission, and set of values lays an invaluable foundation for where to go and how to get there.

Given that the City is entering a growth cycle, the Fayetteville City Council and the City leadership team decided to create a new vision statement at the December 2017 Retreat. This statement is meant to act as a "North Star" or directional point for the next 10-15 years.



FAYETTEVILLE
NO LIMITS ON IMAGINATION

OUR VISION
Fayetteville shall be a city of innovation and opportunity that fosters a vibrant and welcoming community for all.

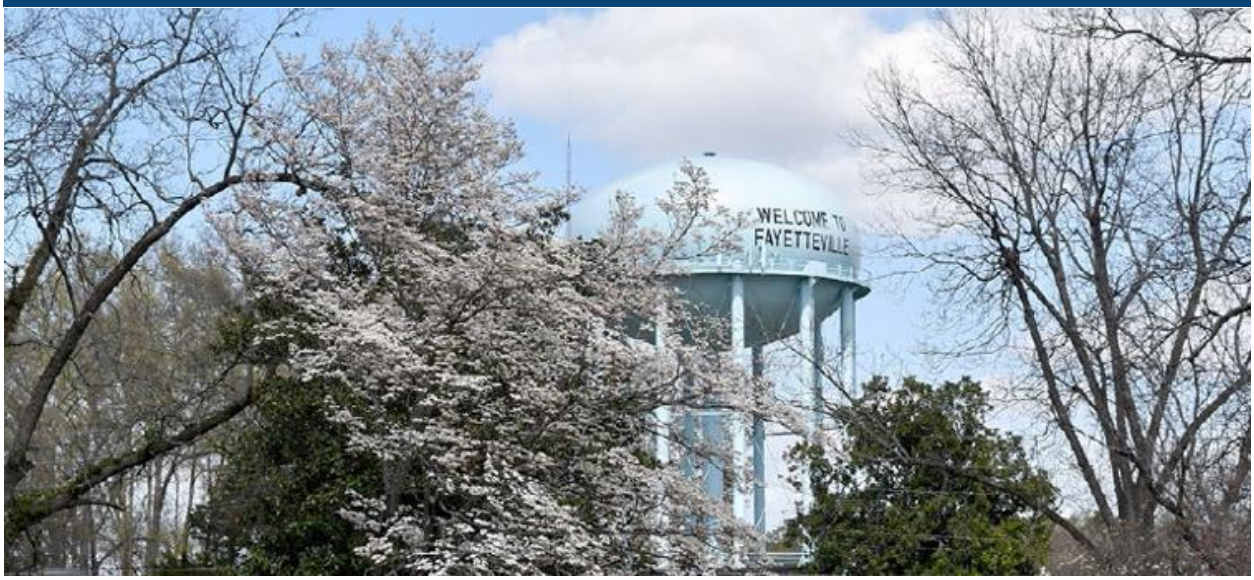
OUR MISSION
To provide efficient and effective municipal services to the community through a culture of transparent *leadership, excellence, and teamwork.*

OUR CORE VALUES
The City employees, the City Council, and all of our City-related boards will always function in a way that reflects well on the City and is in alignment with our vision and mission. The Core Values we will use to make decisions and guide our behavior are to:

BE RESPONSIVE | ACT AS ONE TEAM | ACT WITH INTEGRITY | BE FULLY ACCOUNTABLE

SECTION 2
WHERE WE ARE TODAY

This section outlines where the city stands today. In this section we share citizen input given for our Comprehensive Plan adopted in the fall of 2017, as well as an analysis of our current strengths, weaknesses, opportunities, and threats



COMPREHENSIVE PLAN OUTLINE

While many of these ideas may take perhaps 10-20 years to fully realize, we want to consider this input as we plan for the next 3-5 years.

Several hundred Fayetteville citizens provided valuable input as to what they most desired for the City. A full record of their input can be found on the Community Development page of the City's website: www.fayetteville-ga.gov. Below is a summary:

Housing Development

- Encourage more mixed-use development near downtown to support businesses and create a vibrant, walkable downtown district.
- Encourage housing for every stage of life.

Promote Office, Business Park and Light Industrial/Workforce Development

- Work closely with local businesses and Fayette County to improve retention and expansion to help attract the kind of workforce needed in our community.
- Continue fostering good working relationships with Fayette County Schools, post-secondary schools, and the Fayette Chamber of Commerce to support workforce needs.

Land Use and Aesthetics

- Improve the property tax base via new business development.
- Continue with high architectural and site design standards.
- Add more parks, general landscaping and gateway landscaping.
- Study financial and engineering feasibility of a water feature such as a canal, lake or river near downtown, consider public art.

Downtown Commercial/ Walkable Mixed Use

- Downtown should have a mixture of offices with retail and restaurants adjacent when possible.
- Continue suburban commercial consistent with current efforts.

Transportation

- 85/54 intersection improvements, signal timing and traffic alternatives; widen Hwy. 85 South to four lanes.
- Improve pedestrian infrastructures that levels the playing field between cars and people
- Study downtown one-way pair traffic patterns to determine if this may create a more vibrant walkable downtown
- Add bike lanes and multi-use trails.

S.W.O.T. ANALYSIS

STRENGTHS

Established Downtown Identity	We should focus on ways to leverage our charming downtown.
Competent and Motivated Staff	We should insure that we maintain a staff that is motivated so they can carry out goals well.
Mutual Cooperation and Respect with Council & Staff	We should actively foster strong bonds between leadership teams.
Fiscal Competency	We want to continue to be smart in how we leverage resources.
Location	We located in an enviable part of the state near the airport and major highways.

WEAKNESSES

Aging Infastructure	In order to thrive long-term, we must invest in growing, protecting, and maintaining our infrastructure.
Lack of Workforce Housing	In order to attract the workforce that is needed in a growing economy.
Aging & Inadequate Government Buildings	To create a strong, vibrant downtown, we plan to replace many of our old government offices, including our City Hall.
Non-Competitive Salaries	To attract and retain motivated employees needed to advance the City, we need to consider ways to better compensate these employees.
Staff Sometimes Work in Silos with Individual Agendas	We will work to tear down walls impeding communication and process between departments in order to more effectively serve citizens.

OPPORTUNITIES

Potential for Growth	We should leverage the momentum around growth in our education systems, medical markets, downtown, and West Fayetteville near Pinewood Studios
Land/Redevelopment Availability	We are fortunate to have open land for development and we will encourage wise use of that asset.
Divert Thru-Traffic	We want to take advantage of a need to reduce congestion in major intersections in Fayetteville.

The City Council and City administrative team developed a common understanding of where we are today as a community.

Knowing and agreeing on where you are helps shape future actions. This understanding is largely what was used to develop plans and ideas for the future.

THREATS

Funding	In order to thrive long-term, we must invest in growing, protecting, and maintaining our infrastructure.
Lack of Workforce Housing	We will work with stakeholders to encourage more variety in affordable housing.
Aging & Inadequate Government Buildings	To create a strong, vibrant downtown, we plan to replace many of our old government offices, including our City Hall.
Lack of Cooperation with other local government agencies	We will seek ways to build better relationships with other agencies.

SECTION 3
WHAT IS OUR FOCUS?

In this section we will share the five major strategic focus areas for the City where we will spend extra time, resources, and attention.

DEVELOP THE ECONOMIC OPPORTUNITY

The economy of Fayetteville is strong and getting stronger. We are privileged to have several vibrant anchor businesses in our community, and over the last year, there has been an increase in investment in our community.

Our goal with this investment is to assist those who want to develop and grown our city and to do it in a way that preserves its charm and personality.

FAYETTEVILLE
NO LIMITS ON IMAGINATION



ECONOMIC DEVELOPMENT	2018	2019	2020	2021	DEPARTMENT
Achieve response time for first assigned unit of 4 min. or less 90% of time		X			Fire
Achieve response time for first alarm assignment of 8 min. 90% of the time		X			Fire
Achieve OSHA two-in/two-out with first arriving unit 90% of the time	X				Fire
Improve ISO Community Protection Rating from a Class 3 to at least a Class 2	X				Fire
Increase fire department public safety contacts by 50%	X				Fire
Identify strategic locations for satellite police offices (e.g.: Pavilion, Pinewood)		X			Police
Evaluate feasibility of relocating Police Headquarters				X	Police
Add new police officers for expanding population / service areas	X	X	X	X	Police
Develop implementation plan for downtown alleyway project	X				Economic Dev.
Construct downtown alleyway project		X			Economic Dev.
Complete upper deck seating at Southern Ground Amphitheater	X				Economic Dev.
Launch new branding for Main Street Fayetteville	X				Economic Dev.
Finalize economic development incentive program processes and procedures	X				Economic Dev.
Increase participation in applicable grant programs		X			Finance
Expand citizen participation in budget process	X				Finance

EFFICIENT & EFFECTIVE GOVERNMENT



We take seriously our role of stewarding the financial tax assets and trust of the citizens of Fayetteville. As Fayetteville continues to experience a cycle of growth, it is even more important for us, as your City staff, to implement and leverage processes, systems, and team member competency to best serve you.

We desire to become a highly efficient local Government where services are provided in a streamlined, logical, and cost-effective manner. We also desire to become even more effective in what we do each day. Our #1 goal is to serve your needs quickly, accurately, and professionally.

We are planning and implementing many projects and initiatives in 2018 and 2019 to improve the efficiency and effectiveness of our local government team. As usual, we appreciate any input or questions you may have about how we can better serve this great city.

Following is a listing of the programs, upgrades, systems and processes we will be planning or launching over the next few years.

EFFECIENT & EFFECTIVE GOVERNMENT	2018	2019	2020	2021	DEPARTMENT
Digitize official records into a City-wide document imaging program	X	X			IT
Automate / streamline operations to eventually become paperless				X	IT
Evaluate and enhance current cross-training program	X				HR
Launch internal culture initiative to employees	X				HR
Launch management and leadership training	X				HR
Enhance management and leadership training for employees		X			HR
Monthly publishing of city financials to improve transparency	X				Finance
Modify existing City Hall lobby to be more efficient/welcoming	X				Finance
Identify and implement streamlined financial processes	X				Finance
Implement regular customer service surveys for all departments		X			City Manager
Create customer service strategy		X			City Manager
Launch performance management program for all employees	X				City Manager
Continue online goal setting and tracking system	X	X	X	X	City Manager
Study and improve all community development processes	X	X			Community Dev.
Analyze all City fee structures and implement new fees where necessary	X	X			Finance
Enable online registration for Train Depot, event vendors, etc.	X				Economic Dev.
Grow Fayetteville merchandise sales and launch online store	X	X			Economic Dev.

PROTECT & GROW INFRASTUCTURE

We will invest in Infrastructure to support planned growth as well as current demand. Our water and sewer infrastructure is limited in that it can only serve a certain number of citizens. Plus, it is aging and in the near future will not be able to provide the services our citizens and businesses need. We must make smart investments in our roads and utilities so current and future customers can receive quality services.



INFRASTRUCTURE	2018	2019	2020	2021	DEPARTMENT
Complete sewer feasibility study	X				Public Services
Evaluate and complete maintenance and repairs on sewer lines	X	X	X	X	Public Services
Determine Wastewater Treatment Plant process	X				Public Services
Design Wastewater Treatment Plant upgrades		X			Public Services
Construct Wastewater Treatment Plant upgrades			X	X	Public Services
Design Fire Station 93	X				Fire
Construct Fire Station 93		X			Fire
Replace Police body cameras		X			Police
Replace in-car video systems for 30% of vehicles per year		X	X	X	Police
Replace 20% of patrol fleet per year		X	X	X	Police
Design downtown City Hall and green space area	X				Economic Dev.
Construct new City Hall and green space area		X			Economic Dev.
Complete rate study for water, sewer, and stormwater utility	X	X			Finance
Determine feasibility of a fiber network		X			IT
Develop fiber network plan and identify funding sources			X		IT

IMPROVE NEIGHBORHOODS

We will invest in Neighborhoods to improve services to them and to improve the beauty of our city.



NEIGHBORHOODS	2018	2019	2020	2021	DEPARTMENT
Expand public safety education to citizens by 25% per year	X	X	X	X	Police
Enhance public communication frequency and quality	X	X			PIO
Increase Social Media contacts/touches by 50%	X	X			PIO
Complete study of streetscapes/crosswalks from Glynn to Grady	X				Community Dev.
Develop ordinance requiring subdivision connections	X	X			Community Dev.
Secure streetlight funding for neighborhoods	X	X			Community Dev.
Implement new streetlights for neighborhoods		X	X		Community Dev.
Secure additional grants for beautification		X	X		Community Dev.
Implement beautification grant programs		X	X		Community Dev.
Implement regular communications regarding code enforcement	X	X			Community Dev.
Develop city-wide multi-use trail plan (to include sidewalks)		X			Community Dev.
Establish funding for city-wide multi-use trail plan (to include sidewalks)		X			Community Dev.
Construct city-wide multi-use trails (to include sidewalks)			X	X	Public Services
Engineer new medians for Hwy. 85 (downtown area)	X				Public Services
Construct new medians for Hwy. 85 (downtown area)		X			Public Services

INVEST IN TRANSPORTATION

Fayetteville's road, trails, and sidewalk systems are important to the current state of the city. Since the city is experiencing growth, it is even more important that the city invest in basic services including quality roads and pedestrian systems to maintain the charm and opportunity we all desire.

TRANSPORTATION	2018	2019	2020	2021	DEPARTMENT
Complete one mile of street repair (LMIG)		X	X	X	Public Services
Complete downtown traffic study	X				Public Services
Complete engineering and design of downtown street network	X	X			Public Services
Construct downtown street network	X	X			Public Services
Complete five miles of street repair/resurfacing		X	X	X	Public Services





SECTION 4

HOW WE DESIRE TO PERFORM OUR WORK

In this section we share plans to create a culture of performance by setting high employees standards, clear goals and by measuring our work progress to be accountable to the citizens we serve.

We Will Develop a People-Focused Performance Culture

In order to achieve the growth and development that the Citizens and the City leadership team desire, we will further develop our organization into a cohesive, focused and accountable team.

We will initiate and continue growing several initiatives that will help us create the kind of working cultures we desire:

PERFORMANCE MANAGEMENT PROCESS

We will implement a Performance Management program that ties individual and team success (and pay) to achievement of metrics tied to our strategic goals. This initiative will begin in 2018. We will model our ideas after other successful municipal programs.

GOAL MANAGEMENT PROCESS

We will continue to utilize a performance management software that helps us set, measure and track performance by individual department and initiative.

TRAINING/ COACHING

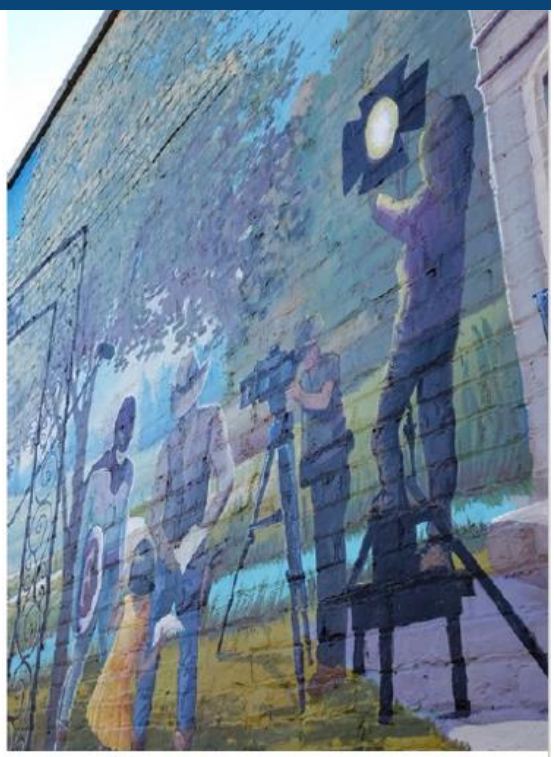
We will continue to invest in coaching and training our leadership team so they are not only responding to everyday issues but are also focused on these strategic goals.

CULTURE

We will launch a multi-faceted employee culture program that will grow our employees' abilities, provide incentives for them, recognize great performance and give back to the community as a team.



SUMMARY



The City of Fayetteville is on a great trajectory for improving quality of life and fostering opportunity for more of our citizens. This next phase of growth requires a focus on the five key areas we discussed:

- Transportation Improvements
- Infrastructure Improvements
- Improve Neighborhoods
- Grow the Economy
- Effective & Efficient Government

The City has spoken, and we are now ready to take the initial steps to reach the goals and strategic plans. But we must be united as a team with one voice, one mission, one purpose – all in a culture of “can-do” and excellence.

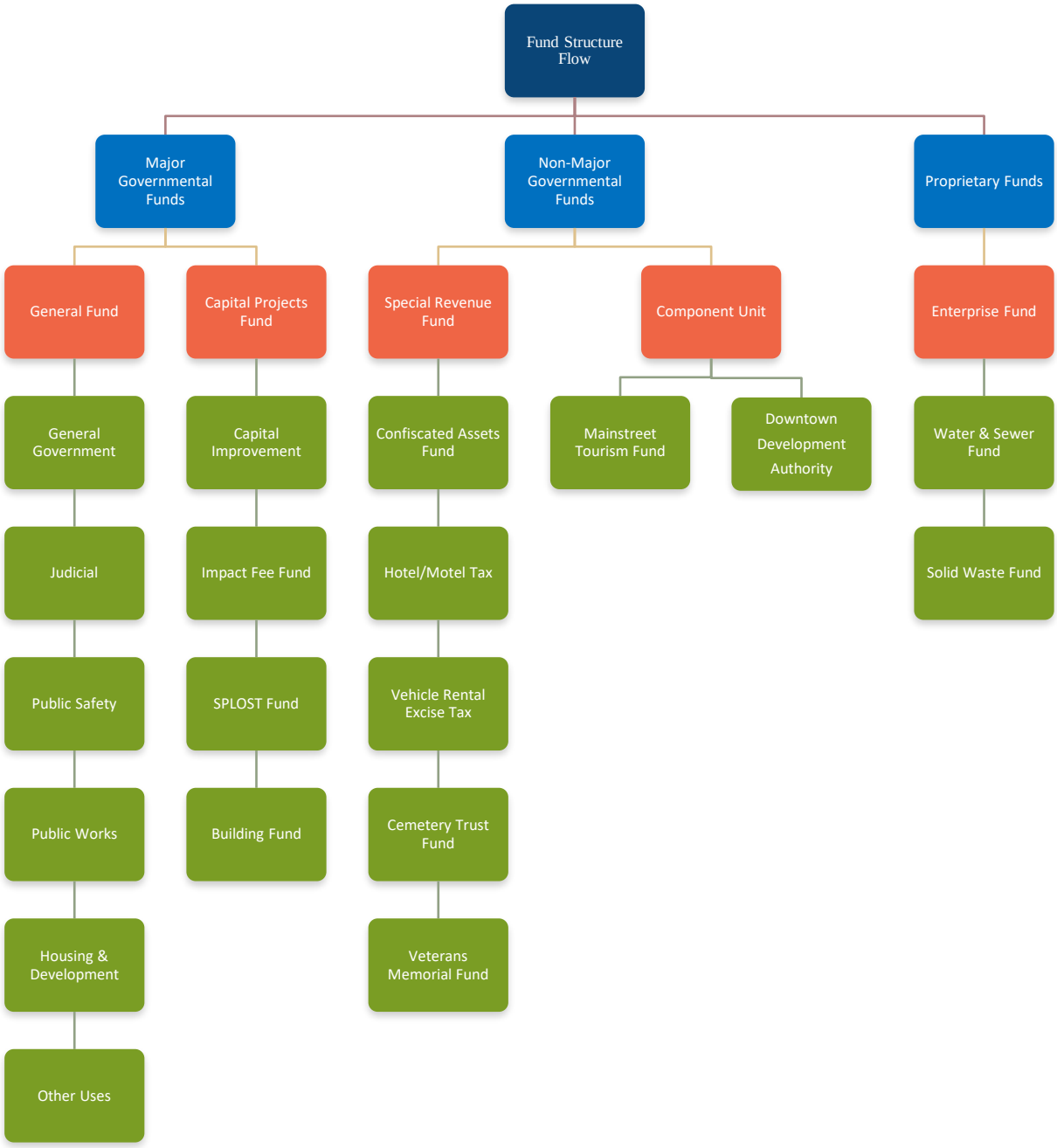
We look forward to sharing updates on our progress in these areas with citizens and businesses in the coming months, both at City Council meetings as well as on our website, newsletters and other venues.

We value your input as stakeholders and are here to serve your best interests. Please let us know if we can help you in any way or if you have any input or ideas around how to best achieve our goal.


CITY HALL
EST. 1823
CITY OF FAYETTEVILLE

SECTION 3 – FINANCIAL STRUCTURE, POLICY, AND PROCESS

FUND STRUCTURE FLOW CHART



BASIS OF BUDGETING

The accounts of the City of Fayetteville are organized on the basis of funds. A fund is a fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of the activities performed, and measurement of different objectives and to facilitate management control.

The budget covers the activities and expenditures for a given time period or fiscal year. The City of Fayetteville's fiscal year runs from August 1 to July 31 of the following year. This budget covers the period of August 1, 2020 through July 31, 2021.

The City develops its budget as required by the Governmental Accounting Standards Board (GASB). All budgets are prepared and adopted using the modified accrual basis whereby revenues are recognized when measurable and available and expenditures are recognized when a liability is incurred. Expenditures may not legally exceed appropriations at the departmental level for all annually budgeted funds. During the year, the City's accounting system is maintained on the same basis as the adopted budget. Unexpended funds revert to fund balance at close of year. Unexpended capital reserve funds carry forward from year to year. At year-end, the City's Comprehensive Annual Financial Report (CAFR) is prepared on the basis consistent with Generally Accepted Accounting Principles (GAAP). The main differences between budget and CAFR for propriety funds are:

1. Capital Outlay and Debt Service principal payments are recorded as expenditures for budgetary purposes as opposed to adjustments of balance sheet accounts in the financial statements.
2. Depreciation is not recognized for budgetary purposes and is recorded as a charge applied against the capital assets in the CAFR.

The City of Fayetteville reports to the following major governmental and proprietary funds:

GENERAL FUND (MAJOR FUND)

The General Fund is one of the five governmental fund types and typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund. The budget for GF for FY2021 is $16,965,920.

CAPITAL PROJECTS FUND (MAJOR FUND)

The Capital Projects Fund is used to account for the expenditures of resources for various public improvements and major capital projects, which are funded by a percentage of property taxes and other designated sources; such as, impact fees. The City has a proactive capital improvement program that identifies capital projects for the next five years. These projects are also included in our five-year long-range plan.

The total Capital Projects Fund revenues for fiscal year 2021 are $2,132,322. Property tax revenues are projected to be $1,135,822 from the 1.045 mills dedicated millage. LMIG funds have been set aside in the amount of $216,000. Transfers in from the Impact Fee Fund for impact fee funded projects are budgeted in the amount of $265,000. that consists of Debt Service. Proceeds of general long-term lease agreement in the amount of $458,000. have been budgeted.
There is also a budgeted transfer in from General Fund in the amount of $54,000.

IMPACT FEE FUND

The Impact Fee Fund is a capital projects fund that provides accounting for revenues and capital projects funded by development impact fees. This fund is used to account for acquisition and construction of major capital facilities, infrastructure, and projects other than those financed by proprietary funds and trust funds. The total revenues and expenditures and transfers to Capital Projects Fund, SPLOST Fund and Downtown Development Authority budgeted for fiscal year 2021 is $432,595. When expenditures occur, the monies from the Impact Fee Fund are transferred to the appropriate funds.

SPLOST FUND

SPLOST Fund accounts for expenditures relating to the renovation of existing City buildings, recreation projects and construction of roads. Funding is provided by special purpose sales taxes, a sales tax approved by voter referendum used in the City of Fayetteville, which are collected by Fayette County and remitted to the City through an intergovernmental agreement. The adopted multi-year budget for our SPLOST fund is $25,009,872.

BUILDING FUND

The building fund is a capital projects fund that is used for Capital Outlay programs for the building of pedestrian improvement projects and the construction of multi-use paths located in the city limits of Fayetteville. The budget for FY2021 is $286,200. Funds are generated from our LMIG program as well as being funded by local and federal grants.

SPECIAL REVENUE FUNDS (NON-MAJOR FUNDS)

Special Revenue Funds are used to account for proceeds of specific revenue (other than from major capital projects) that are legally restricted to expenditure for specified purposes. The City has seven (5) special revenue funds: Confiscated Assets Fund, Hotel Motel Tax Fund, Vehicle Rental Excise Tax Fund, Cemetery Trust Fund, and Veterans Memorial Fund,

CONFISCATED ASSET FUND

The Confiscated Asset Fund is a special revenue fund that accounts for monies derived from confiscated monies and can only be expended on certain equipment for public safety. Confiscations are budgeted in the amount of $45,500. Expenditures for fiscal year 2021 are $45,500.

HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund is a special revenue fund to report monies collected from a special revenue tax assessed on hotels. The City of Fayetteville collects an 8% hotel/motel tax. Four and a half percent (4.5%) of this tax is dedicated to the Main Street program to promote tourism in the City of Fayetteville's Main Street district. The other 3.5% is dedicated to the Main Street Tourism Amphitheater. Revenues are budgeted in the amount of $227,200. The budgeted amount includes monies generated from two hotels located in the City of Fayetteville. Appropriations include transfers to MSTF for the Main Street Program and the Main Street Tourism function for the amphitheater.

VEHICLE RENTAL EXCISE TAX FUND

The Vehicle Rental Excise Tax Fund is a special revenue fund to account for monies collected from a special revenue tax assessed on vehicle rental businesses. The City of Fayetteville collects a 3% vehicle rental excise tax. Revenues are estimated in the amount of $144,000. These monies will be transferred to the Downtown Development Authority.

CEMETERY TRUST FUND

The Cemetery Trust Fund is a special revenue fund that accounts for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, or other government units and/or other funds. This classification includes cemetery perpetual care of a government owned cemetery.

Revenues include budgeted amounts of $12,000 from interest from a trust fund dedicated to the City Cemetery for improvements.

VETERANS MEMORIAL PARK FUND

The Veterans Memorial Park Fund is a special revenue fund that accounts for the Veterans Memorial Wall. Revenues include budgeted amounts of $180. These funds will be dedicated to the Veterans Memorial at Patriot Park for improvements.

COMPONENT UNIT FUND

The City has two funds that is considered to be a component unit. A component unit is a legally separate organization for which the elected officials of the agency are financially accountable. The funds that make up our component unit are Downtown Development Authority, Main Street Tourism Fund, and our recently added Public Facilities Authority.

MAIN STREET TOURISM FUND

The Main Street Tourism Fund is the second component unit of the City of Fayetteville. The Fayetteville Main Street Tourism Association, Inc. was organized to serve the needs and interests of tourism within the City of Fayetteville, and in particular, tourism within the Main Street District of Fayetteville. Revenues and expenditures are budgeted for fiscal year 2021 for the Amphitheater function in the amount of $726,450. Revenues include, but are not limited to, charges for services, rental income, contributions and donations, and transfers in from Hotel/Motel Tax Fund. Expenditures are used to operate and maintain the amphitheater. Revenues and expenditures are budgeted in the amount of $267,200 including a transfer from General Fund of $40,000 for the Main Street function. Expenditures are used to fund events, such as the Pumpkin Walk, Friday Night Lights, Christmas program, Taste of Fayette, etc. in the Main Street district.

DOWNTOWN DEVELOPMENT AUTHORITY

The Downtown Development Authority is one of two component units of the City of Fayetteville. The Downtown Development Authority was organized to develop and promote commerce, industry and general welfare within the City. Revenues are estimated to be $555,102, including appropriated fund balance. Revenues are derived from rental income on the amphitheater, and Holliday Dorsey Fife House Museum. Other financing sources include transfers in from the Vehicle Rental Excise Tax Fund, Capital Projects Fund, and the Impact Fee Fund. Expenditures include operating and maintaining the Holliday Dorsey Fife House Museum, debt service on the bond issue, and debt service on a loan.

PUBLIC FACILITIES AUTHORITY

The purpose of the Public Facilities Authority is to serve the governmental entity that has the ability through contractual agreements, to lease space for terms over one year. The Authority would also serve as a financing and ownership partner for major city developments, and will be used for our new City hall and Park Space Project. The Georgia Constitution allows for governmental entities to enter into

contractual obligations of up to 40 years with other governmental bodies for the performance of governmental services. The Authority will be able to use the contractual pledge for the future rent payments from the City to raise capital, through the issuance of revenue bonds. The City has issued new Revenue bonds to fund the New City hall Project as well as pay off our Water Sewer Revenue bonds. The amount financed four our new bonds is $34,980,000. This is $21,695,000 for the City Hall and City Hall Park project; $5,395,000 & $7,890,000 for the retirement of our old water and sewer bonds.

ENTERPRISE FUND

An enterprise fund, also called proprietary fund, accounts for business-type activities that receive a significant portion of their funding through user charges.

Water and Sewer Fund

The Water and Sewer Fund accounts for the operation of the water and sewerage system including all revenues from sources applicable to these operations and all expenses of the operation. The Water and Sewer budget for FY2021 is $8,559,894.

Solid Waste Fund

The Solid Waste Fund is also an enterprise fund or proprietary fund. The City of Fayetteville contracts with an outside vendor for the solid waste and recycling services. The Solid Waste budget for fiscal year 2021 is $777,000, with no net increase. This budgeted amount represents a change from fiscal year 2020 of $87,150.

FISCAL POLICY GUIDELINES

ADOPTED POLICIES

The following policy statements are intended to provide a broad framework as to how the various financial responsibilities associated with the operation of the City of Fayetteville are to be carried out. These policies provide general direction to staff, serve as a blueprint for financial operations, establish operational objectives and promote continuity in fiscal decision-making.

There are several distinct advantages in having fiscal policies for the City of Fayetteville in place. For one, they promote long-term financial stability for the City. For example, the budget and reserve fund policies encourage the level of fiscal responsibility needed to prepare the City for financial emergencies and abrupt adverse economic conditions. And the debt policies limit those scenarios where the City will pay for current services and projects with future revenues.

Secondly, the adoption of long-range financial policies ameliorates some of the drawbacks of governmental accounting and budgeting, which tends to focus only on short-term operations, generally one year. The Capital Budgeting Policies address the common pitfall of governments failing to provide for capital maintenance. Having a financial plan allows the Mayor and Council to view their present approach to financial management from an overall, long-term vantage point. Current financial decisions are easier to make when long-term benchmarks are already established.

Lastly, these policies elevate the credibility of the governing body and promote public confidence in the financial decisions it makes. The policies call for complete disclosure of financial matters and provide a forum, the Comprehensive Annual Financial Report, to inform the citizens about the total financial condition of the City.

The City maintains a number of financial and management policies providing guiding principles
and goals that will influence financial management practice of the City of Fayetteville as approved by the City Council. A fiscal policy that is adopted, adhered to, and regularly reviewed; is recognized as the cornerstone of sound financial management for the purpose of:

REVENUE ADMINISTRATION POLICY

- The City of Fayetteville will try to maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one major revenue

source. The revenue mix should combine elastic and inelastic sources to minimize the adverse effects of an economic downturn.

- The City will estimate its annual revenues by an objective analytical process in a prudent manner.
- The City will follow a policy of paying for services with user fees when possible to reduce the reliance on taxes and other general revenue sources.
- The City will aggressively seek public and private grants, contracts and other outside sources of revenues for funding projects where appropriate.
- The City will establish the levels of all user charges based on an analysis of the cost of providing the applicable service.
- The City will set fees and charges for each Enterprise Fund, at a level that fully supports the total direct and indirect cost of the related activity. Calculations of indirect costs will include the cost of annual depreciation of capital assets and requirements for future capital costs.

OPERATING BUDGET POLICY

- The City of Fayetteville will finance all current expenditures with current revenues. The City will avoid budgetary procedures that balance current expenditures through the obligation of future resources. The City of Fayetteville will not use short-term borrowing to meet operating budget requirements.
- The operating budget will provide for adequate maintenance of capital equipment and facilities, as well as for their orderly replacement.
- All Governmental Funds under the control of the Mayor and Council are subject to the annual budget process.
- The annual operating budget must be balanced for all budgeted funds. Total anticipated revenues and other resources available must be at least equal to estimated expenditures for each fund.
- All budgets will be adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Governmental fund types and expendable trust funds use the modified accrual basis of accounting. Their revenues are recognized when they become both measurable and available. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. The financial statements for the proprietary fund types are accounted for on the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recognized when the liability is incurred. Differences between the basis of accounting and basis of budgeting:
- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget basis).

- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis.
- Capital outlays within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget basis.
- All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be reserved on the year ending balance sheet and re-appropriated in the following fiscal period in accordance with Generally Accepted Accounting Principles.
- Each operating fund budget will be adopted at the departmental level. In looking at compliance with State law, total expenditures for each fund may not exceed the total budget amount. Internal administrative procedures will be adopted to ensure that each individual department does not exceed their allotted appropriation amount.
- The City of Fayetteville will strive to include an amount in the General Fund (i.e., a line item for contingencies) to cover unforeseen operating expenditures of an emergency type. The amount of the contingency reserve will be no more than .50% (one-half percent) of the total operating budget.
- The City of Fayetteville will integrate performance measurement and objectives, and productivity indicators within the budget.
- The City will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, and expenditures and encumbrances with budgeted amounts.
- The operating budget shall be developed to control both the direct and indirect costs of programs and services whenever practical.
- The City of Fayetteville shall comply with all State laws applicable to budget hearings, public notices, public inspections and budget adoption.
- Enterprise Fund budgets shall be self-supporting whenever possible. Excess revenues of the Enterprise Funds shall not be transferred to other funds unless authorized in the Annual Budget.

RESERVE FUND POLICY

- The City will strive to maintain a General Fund working reserve from the unreserved and undesignated fund balance equal to at least three (3) months of the total General Fund appropriations budget; and also maintain an Enterprise Fund working reserve from the unreserved and undesignated fund balance equal to at least three (3) months of the total appropriations budget. This reserve will be created and maintained to provide the capacity to:
    a. Offset significant economic downturns and the revision of any general government activity;
    b. Provide sufficient working capital; and

c. Provide a sufficient cash flow for current financial needs at all times.

- The City will maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds.
- The City will develop capital reserves to provide for normal replacement of existing capital improvements financed on a pay-as-you-go basis.
- For the purposes of maintaining a balanced budget, no more than $500,000 per fund per year may be transferred from the unreserved and undesignated fund balances. This restriction would allow the City to use its fund balances, but prevent excessive use of these funds that may affect the ability to maintain adequate reserve funds for operating and maintenance.

DEBT POLICY

- The City of Fayetteville will confine long-term borrowing to capital improvements.
- The City will not use short-term debt for operating purposes.
- The City will follow a policy of full disclosure on every financial report and bond prospectus.
- General obligation debt will not be used for Enterprise Fund activities.
- The City will limit the use of capital lease purchases, certificates of participation and other types of short-term debt when possible.
- Computation of Legal Debt Margin:
  - Assessed value of all taxable property (less exempt property) Debt limit – 10% of assessed value
- Debt applicable to limitation:
  - Total General Bonded Debt (less assets in debt service available for payment of principal)
- Computation of Direct and Overlapping Bonded Debt-General Obligation Bonds
  - Net General Obligation Bond Debt Outstanding – Percentage applicable to City of Fayetteville: 10%

FUND BALANCE POLICY

Purpose: Enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied.

Fund equity at the governmental fund financial reporting level is classified as “fund balance.” Fund equity for all other reporting is classified as “net assets.”

Fund Balance – Generally, fund balance represents the difference between the current assets and current liabilities. In the fund financial statements, governmental funds report fund balance classifications that comprise a hierarchy based primarily on

the extent to which the City is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances are classified as follows:

- Non-spendable – Fund balances are reported as non-spendable when amounts cannot be spent because they are either:

- (a) Not in spendable form (i.e. items that are not expected to be converted to cash such as inventory and pre-paid)
    - (b) Legally or contractually required to be maintained intact
    - (c) Not available to be spent in any way due to their very nature and, or their lack of availability

- Restricted – Fund balances are reported as restricted when there are limitations imposed on their use either through the:
    - (a) Enabling legislation adopted by the City; or
    - (b) Through external parties (creditors, grantors, or laws or regulations of other governments); or
    - (c) Constitutional provisions.

Good examples in Georgia would include the fund balances associated an E-9ll Fund, a Hotel/Motel Tax Fund, or a SPLOST Fund.

- Committed – Fund balances are reported as committed when they can be used only for specific purposes pursuant to constraints imposed by of the Governing Body or Board through adoption of a resolution. The Governing Body or Board also may modify or rescind the commitment.

- Assigned – Fund balances are reported as assigned when amounts are constrained by the City's or Board's intent to be used for specific purposes, but are neither restricted or committed. Through resolution, the Governing Body has authorized the City's city manager or the City's finance director to assign fund balances. With the exception of the General Fund, amounts in all other governmental funds that are not *non-spendable, restricted, or committed* will be considered to be *assigned.* Also, at the fiscal year end any appropriation of existing fund balance to eliminate a projected budgetary deficit in the next year's budget is considered to be an assignment of fund balance.

- Unassigned – Fund balances are reported as unassigned as the residual amount when the balances do not meet any of the above criterion. The City reports positive unassigned fund balance only in the General Fund. Negative unassigned fund balances may be reported in all funds.

- Flow Assumptions – When both restricted and unrestricted amounts of fund balance are available for use for expenditures incurred, it is the City's policy to use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, it is the City's policy to use fund balance in the following order:

Committed Assigned Unassigned

Net Assets – Net assets represent the difference between assets and liabilities in reporting which utilizes the economic resources measurement focus. Net assets invested in capital assets, net of related debt, consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used (i.e., the amount that the City has spent) for the acquisition, construction or improvement of those assets. Net assets are reported as restricted using the same definition as used for restricted fund balance as described in the section above. All other net assets are reported as unrestricted.

The City applies restricted resources first when an expense in incurred for purposes for which both restricted and unrestricted net assets are available.

INVESTMENT POLICY

- The City of Fayetteville will maintain an active program of investing all government funds under the direction of the City Manager or his/her designate.

- The investment program shall be operated based on the following principles, with priorities placed on the order as listed below:

  a. Safety of Principal-Principal is protected from loss with secure investment practices and collateralization.
  b. Maintenance of Adequate Liquidity-A sufficient quantity of investments is readily convertible to cash when needed to meet current obligations without incurring losses.
  c. Yield or Return on Investment-The earnings rate on investments is maximized without diminishing the other principles.
  d. Legality-All investments will fully comply with State and Local laws. Specific requirements, such as those set forth in bond ordinances, will take precedence and could further restrict investment options.

- The investment program shall comply with all Georgia laws and Federal/State regulations for investing public funds and safekeeping/security requirements.
- The investment program should use a competitive selection process for investments in excess of 1 year. Investments should be placed with only qualified financial institutions.

- The investment program should provide for a system of internal control over investments and timely financial reporting of investing activities.

ACCT., AUDIT, FINANCIAL REPORTING POLICY

- An independent audit in compliance with Generally Accepted Audit Standards will be performed annually by a qualified external auditor in accordance with Georgia Code Section 36-81-7.
- The City will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities. The City will strive to prepare the Comprehensive Annual Financial Report to meet the standards of the GFOA Certificate of Achievement for Excellence in Financial Reporting Program.
- The City will establish and maintain a high degree of accounting practices. Accounting records and systems will conform to Generally Accepted Accounting Principles.
- The City will maintain accurate records of all assets to ensure a high degree of stewardship for public property.
- The City will develop an ongoing system of financial reporting to meet the needs of the Mayor and Council, the City Manager, department heads, and the general public. Reporting systems will monitor the costs of providing services wherever possible. The reporting systems will also promote budgetary control and comparative analysis.
- The City will follow a policy of full disclosure on its Financial Reports.

Internal Controls:

Financial systems will maintain internal controls to monitor revenues, expenditures and program performance on an ongoing basis.

Fiscal Monitoring:

Monthly financial reports will be present actual expenditures vs. budget on a monthly and cumulative basis. Major revenue sources will be monitored on a monthly basis, noting the status of each revenue as compared to budget.

Basis of Accounting:

For financial reporting purposes, the governmental funds use the modified accrual basis of accounting, under which revenues considered to be both measurable and available for funding current appropriations are recognized when earned. All other revenues are recognized when received in cash, except that revenues of material amount that have not been received at the normal time of receipt are accrued, and any revenues in advance are deferred. Expenditures are recorded at the time liabilities are incurred except for accumulated sick leave, which is treated as an expenditure when paid. Proprietary funds

use the accrual basis of accounting under which revenues are recognized when earned and expenses are recorded when liabilities are incurred.

Basis of Budgeting:

The City prepares and adopts annually a budget using the modified accrual basis whereby revenues are recognized when measurable and available and expenditures are recognized when liability is incurred. Expenditures may not legally exceed appropriations at the departmental level for all annually budgeted funds.

BUDGETARY CONTROLS

Fayetteville, Georgia maintains budgetary controls to ensure compliance with the legal provisions of the annual appropriations budget approved by the Mayor and Council. Activities of the General Fund, Trust Fund and Enterprise Funds are included in the annual appropriated budget. The level of budget control is the level of data aggregation at which expenditures may not legally exceed appropriations. Since the budget is adopted at the department appropriations level, the official level of City budget control for each legally adopted annual operating budget is at the department level.

Administrative budgetary control is maintained at an object code expenditure level within the department. The transfer of appropriations between
the line item expenditure accounts within a department's budget can be authorized by the Director of Finance. All other transfers or supplemental appropriations must be enacted by the Mayor and Council.

The City maintains an encumbrance accounting system as another means of accomplishing budgetary control. Encumbered amounts at year-end are recorded as a reservation of fund balance and are reflected as an adjustment to the ensuing year's budget.

PROPOSED CALENDAR
BUDGET AND CAPITAL IMPROVEMENTS
FISCAL YEAR 2020

DATE	BY WHOM	ACTIVITY
February 19	City Manager	Budget Kickoff Meeting
March 11	Finance Director	Department Request Due to Finance
March 23-27	Finance Director	Worked on making suggested cuts to FY21 budgets for all depts. And all revenues
April 28-30	City Manager	Departmental Meeting with City and accepted most of the adjustments suggested
May 18	Budget Committee	City Manager, Finance Director, Asst. Finance Director met to go over the budget balance
May 26	Budget Committee	Meet with Key members of staff to review balanced budget
June 4	Budget Committee	Zoom meeting for Police, Fire, Administration to discuss condense budget with Council
June 11	Budget Committee	Zoom meeting for Water & Sewer, Community Development and all other departments to discuss condensed budget with Council
June 18	Finance Director	First Public Hearing on the Budget
July 16	Finance Director	Second Reading of the Budget and Adoption

BUDGET PROCESS

The City of Fayetteville's budget process is designed to learn by assessing current conditions and desired needs; to set our focus toward delivering the right outcomes based on financial capacity; to assemble a budget that works within the framework of our focus; to present a balanced and responsible plan that looks to evaluate how decisions today may impact future budgets; and to take action executing the budget with a high degree of proficiency.

ASSESSMENT PHASE

The process begins in December with a review of current City finances utilizing our Comprehensive Annual Financial Report (CAFR) and the City's Long Range Financial Model (LRFM) and Capital Investments Program. This level of review of current City finances covers such specifics as revenue from tax assessments, sales taxes as affected by retail sales as well as other state-shared revenues and reimbursements; debt service obligations; and current expenditures. We then evaluate how well our performance of the past budget measures against City Strategy. Successes are identified, issues are diagnosed, adjustments made and future priorities defined.

FOCUS PHASE

December kicks off the steps in our process of focusing the City's direction for the coming budget year using what we learn from experience through Performance measures to focus on priorities. Through a comparative performance analysis of City Goals/Performance Measures, LRFM and Capital Investments Program (CIP) we begin correlating our institutional goals to our financial plan and creating a new Strategic Plan. The Finance Director begins re-assessing each department 5-Year projections in relation to the service objections for the coming year.

Available financial capacity will determine the ability to fund any new initiatives, onetime priorities, or previous unfunded expenditures in department Business Plans. The tone of the budget begins to take shape as we define our financial capacity to deliver the outcomes valued by our community within the resources available. The City Strategy provides the steering mechanism of our budget process.

In February, the Council conducts an annual planning retreat wherein City Council, City Manager and Department Heads meet collectively to finalize the priorities within the projected financial capacity. During this phase consideration is given to make necessary

modifications to the LRFM and the CIP accounting for influential factors such as economic conditions, trend indicators, performance indices, program changes and compensation levels while not deviating from the direction of our new City Strategy. The Long Range Financial Model and the Capital Investments Program are tools that provide the backbone of our budget process establishing the framework to construct on annual budget. This evaluation process allows for a greater understanding how decisions in one budget year may impact future budgets.

ASSEMBLY PHASE

Departments align departmental Performance Measures to the City Goals identified by the City Strategy. The LRFM updates are primarily complete and the Capital Investment Program adjusted if needed by April. At the end of April, the Finance Committee meets and reviews department budget materials. The Finance Director gathers and prepares departmental budget materials. In addition, departments are preparing related revenue and expenditure forecasts for the current fiscal year to anticipate year end. Departments assemble their final plans based on the parameters set by the LRFM and CIP. These plans are submitted to the Finance Director by mid-May. The Finance Director and the Finance Committee evaluate departmental budget plans to finalize the Preliminary Budget to present to City Manager by June 1st. Meetings are held with Department Heads to make any needed adjustments to the departmental budget plans. By the beginning of June, a preliminary budget has been completed.

PRESENTATION PHASE

The budget document that is presented to the City Council represents the culmination of intensive research and analysis. The documents purpose is to present to the Council and the public a comprehensive picture of proposed operations for the budget year based on the following guidelines:

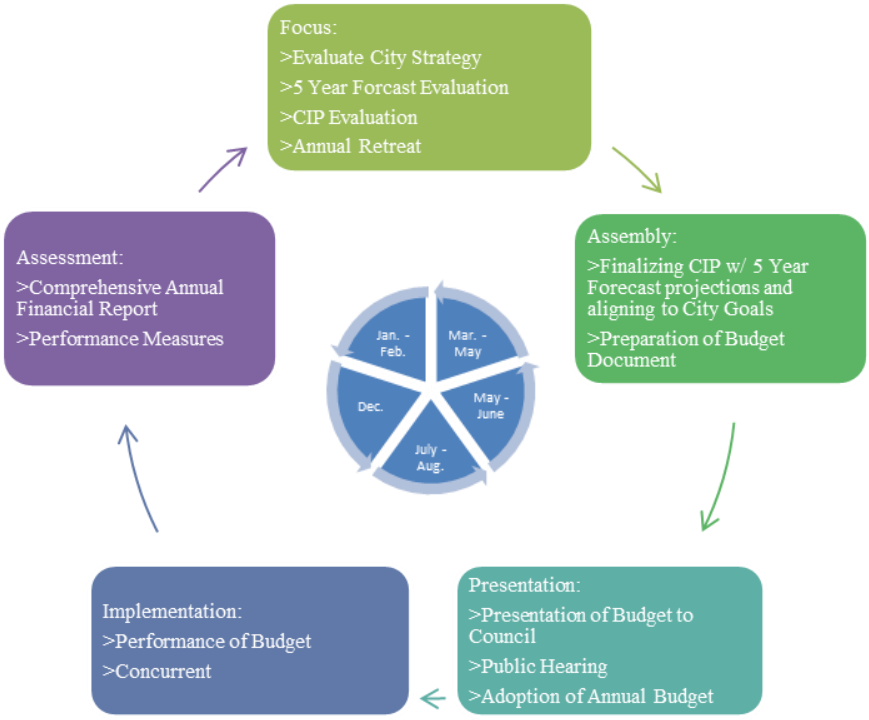
- *The primary objective is to provide the highest level of service to residents without impairing the City's sound financial condition.*
- *The budget must be balanced for each fund; total projected revenues and funding sources must equal total anticipated expenditures.*
- *The internal budgetary control is maintained at the departmental level and designed to provide reasonable assurance that these objectives are met.*
- *Organizational oversight is maintained by the Finance Director and his designee to provide for reasonable assurance and compliance that overall budgetary objectives are met.*

The proposed budget is presented to the City Council at the first Finance Committee briefing in April, in which it is open to the public so that the public can weigh in as the Committee deliberates. After considering the proposed budget, a formal public hearing is scheduled. At least ten days before the hearing, public notice of the time and place, along with a budget summary is published.

The Council reviews any public comments and adopts the operating budget by ordinance with such modifications or statement as the Council deems advisable on or before July 31st.

IMPLEMENTATION PHASE

This is the performance phase. The fiscal year runs from August 1st through July 31st annually. During this phase, the organization will responsibly deliver services while maintaining financial accountability.
Execution of the approved budget is monitored and evaluated for performance against defined measures to identify successes, diagnose weaknesses and make adjustments to achieve the vision and mission of the community.



BUDGET AMENDMENT

Each year, an annual budget is formulated which represents the City's plan for expending its anticipated revenues during the upcoming fiscal period. When the budget is adopted at the end of July each year, it is at that time, management's best estimate as to the most efficient allocation of financial resources to meet the service needs of the community.

There are two distinct classes of budget transfers. Each department is responsible for monitoring their own expenditures and recommending a course of action to correct any unfavorable variances. Possible remedies include the transfer of funds between various object codes. The department's recommendation is submitted to the Director of Finance on the appropriate form.

The first type of transfer generally involves the transfer of funds between the line item expenditure object codes within a department. These adjustments do not have to go before the Mayor and Council, but must be submitted to and approved by the Director of Finance prior to their incorporation into the accounting system and financial statements.

The second class of transfers generally consists of any changes requested in the total amount approved in the budget for a department, transfers from the Contingency Account, or any modifications to the number of authorized positions for a department. These budget adjustments are submitted to the City Manager, but also require the approval of Mayor and Council.

Transfers from the Contingency Account are generally reserved for emergency situations. Departments are expected not to request any budget adjustments, which would allow them to purchase any service, material, or capital item that was specifically removed from their original budget request.

Upon receiving proper approval for a budget adjustment, the transfer request form is forwarded to the Finance Department. One of the Accounting staff then enters the adjustment into the computer. By signing and dating the form, Finance signifies the date on which the adjustment is made and by whom. The accounting software also tracks any changes made to the original budget.

LONG RANGE FINANCIAL MODEL

PURPOSE

Long-range modeling is a valued planning tool used to visualize and stimulate the “big picture” thinking. It enables the government to step back from the detail endemic of the budget process to think more strategically and holistically to plan responsible annual budgets that work toward City Goals. Long-range modeling of annual budget priorities creates a strategic context for evaluating a budget building a baseline for measuring long-term effects of decisions, test economic effects of best-case and worst-case funding scenarios and establishes projection of revenues, expenditures and future cash flows and fund balances. The Long Range Financial Model (LRFM) does not present a 5-year budget or plan for the City. It is not a static document to be approved and placed on a shelf. Forecast models are not absolute predictions of the future, instead are projections of possible outcomes based on a set of known variables and assumptions to evaluate annual decisions. The organization achieves a long-term financial goal of sustainability and serves the main financial goals of flexibility, efficiency, risk management, sufficiency and credibility. Specifically, the LRFM is designed to meet the following purposes:

- Build awareness of the probable results of projections with current operating and capital spending and funding levels
- Assist the City in determining the extent of its financial challenges with key decisions
- Generate discussion on the key financial goals and strategies that should guide future planning.
- Spur the development of actions in future business plans that would respond to the long-term strategies
- Be a foundation to the annual budget process.

The ability to make global adjustments to parameters within a model helps decision makers and recommending staff understand the impacts of external factors such as natural disasters, world economic impacts, construction material costs, labor and equipment availability.

AUDIENCE

The LRFM is primarily designed for use with the following groups:

- Finance and Budgeting advisors
- Department Heads

- City Council
- Those involved in other major planning initiatives
- Intergovernmental contracts

MODEL COMPONENTS

REVENUE

A government's revenue structure can be greatly influenced by many economic, political and social factors. These factors are unknown at the time forecast are generated, therefore assumptions are drawn based on current circumstances and probable expectants. The model evaluates and forecast revenues based primarily on a hybrid qualitative and quantitative approach depending on the revenue source applying the following process characteristics to achieve reliable results:

- Historical trend data
- Consideration of all revenue influences
- Consistent review of revenue source characteristics
- Consensus evaluation
- Monitoring of revenue collections and patterns
- Forecasting validation and adaptation

Fayetteville characterizes revenues as either routing (having predictable patterns and clear influence) or non-routine (unpredictable and sensitive to outside

influences) classifications to understand the efficiency, elasticity, diversity and dependability of a source to apply forecasting techniques to yield reasonable expectations. In recent years, the model has leaned toward a more conservative forecasting foundation for major revenue sources since the recession until a more consistent pattern of economic recovery becomes evident within these sources.

BASE OPERATING EXPENSES

The LRFM projects operational, personnel and capital cost per department based on departmental 5-year business and staffing plans. Operating expenditures projections are based on combination of historical trends, assumptions about the future and other judgments deemed appropriate by staff. These plans assume various annual growth multipliers depending on the type of expenditure for basic operations, which are expenditures considered routine in nature required annually to deliver services to the

community. The level of routine operational expenses are evaluated annually based on demands, planned service expansions, Consumer Price Index, trends and affordability to assure basic operational expenses are both reasonable and flexible.

STAFFING PLAN

New staff authorizations are assumed within the model based on priorities, anticipated service expansions, capital improvement projects requiring additional operational staff once online and workload management needs as determined by City Manager and Department Directors. Cost estimates include all benefits and any related cost associated with position type such as vehicle, equipment, etc... Total personnel costs per capita are forecasted to increase no more than the inflation rate. Some degree of inflationary cost representing possible merit and promotional progression assumptions are included across the 5-year window.

SPECIAL PRIORITIES

Special priorities are the result of one-time or short-term expenses from equipment replacement needs, small pay-as-you-go capital projects or implementation projects and new initiatives that may affect the cost structure creating budgetary fluctuations annually. These items may or may not qualify as capital outlay. Such priorities are elevated in the budget process through the annual evaluation assessing progress toward Strategic City Goals, celebration of successes and recognition of areas to improve. The budget identifies such items within each department profile as non-routine/new items to differentiate between what is a base operational budget and one-time expenses.

CAPITAL RESERVE FUND

The use of this fund is to set aside money each year to pay for large items, such items that tends to be costly and can compete with basic operational needs for limited resources. This fund allows over time for the accumulation of funding to plan for and replace these items without significant impacts annually. When the reserve fund has enough money for an outlay, the money transfers from the reserve fund to the general fund for spending. These funds may not be transferred out to supplement shortfalls in other funds, but, rather only transferred back to General Fund to purchase items for which the funds are designated.

CAPITAL IMPROVEMENT PROGRAM PROJECTS

A portion of the City's annual expenses pay for debt obligation to complete major capital improvement projects. To provide for adequate financial planning while attempting to maintain an appropriate property tax rate the City maintains a 5-year Capital Improvement Program that list a capital project needs. The City must plan for the City's future well-being for both residential purposes but also for providing infrastructure to support and promote commerce. Most annual costs relate to daily operations for personnel, equipment and material costs. To preserve the future good use of public infrastructure the City must provide for continued investment in existing and new facilities. The model includes assumptions for debt outlay and operations impacts for all CIP projects, which City Council activated through prioritization and funding designation.

DEBT

Fayetteville's debt management policy states that annual debt service payments shall not be greater than 10 percent of total governmental expenditures less capital outlay. Total net debt shall not be greater than 10 percent of the value of the City's property tax base. The LRFM evaluates the City's Debt Service Ratio in comparison to Operational Ratios and Unassigned Fund Balance levels to determine the City's ability to improve service levels or improve capital assets. Debt agreements are reviewed annually to examine and forecasting debt.

REPLACEMENT PLANS

The replacement of major equipment such as vehicles, heavy equipment, technology and fire apparatus can be costly and budgetary overwhelming without replacement criteria, evaluation and planning. The model includes strategic replacement plans to effectively manage and carefully plan for such large expenses balancing needs with affordability. The goal is to achieve a pay-as-you-go approach, control debt obligation and save on interest costs for these capital assets having a lifespan greater than 5 years, but less 10 years. Additionally, the organization can effectively anticipate surplus resources while they have remaining useful life allowing for better resale revenue. As equipment is replaced and declared surplus they are advertised for sale to other jurisdictions throughout the country. The replacement plan prioritizes replacement needs using qualifying criteria evaluated annually by department heads.

FUND BALANCE

The model uses Unassigned Fund Balance as a measure of flexibility in conjunction with revenue composition, operational cost structure, debt levels and mandates. The Policy prescribes that Unassigned Fund Balance shall be no less than 25% of major operating expenditures with a target of 45%. This is a government's ability to adopt its fiscal structure to changing conditions.

TRANSITION FROM LRFM TO BUDGET

Budget development breaks away from the traditional methods generally used by local governments. Traditionally, departments are required to identify their needs annually and provide justification to the Finance Director. Fayetteville requires greater depth of analysis by departments to develop Business Plans looking forward to 5-year. These plans provide for explanation of expenditures to line item detail including unfunded or deferred expenditures depending on prior year's outcome. The LRFM uses the 5-year Business Plans to evaluate additional financial capacity in comparison with revenue forecast to incorporate new initiatives and/or one-time priorities. Essentially, the 5-year plans provide a starting point annually causing departments to make priority-planning decisions understanding the competitiveness of limited resources. Managers start the planning process knowing a baseline budget. Each year department reassess projections in a new 5-year window adapting existing projections based on performance execution of prior year, lessons learned, political temperature and strategic guidance provided by senior budget team. Budget submittals evaluated by the Finance Director are presented to the City Manager. The City Manager prepares a balanced recommended budget to present to the City Council. The elected body evaluates the proposed budget in comparison to City Goals and Core Values to adopt and establish a management tool for finances.

General Fund Outlook 2021 - 2026

FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
$ 13,826,483	$ 14,397,305	$ 14,798,830	$ 15,151,879	$ 15,514,603	$ 15,886,758
$ 866,075	$ 876,556	$ 884,379	$ 892,352	$ 900,478	$ 908,763
$ 310,278	$ 120,000	$ 123,000	$ 123,000	$ 126,075	$ 126,075
$ 155,551	$ 156,693	$ 159,796	$ 162,961	$ 166,189	$ 169,482
$ 1,125,000	$ 1,147,500	$ 1,170,450	$ 1,193,859	$ 1,217,736	$ 1,242,091
$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122	$ 55,204
$ 17,000	$ 8,505	$ 8,505	$ 8,505	$ 8,505	$ 8,505
$ 145,532	$ 145,533	$ 145,533	$ 145,533	$ 145,533	$ 145,533
$ 470,000	$ 520,000	$ 520,000	$ 520,000	$ 520,000	$ 520,000
$ 16,965,920	**$ 17,423,093**	**$ 17,862,513**	**$ 18,251,149**	**$ 18,653,242**	**$ 19,062,410**
$ 2,612,208	$ 2,657,996	$ 2,697,864	$ 2,756,614	$ 2,795,920	$ 2,858,481
$ 621,551	$ 630,583	$ 644,045	$ 653,442	$ 667,382	$ 677,159
$ 10,503,582	$ 10,952,222	$ 11,218,788	$ 11,248,324	$ 11,522,001	$ 11,552,730
$ 1,071,723	$ 1,160,381	$ 1,186,236	$ 1,599,108	$ 1,625,803	$ 1,639,194
$ 245,730	$ 155,458	$ 159,336	$ 159,371	$ 163,346	$ 163,383
$ 1,093,372	$ 1,096,324	$ 1,122,980	$ 1,126,051	$ 1,153,419	$ 1,156,615
$ 817,754	$ 905,050	$ 905,050	$ 905,050	$ 905,050	$ 489,525
$ 16,965,920	**$ 17,558,015**	**$ 17,934,298**	**$ 18,447,960**	**$ 18,832,922**	**$ 18,537,088**
$ (0)	**$ (134,922)**	**$ (71,786)**	**$ (196,811)**	**$ (179,680)**	**$ 525,322**

SECTION 4 – FINANCIAL SUMMARIES

FY2021 Annual Operating Budget & Capital Improvement Program

The City of Fayetteville Council approved a $55,874,235 Annual Operating Budget for Fiscal Year 2021 which includes a multi-year SPLOST Project in the amount of $25,009,872.

General Fund: $16,965,920	
82 % Tax Revenue:	$13,826,483
6% Permits & Fees:	$1,021,626
7% Fines & Forfeitures	$1,125,000
3% Local Fees & Other Sources	$522,811
3%IntergovernmentaFunding:	$470,000

Special Revenue Funds: $428,880	
Confiscated Asset Fund	$45,500
Hotel Motel Tax Fund:	$227,200
Vehicle Rental Tax Fund	$144,000
Cemetery Trust Fund:	$12,000
Veterans Memorial Fund	$180

Component Unit Funds: $1,281,552	
Main street Tourism Fund	$555,102
Downtown Development	$726,450

Capital Projects Funds: $27,860,989	
SPLOST:	$25,009,872
Capital Projects:	$2,132,322
Impact Fee Fund:	$432,595
Building Fund:	$286,200

Enterprise Funds: $9,336,894	
Water & Sewer Fund:	$8,559,894
Solid Waste Fund:	$777,000

FY 2021 Budget Overview & Highlights

As mandated by the City Charter, the FY 2021 Annual Budget represents a balanced budget. Management staff has developed budget proposals which meet current operating targets, maintain City services at an established level that adds some new costs to the general fund. Each function and department, in the General Fund Department Summaries section of this budget document has included priorities (summarized to function level), goals, objectives and performance measures, as related to the overall mission and goals of the organization.

The FY 2021 Proposed Annual Budget allows the City to continue to provide quality services and additional capital improvements to enhance the livability of the citizens within the City. All Services provided by the City in FY 2020 are incorporated into the FY 2021 Budget. However, with the allocation of funds for new positions, reclassification of positions, contract workers, and operational upgrades, it is believed that the FY 2021 Budget represents an increase to our already excellent service levels.

In FY2020, The City of Fayetteville as well as the rest of the world, was affected due to the Global Pandemic of Coronavirus, COVID-19. Covid-19 is a respiratory virus that affects the Lungs and breathing airway systems. The pandemic hit in March of 2020, and has infected over 27.4 Million people worldwide, reported by the CDC September of 2020. The City of Fayetteville took an economic hit, due to decreased collections in revenues in our Enterprise Funds, as well as our Excise taxes in the General Fund. We have seen steady revenues in our LOST and SPLOST revenues, as well as our property taxes. The City planned and cut expenses in our 2021 budget to be as conservative in our spending, while still bringing superior services that reflect with our Efficient and Effective Government.

The following list summarizes the major changes contained in the FY 2021 Budget and a how they impact employees and citizens of Fayetteville.

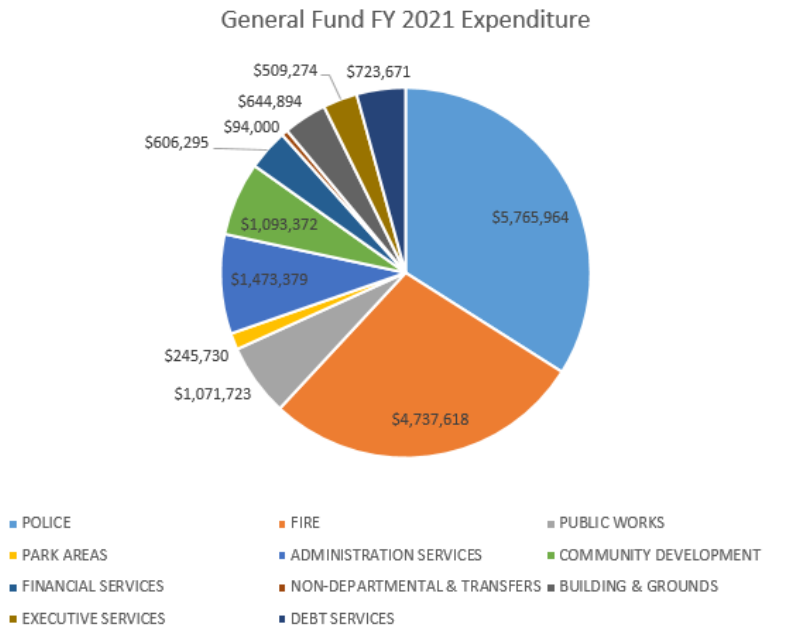
- Total government-wide budget (all funds) is $545,790,417, which includes a $25,009,872 multi-year SPLOST Project. The total General Fund Budget is a balanced Budget of $16,965,920 which is a .08% decrease over 2020. The General Fund is the main operating fund for the City of Fayetteville.

- All funds include balanced budgets (defined as projected revenues plus fund balance is equal to or exceeds projected expenditures) except where a balanced fund is not required and the fund reserves are carried over to the next year for budgeting purposes.

- The largest increase in expenditures is budgeted within the function of Public Safety, which is 62% of the budget. This is primarily attributed to the additional Capital Items for police cars, cameras for cars and body cameras, vehicle for fire and turnout gear as well as SAFER GRANT in the Fire Department and added police officers.

FY 2021 General Fund Expenditures

FUNCTION		BUDGET FY2021	% OF CHANGE
POLICE	$	5,765,964	33.99%
FIRE	$	4,737,618	27.92%
PUBLIC WORKS	$	1,071,723	6.32%
PARK AREAS	$	245,730	1.45%
ADMINISTRATION SERVICES	$	1,473,379	8.68%
COMMUNITY DEVELOPMENT	$	1,093,372	6.44%
FINANCIAL SERVICES	$	606,295	3.57%
NON-DEPARTMENTAL & TRANSFERS	$	94,000	0.55%
BUILDING & GROUNDS	$	644,894	3.80%
EXECUTIVE SERVICES	$	509,274	3.00%
DEBT SERVICES	$	723,671	4.27%
TOTAL	$	16,965,920	100.00%



- The largest increase in revenue is projected to occur within the area of Property Taxes. This primarily attributed to the growth of the tax digest and excise (franchise fees). The largest revenue increases are shown below:

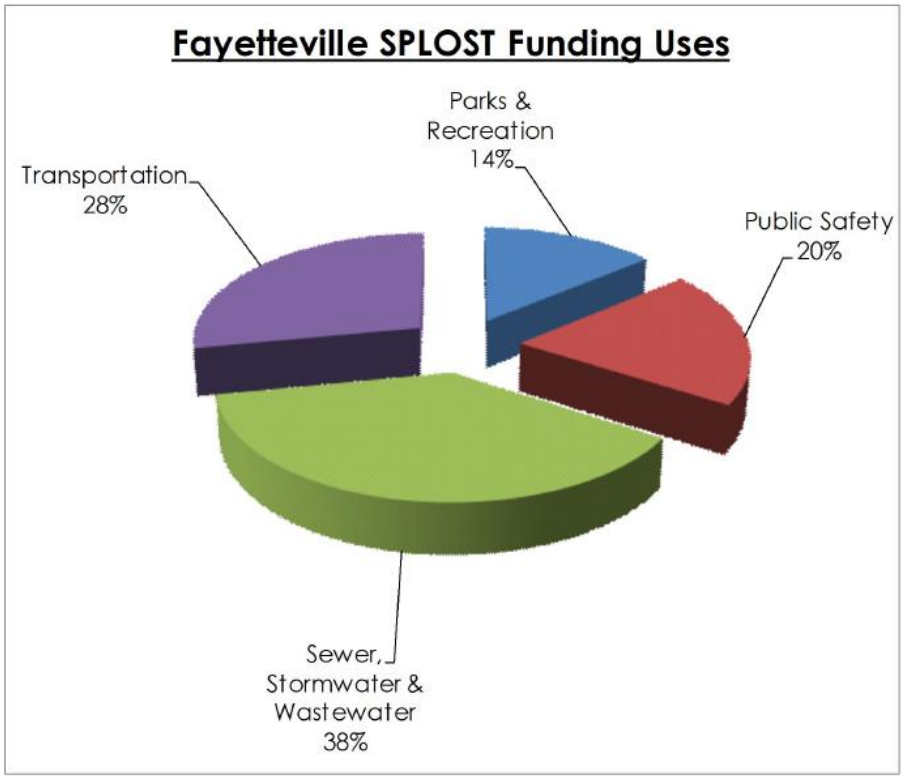
FUNCTION	BUDGET 2021
TAXES	$ 10,032,917
LOCAL OPTION SALES TAX	$ 3,793,566
LICENSES & PERMITS	$ 866,075
INTERGOVERNMENTAL	$ 310,278
CHARGES FOR SERVICES	$ 155,551
FINES AND FORFEITURES	$ 1,125,000
INVESTMENT INCOME	$ 50,000
CONTRIBUTIONS	$ 17,000
MISCELLANEOUS	$ 145,533
OTHER REVENUES	$ 470,000

- A committed minimal portion of $40,000 from the General Fund Balance will be used as a transfer to the Main Street Tourism Fund to assist in funding the Amphitheater in FY 2021.

The FY 2021 Budget allows the City to continue to provide quality services and additional capital improvements to enhance the livability of the citizens within the City with a 6% increase. The 2021 Budget is predicated on a tax rate of 5.646 mills, which is 1.052 mills will be used for Capital Project, mostly public safety needs and 4.594 mills will be used for General Fund needs. The addition dollars generated for General Fund needs will be about $349,614, of which $110,341 will be money above the adopted taxes for 2019. The chart below shows the City's Tax Dollar



Also included in the FY2021 Budget is a noted increase of $25,009,872 for the 2017 SPLOST projects which is a multi-year project. These projects will improve Fayetteville's Quality of Life. Without the SPLOST, funding these capital projects would require a significant property tax increase, significant cuts in other programs, or both. The Chart below shows SPLOST funding uses.




CITY HALL
EST. 1823
CITY OF FAYETTEVILLE

FY2021 ADOPTED BUDGET FOR ALL FUNDS

All funds FY 2021 Adopted Budget						
	General Fund	Special Revenue	Component Unit	Enterprise Fund	Capital funds	Grand total Fy 2021 Budget
Revenues						
31-Taxes	$ 13,826,483.00	$ 371,200.00	$ -		$ 26,145,694.00	$ 40,343,377.00
32- Licenses and Permits	$ 866,075.00	$ -	$ -			$ 866,075.00
33-Intergovernmental Revenues	$ 310,278.00	$ -	$ -		$ 66,200.00	$ 376,478.00
34 Charges for Services	$ 155,551.00	$ -	$ 341,750.00	$ 7,713,932.00	$ 583,580.00	$ 8,794,813.00
35-Fines and Forfeitures	$ 1,125,000.00	$ 45,500.00	$ -			$ 1,170,500.00
36-Investment Income	$ 50,000.00	$ -	$ -	$ (6,000.00)	$ 8,500.00	$ 52,500.00
37-Contributions & Donations Private Sources	$ 17,000.00	$ 12,180.00	$ 86,500.00			$ 115,680.00
38- Miscellaneous Revenue	$ 145,533.00	$ -	$ 61,604.00	$ 125,000.00		$ 332,137.00
39- Other Financing Sources	$ 470,000.00	$ -	$ 791,698.00	$ 1,503,962.00	$ 1,057,015.00	$ 3,822,675.00
Totals:	**$ 16,965,920.00**	**$ 428,880.00**	**$ 1,281,552.00**	**$ 9,336,894.00**	**$ 27,860,989.00**	**$ 55,874,235.00**
Revenue Totals	$ 16,965,920.00	$ 428,880.00	$ 1,281,552.00	$ 9,336,894.00	$ 27,860,989.00	$ 55,874,235.00
Expenditures- by Function						
1000- General Government	$ 2,612,291.00	$ 12,180.00	$ -	$ 821,053.00	$ 227,580.00	$ 3,673,104.00
2000- Judicial	$ 621,551.00		$ -			$ 621,551.00
3000-Public Safety	$ 10,503,582.00	$ 45,500.00	$ -		$ 5,467,015.00	$ 16,016,097.00
4000-Public Works	$ 1,071,723.00		$ -	$ 8,065,841.00	$ 15,858,072.00	$ 24,995,636.00
5000-Water and Sewer	$ -		$ -			$ -
6000- Parks & Rec	$ 245,730.00		$ -		$ 3,654,000.00	$ 3,899,730.00
7000- Housing & Development	$ 1,093,372.00	$ 371,200.00	$ 1,281,552.00		$ 1,250,000.00	$ 3,996,124.00
8000- Debt Service	$ -		$ -		$ 1,178,448.00	$ 1,178,448.00
9000- Other Financing Uses	$ 817,671.00		$ -	$ 450,000.00	$ 225,874.00	$ 1,493,545.00
Total:	**$ 16,965,920.00**	**$ 428,880.00**	**$ 1,281,552.00**	**$ 9,336,894.00**	**$ 27,860,989.00**	**$ 55,874,235.00**
Totals:	**$ 16,965,920.00**	**$ 428,880.00**	**$ 1,281,552.00**	**$ 9,336,894.00**	**$ 27,860,989.00**	**$ 55,874,235.00**
Expensitures- by Category						
51- Personal services and employee benefits	$ 12,217,614.00	$ -	$ 265,494.00	$ 2,343,318.00		$ 14,826,426.00
52- purchased/ contract services	$ 2,756,067.00	$ 2,305.00	$ 561,926.00	$ 2,236,096.00		$ 5,556,394.00
53- Supplies	$ 1,174,568.00	$ 11,952.00	$ 104,367.00	$ 1,561,880.00		$ 2,852,767.00
54- Capital Outlay	$ -	$ 31,423.00	$ 10,000.00	$ 505,000.00	$ 26,024,072.00	$ 26,570,495.00
56- Depreciation and amorization	$ -	$ -		$ 1,560,600.00		$ 1,560,600.00
57- Other Cost	$ -	$ -		$ 35,000.00		$ 35,000.00
58- Debt Service	$ 723,671.00	$ -	$ 297,877.00	$ 645,000.00	$ 1,178,448.00	$ 2,844,996.00
61- Other Financing Uses	$ 94,000.00	$ 383,200.00	$ 41,888.00	$ 450,000.00	$ 658,469.00	$ 1,627,557.00
Totals	**$ 16,965,920.00**	**$ 428,880.00**	**$ 1,281,552.00**	**$ 9,336,894.00**	**$ 27,860,989.00**	**$ 55,874,235.00**
Expenditure Totals:	**$ 16,965,920.00**	**$ 428,880.00**	**$ 1,281,552.00**	**$ 9,336,894.00**	**$ 27,860,989.00**	**$ 55,874,235.00**

GENERAL FUND

FY2021

SECTION I: GENERAL FUND – MAJOR FUND

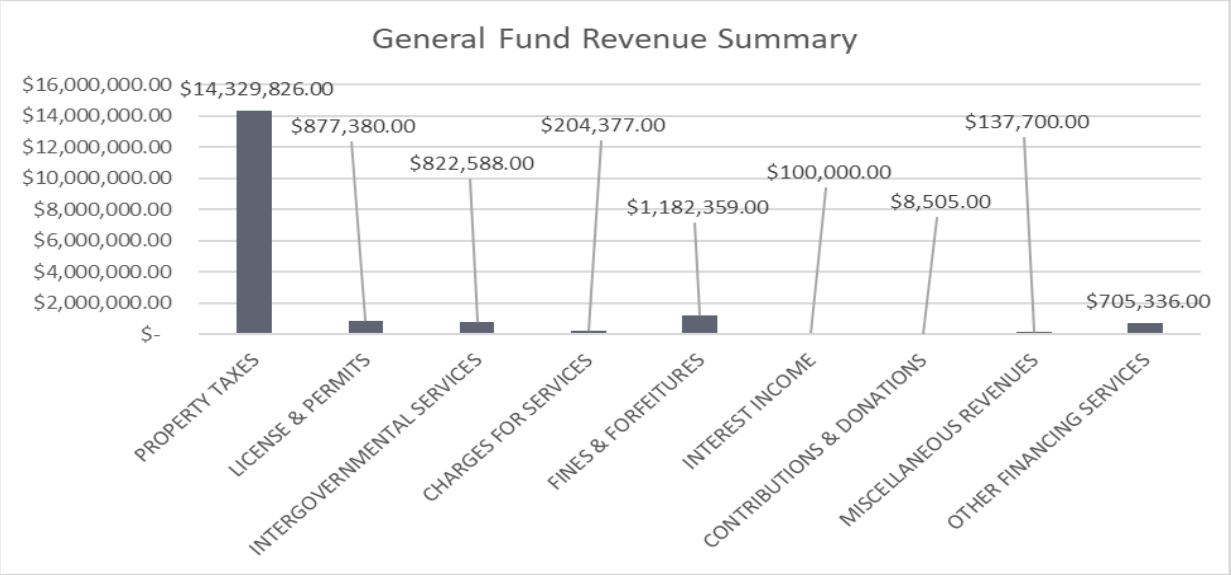
General Fund FY2021	
	2021 Board
1 - Governmental Funds	
Revenue	
31 - Taxes	$13,826,483.00
32 - Licenses and Permits	$866,075.00
33 - Intergovernmental Revenues	$310,278.00
34 - Charges for Services	$155,551.00
35 - Fines and Forfeitures	$1,125,000.00
36 - Investment Income	$50,000.00
37 - Contributions & Donations from private sources	$17,000.00
38 - Miscellaneous Revenue	$145,533.00
39 - Other Financing Sources	$470,000.00
Revenue Totals	$16,965,920.00
Expenditures	
51 - Personal services and employee benefits	$12,217,614.00
52 - Purchased / contracted services	$2,756,067.00
53 - Supplies	$1,174,568.00
54 - Capital Outlay	$0.00
58 - Debt Service	$723,671.00
61 - Other Financing Uses	$94,000.00
Expenditure Totals	$16,965,920.00
Net Grand Totals:	$0.00

GENERAL FUND REVENUE SUMMARY

The General Fund is operating on a $16,965,920 budget for FY2021. This reflects a decrease in budget from FY2020 in the amount of $1,442,151. General Fund derives the majority of revenues from Personal & Property taxes. Other forms of revenues the General Fund collects are generated from licenses and permits, Intergovernmental Revenues, Charges for services, Fines and forfeitures, Investment Income, donations and other financing sources. The following charts below show a breakdown of the anticipated revenue collections for FY2021 and the percent of change between previous fiscal years.

General Fund Revenue Summary

	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds						
Revenue						
31 - Taxes	$9,451,308.71	$10,554,210.65	$11,349,948.07	$13,457,379.39	$14,002,097.04	$13,826,483.00
32 - Licenses and Permits	$605,257.09	$530,484.43	$493,649.08	$570,191.14	$671,652.53	$866,075.00
33 - Intergovernmental Revenues	$414,168.39	$399,837.02	$378,630.70	$120,800.01	$1,419,558.92	$310,278.00
34 - Charges for Services	$193,852.46	$164,966.15	$131,617.04	$150,594.18	$166,400.11	$155,551.00
35 - Fines and Forfeitures	$1,095,391.70	$853,627.80	$901,655.40	$1,142,427.12	$728,600.83	$1,125,000.00
36 - Investment Income	$16,929.18	$32,018.58	$41,673.34	$110,954.06	$90,110.51	$50,000.00
37 - Contributions & Donations from private sources	$4,059.73	$5,419.41	$82,548.45	$8,550.88	$9,437.63	$17,000.00
38 - Miscellaneous Revenue	$49,724.21	$83,373.25	$87,013.20	$165,345.86	$123,732.00	$145,533.00
39 - Other Financing Sources	$41,646.11	$580,556.10	$514,507.85	$960,459.77	$747,289.51	$470,000.00
Governmental Funds Totals	$11,872,337.58	$13,204,493.39	$13,981,243.13	$16,686,702.41	$17,958,879.08	$16,965,920.00
Revenue Grand Totals:	$11,872,337.58	$13,204,493.39	$13,981,243.13	$16,686,702.41	$17,958,879.08	$16,965,920.00
Expenditure Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Net Grand Totals:	$11,872,337.58	$13,204,493.39	$13,981,243.13	$16,686,702.41	$17,958,879.08	$16,965,920.00



FUNCTION	BUDGET FY2020	BUDGET FY2021	Variance	% of change
PROPERTY TAXES	$ 14,329,826.00	$ 13,826,483.00	$ (503,343.00)	78.01%
LICENSE & PERMITS	$ 877,380.00	$ 866,075.00	$ (11,305.00)	4.78%
INTERGOVERNMENTAL SERVICES	$ 822,588.00	$ 310,278.00	$ (512,310.00)	4.48%
CHARGES FOR SERVICES	$ 204,377.00	$ 115,551.00	$ (88,826.00)	1.11%
FINES & FORFEITURES	$ 1,182,359.00	$ 1,125,000.00	$ (57,359.00)	6.44%
INTEREST INCOME	$ 100,000.00	$ 50,000.00	$ (50,000.00)	0.54%
CONTRIBUTIONS & DONATIONS	$ 8,505.00	$ 17,000.00	$ 8,495.00	0.05%
MISCELLANEOUS REVENUES	$ 137,700.00	$ 145,533.00	$ 7,833.00	0.75%
OTHER FINANCING SERVICES	$ 705,336.00	$ 470,000.00	$ (235,336.00)	3.84%
TOTALS:	$ 18,368,071.00	$ 16,925,920.00	$ (1,442,151.00)	100%

GENERAL FUND REVENUES CONTINUED:

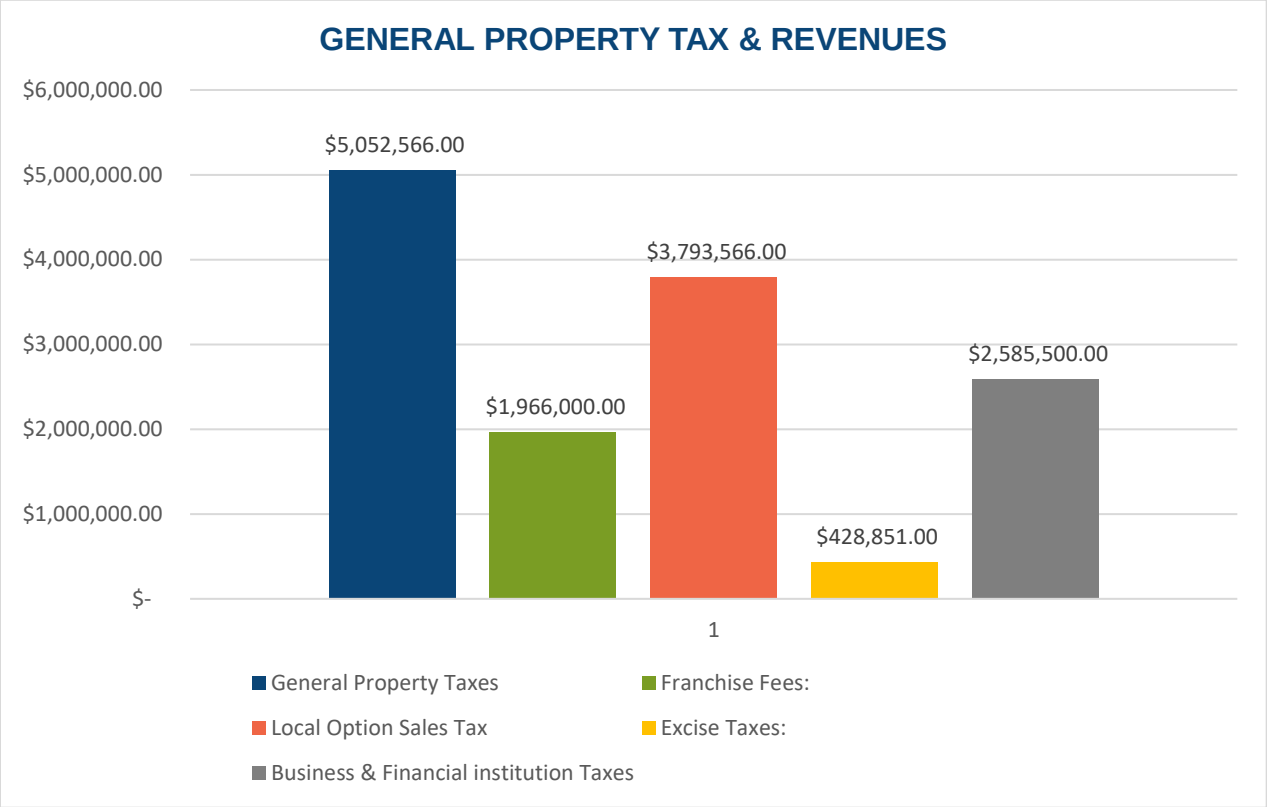
General fund revenues are broken down into nine revenue categories

31. General Property Taxes and Revenues
32. Licenses and Permits
33. Intergovernmental Revenues
34. Charges for Services
35. Fines and Forfeitures
36. Interest Income
37. Contributions and Donations from Private Sources
38. Miscellaneous Revenues
39. Other Financing Uses

31. General Property Taxes and Revenues:

FY2021 has a budgeted Revenue amount of $13,826,483 for General Property Taxes and Revenues. This is the major revenue source for the General Fund. These revenues consist of personal and property taxes; Motor Vehicles & Real Estate; Franchise Fees, Local Option Sales Tax; Business and Occupation taxes; Insurance and Premium Taxes, and Financial Institution Taxes. The following Revenues are broken down as followed:

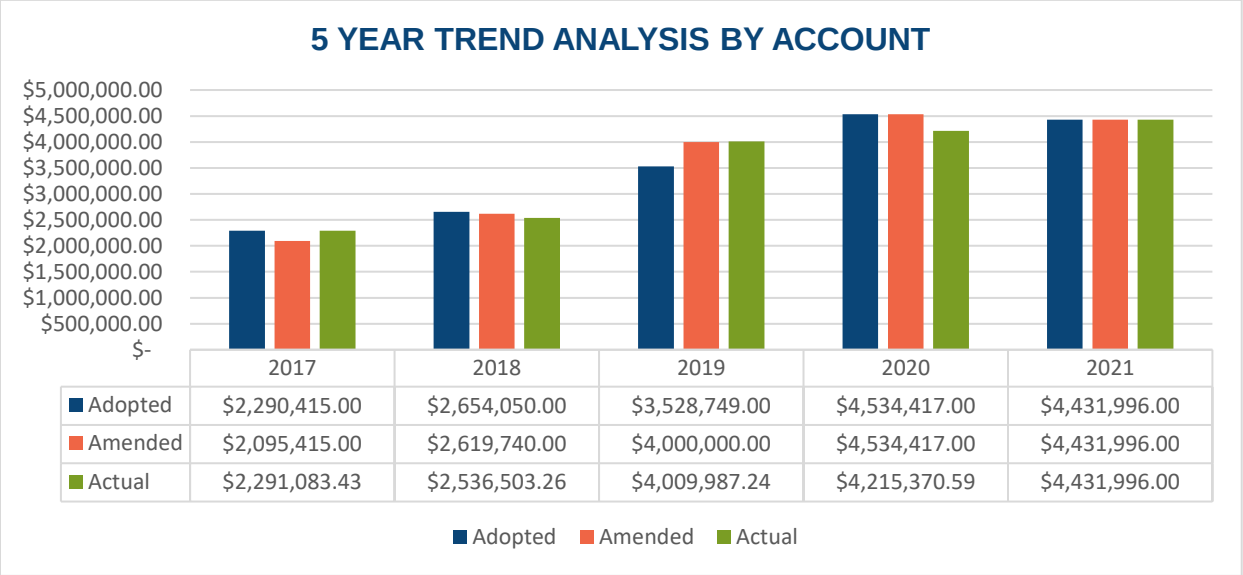
Real Property: Current	$4,431,996	Intangibles	$74,754
Real Property: Prior	$26,250	RETT	$23,877
Motor Vehicle	$65,559	Franchise Electric	$1,100,000
TAVT	$415,130	Franchise Gas	$140,000
Franchise Cable	$205,000	Franchise Telephone	$70,000
Franchise Fiber	$1,000	TAD	$450,000
LOST	$3,793,566	Beer/Wine Excise	$378,851
Mixed Drink Excise	$378,851	Occupational Tax	$1,250,000
Insurance Premium	$1,200,000	Financial Institute Tax	$135,500
General Penalty	$15,000	**Total:**	**$13,826,483**



Property tax revenues are comprised of the ad valorem tax on property and its associated penalties for delinquent tax, intangible taxes, motor vehicle tax, public utility tax and TAD. Real property is assessed at 40% of its fair market value Public utility assessments are finalized by the State of Georgia each year. The property taxes levied on taxable assessed valuation in the City are billed mid-September of each year, with a due date of approximately October 31st. If taxes are not paid by the due date, a penalty of one percent of the base tax is automatically added each month until the account is paid in full. Property is generally subject to a tax sale once taxes are more than five-months delinquent.

In 2021, property taxes combined are expected to garner $4,431,996. The chart below shows how the recovery is starting to begin as percentage change (**Real Property – Current Year**).

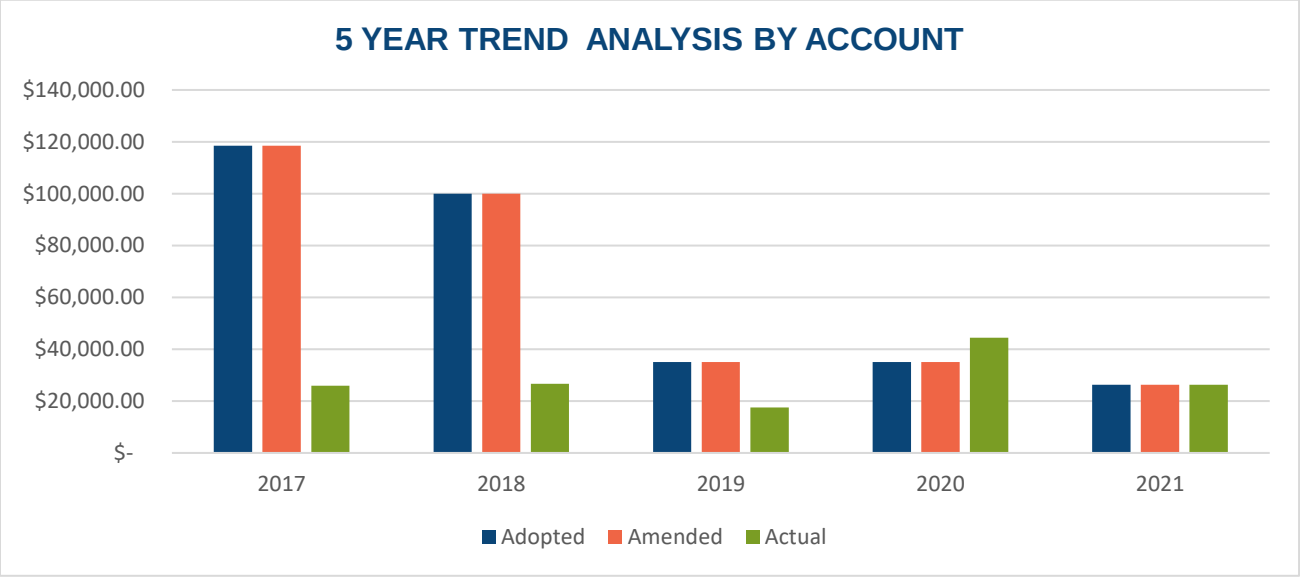
Real Property- Current Year: 31.1100



	2017	2018	2019	2020	2021
Adopted	$2,290,415.00	$2,654,050.00	$3,528,749.00	$4,534,417.00	$4,431,996.00
Amended	$2,095,415.00	$2,619,740.00	$4,000,000.00	$4,534,417.00	$4,431,996.00
Actual	$2,291,083.43	$2,536,503.26	$4,009,987.24	$4,215,370.59	$4,431,996.00

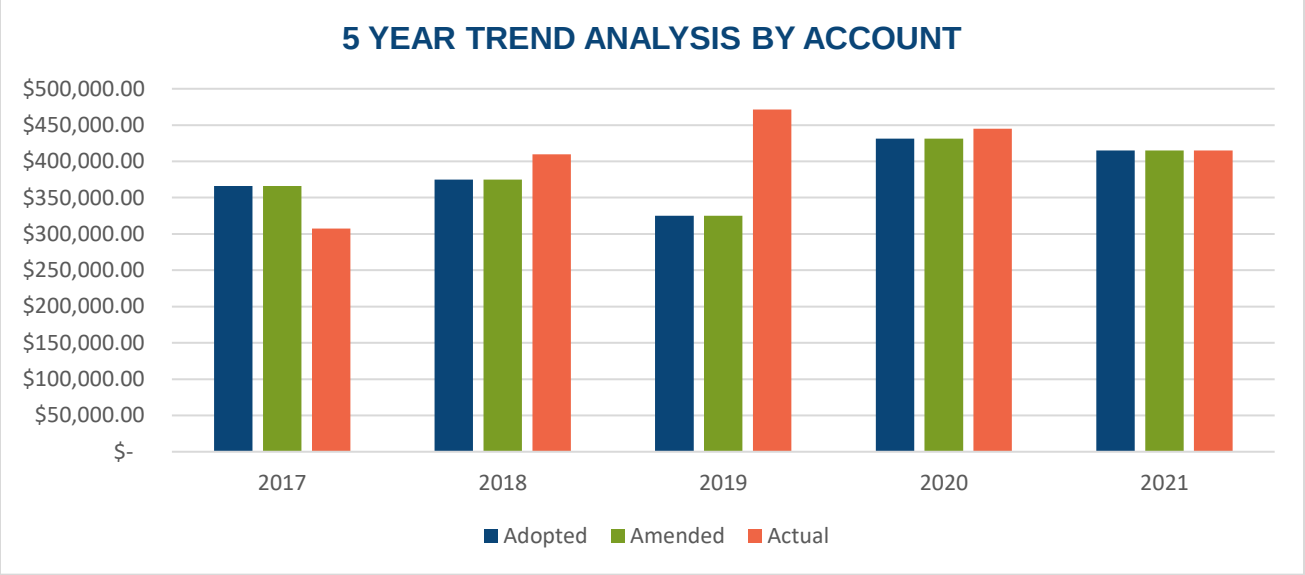
Real Property- Prior Years: 31.1200

Prior Year Property tax has a budget amount of $26,250 for collection in FY2021.



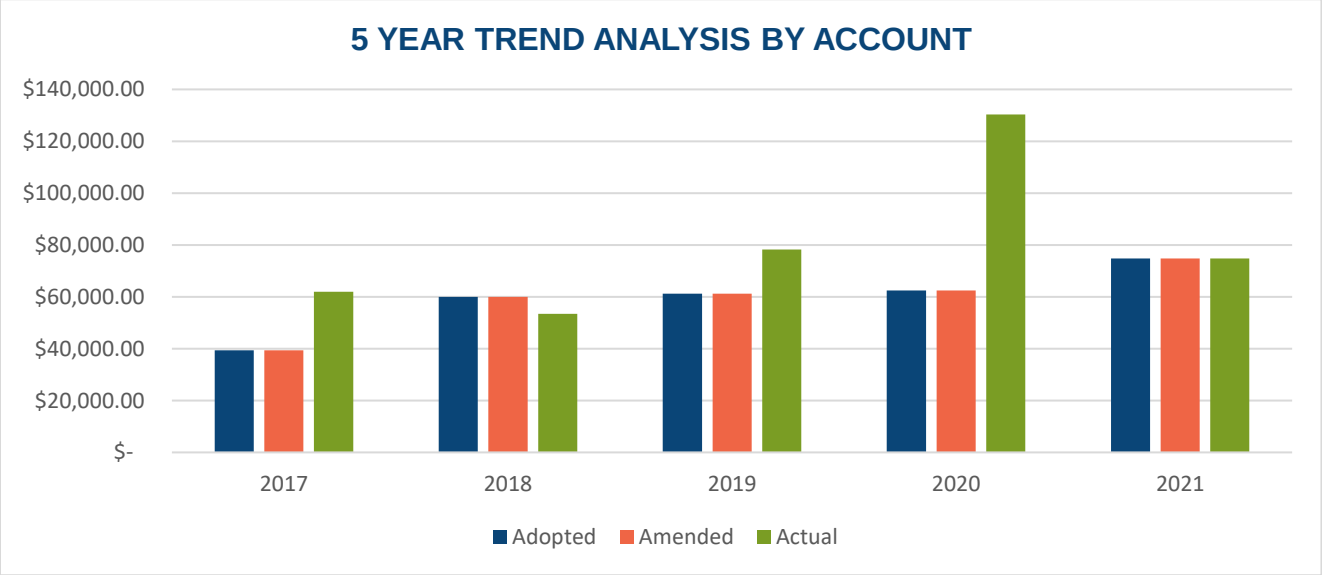
TAVT- Title Ad Valorem Tax: 31.1315

TAVT Taxes have been increasing steadily over the past 5 years. FY2021 has a budgeted amount of $415,130.00



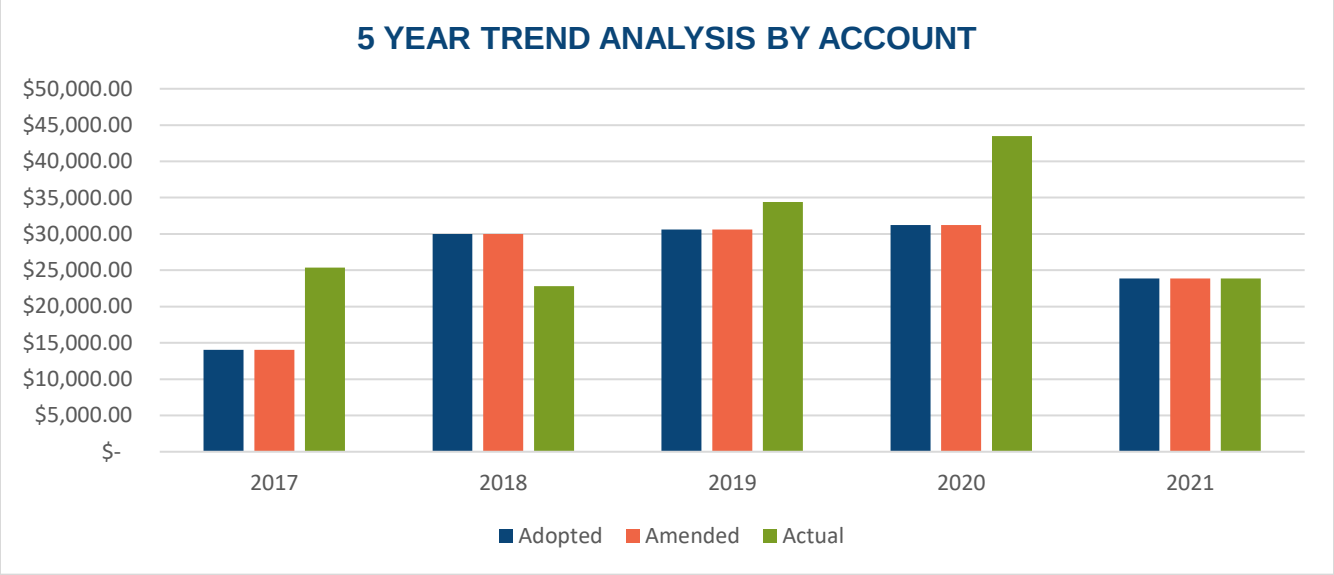
Intangibles Recording Tax: 31.1340

Intangible Recording tax has also been on the increase since 2019. We have a projected amount of $74,754.00 for FY2021



Real Estate Transfer: 31.1600

Real Estate Transfer Taxes have a budgeted amount of $23,877 to be collected for FY2021.

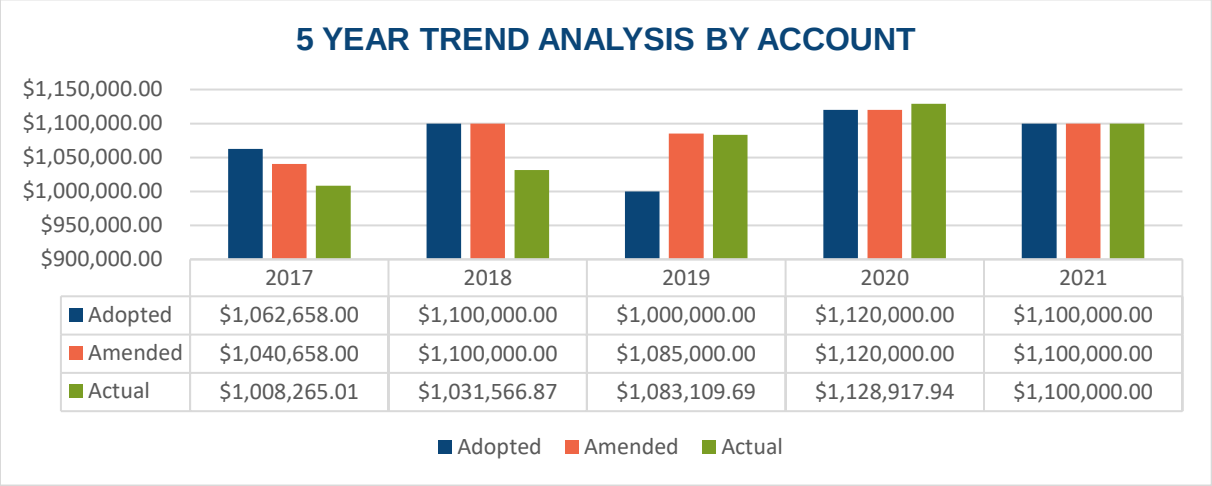


Excise (Franchise Taxes)

Taxes in the Excise tax category include: Insurance Premiums, Beer and Wine Tax, Alcoholic Beverage Tax and Franchise Taxes (Gas, Cable TV, Telephone, Electricity and Fiber). Franchise taxes are typically collected by utility companies and remitted to the City. Fees are usually based on gross revenues of the business and are generally paid if not monthly, quarterly to the City.

Franchise Tax Electric: 31.1710

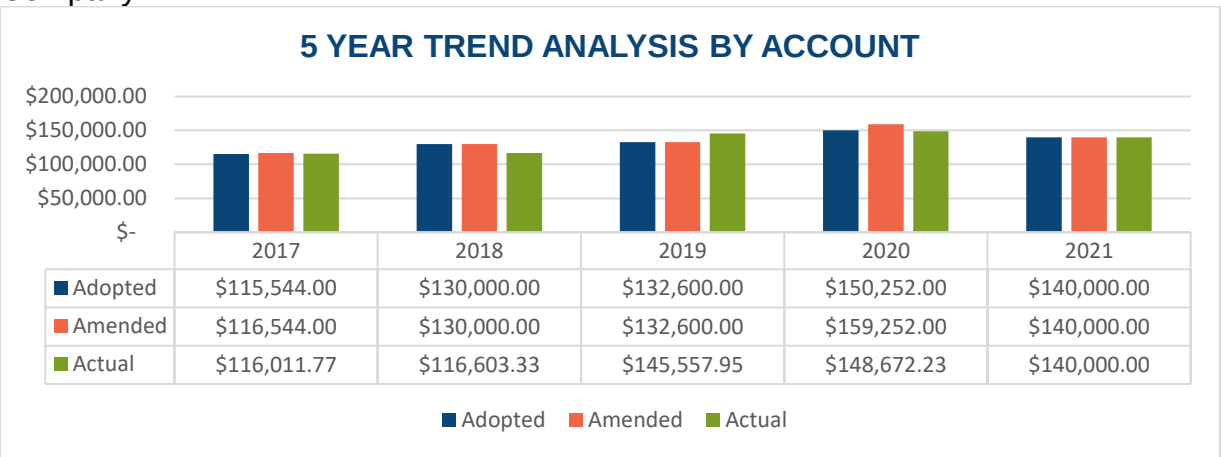
Franchise Electric Fees have been increasing each year. We have a budgeted amount of $1,100,000 for FY2021. Our two Electric companies in the area are Georgia Power and Coweta Fayette EMC. We collect payment from Franchise Electric one time a year.



	2017	2018	2019	2020	2021
Adopted	$1,062,658.00	$1,100,000.00	$1,000,000.00	$1,120,000.00	$1,100,000.00
Amended	$1,040,658.00	$1,100,000.00	$1,085,000.00	$1,120,000.00	$1,100,000.00
Actual	$1,008,265.01	$1,031,566.87	$1,083,109.69	$1,128,917.94	$1,100,000.00

Franchise Fee- Natural Gas: 31.1730

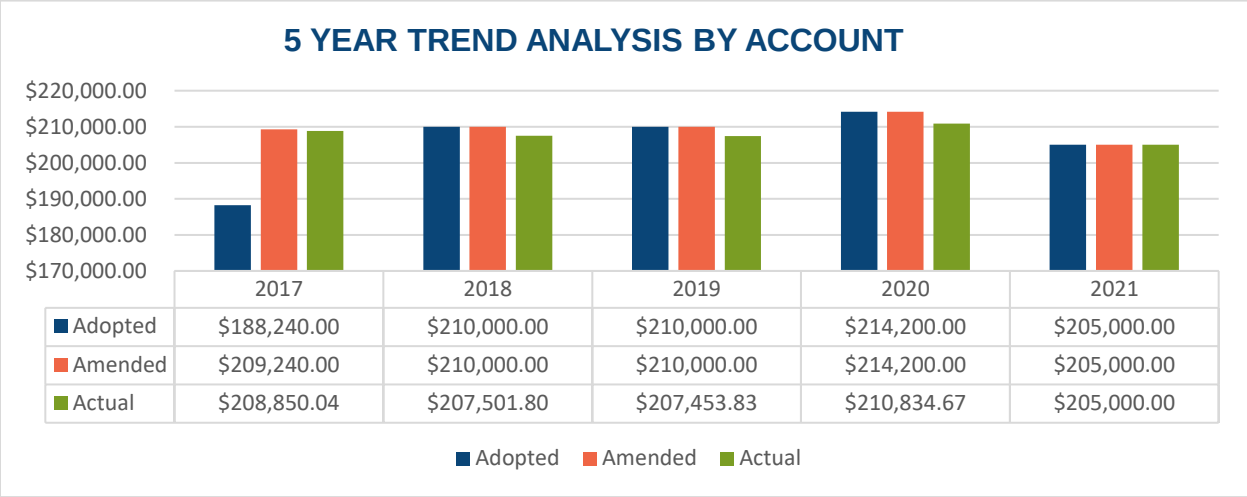
Franchise Fees for Natural gas have remained steady of the last five years. There is a budget of $140,000 for FY2021. We receive payments quarterly from Southern Gas Company.



	2017	2018	2019	2020	2021
Adopted	$115,544.00	$130,000.00	$132,600.00	$150,252.00	$140,000.00
Amended	$116,544.00	$130,000.00	$132,600.00	$159,252.00	$140,000.00
Actual	$116,011.77	$116,603.33	$145,557.95	$148,672.23	$140,000.00

Franchise Fee- Television Cable: 31.1750

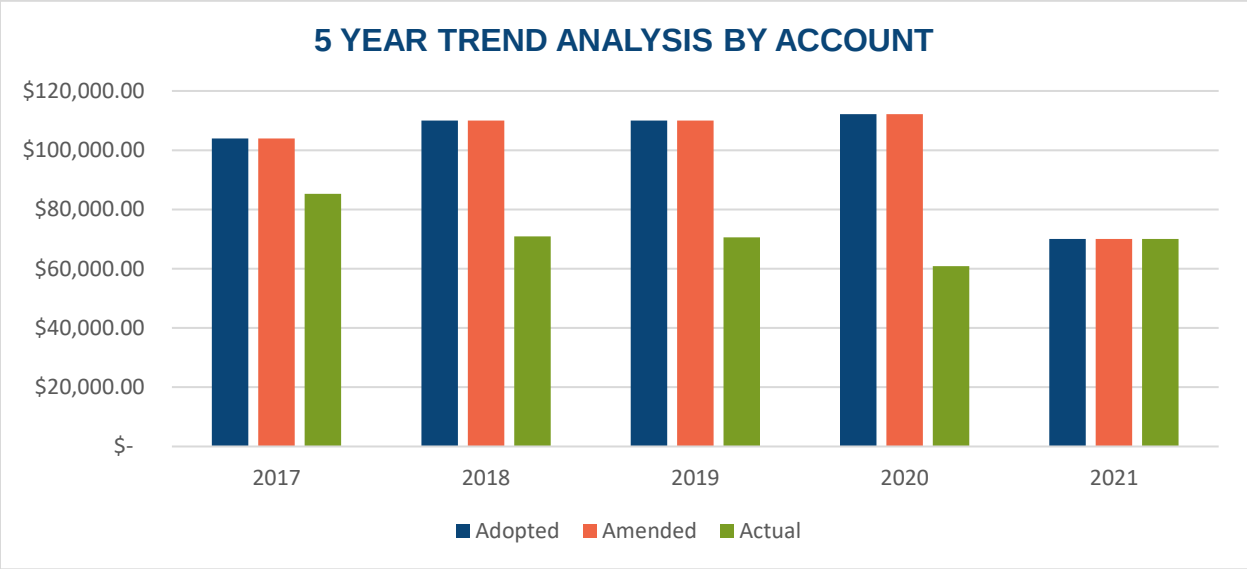
Franchise Fees Television cable are budgeted in the amount of $205,000 for FY2021. These revenues have been a steady revenue source for the past five years. We receive quarterly payments from Comcast for cable services.



	2017	2018	2019	2020	2021
Adopted	$188,240.00	$210,000.00	$210,000.00	$214,200.00	$205,000.00
Amended	$209,240.00	$210,000.00	$210,000.00	$214,200.00	$205,000.00
Actual	$208,850.04	$207,501.80	$207,453.83	$210,834.67	$205,000.00

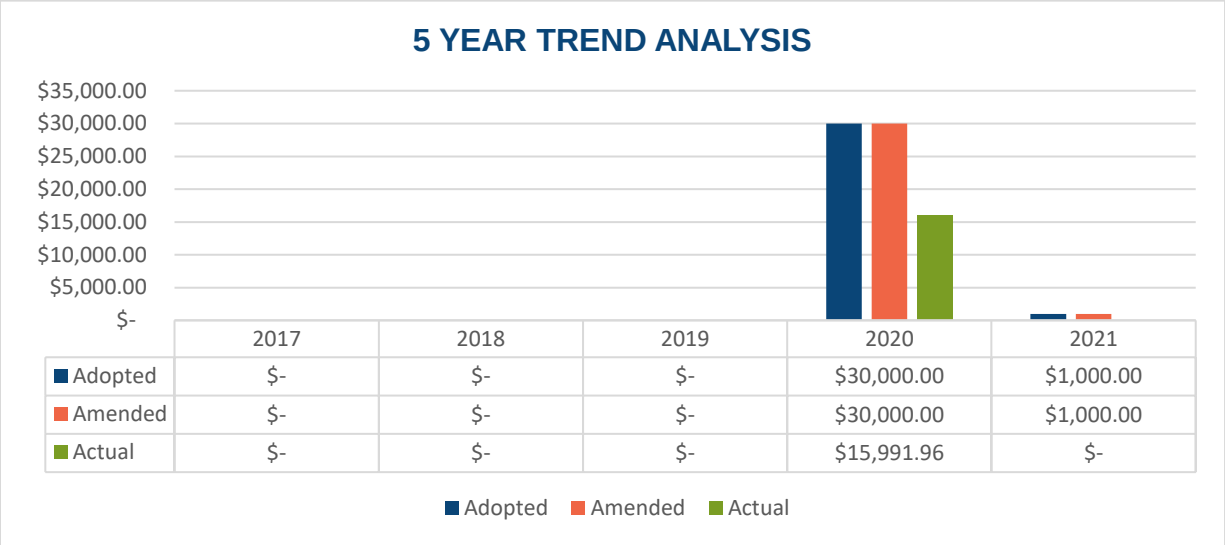
Franchise Fee- Telephone: 31.1760

Franchise Telephone are payments the city collects monthly & quarterly from telephone companies. We have seen a decline in these revenues due to the use of mobile devices. The City has budgeted $70,000 in revenues for FY2021



Franchise Fee's Fiber: 31.1791

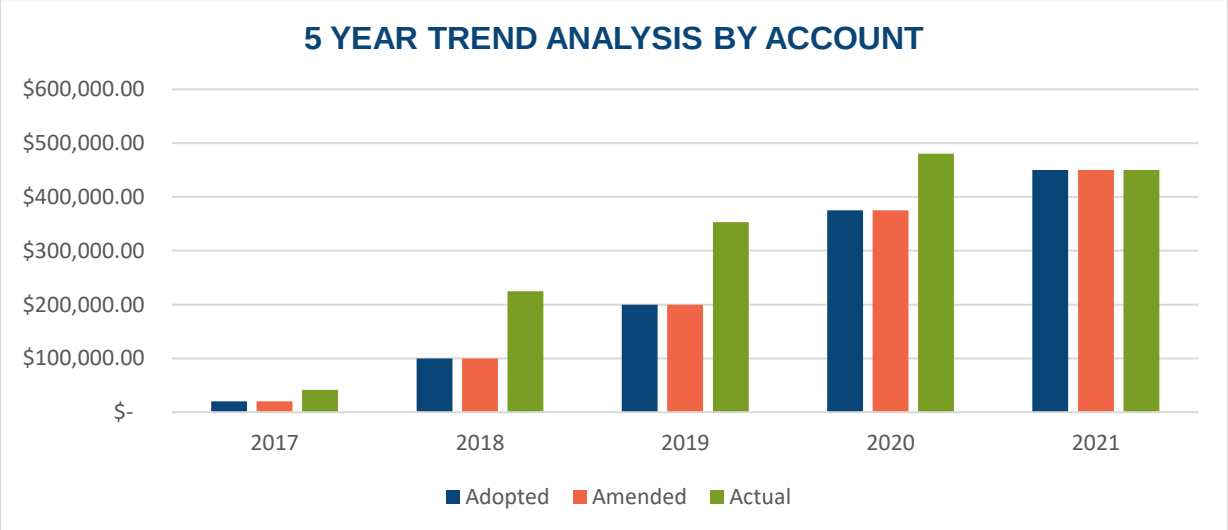
Franchise Fiber Fees is a new revenue stream that the City started collecting in FY2020. These are right of way fees the city collects excise tax on for Fiber ran in the ground for high speed internet/mobile utilities. The City estimates we will generate $1,000 for FY2021



	2017	2018	2019	2020	2021
Adopted	$-	$-	$-	$30,000.00	$1,000.00
Amended	$-	$-	$-	$30,000.00	$1,000.00
Actual	$-	$-	$-	$15,991.96	$-

TAD Disbursement: 31.1810

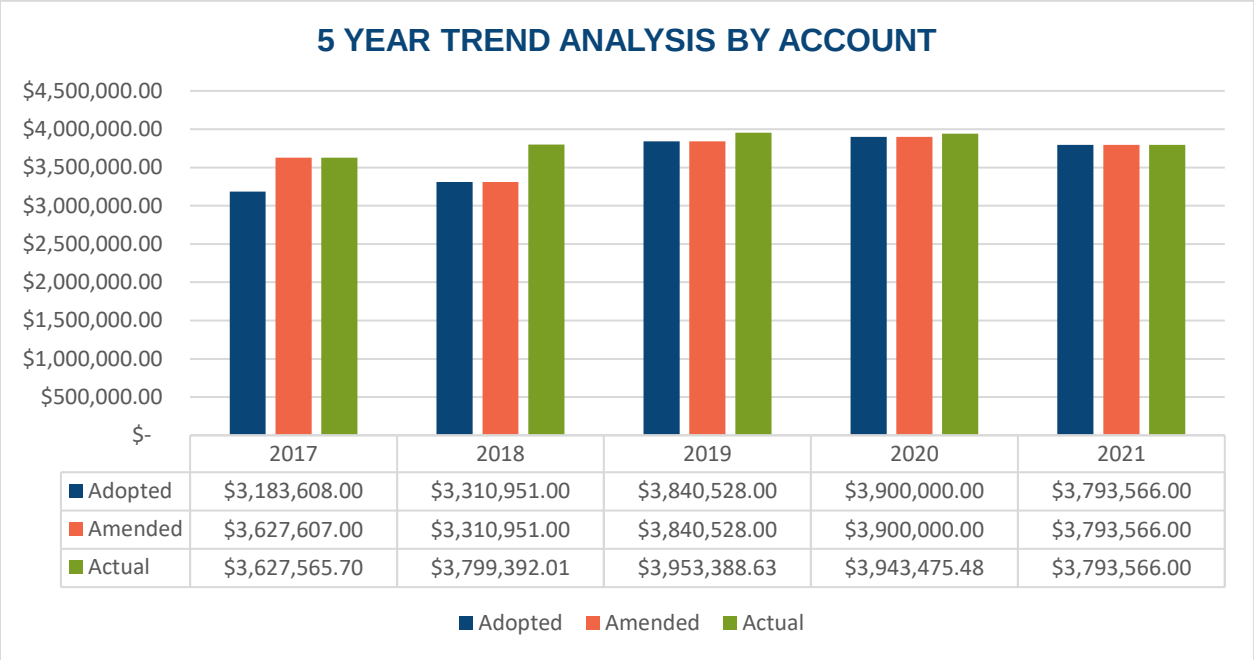
Tax Allocation Districts is an economic development tool where the City can provide financial assistance to eligible public and private redevelopment efforts within an officially designated area. The tax is disbursed to the City from Property taxes. The budgeted amount for FY2021 is $450,000.



Local Option Sales Tax: 31.3100

The City relies heavily on the Local Option Sales Tax (LOST) as is evidenced by the anticipated receipt of some $3,793,566 estimated from this source in 2021, which is a decrease of $106,434 under the amount projected for 2020. Since the citizens first voted to implement this as a source of municipal financing, the City has depended on it to deliver high quality services to the citizens and offset significant millage rate increases in property taxes. This sales tax consists of a one percent sales tax collected by businesses and remitted to the State of Georgia monthly, where the distribution is made to the cities and counties. In 2020 this source of revenue accounts for 26% of the total General Fund revenues, making this revenue sources the largest for General Fund operations.

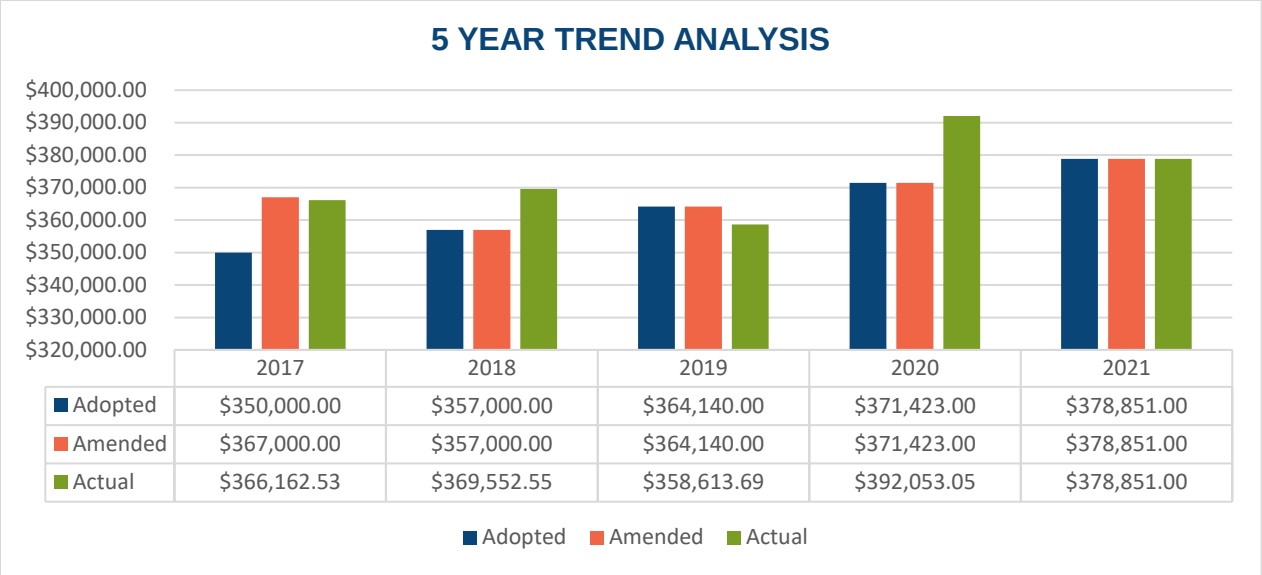
The chart below illustrates the changes in **sales tax collections** from 2017 to projected FY 2021 budget.



	2017	2018	2019	2020	2021
Adopted	$3,183,608.00	$3,310,951.00	$3,840,528.00	$3,900,000.00	$3,793,566.00
Amended	$3,627,607.00	$3,310,951.00	$3,840,528.00	$3,900,000.00	$3,793,566.00
Actual	$3,627,565.70	$3,799,392.01	$3,953,388.63	$3,943,475.48	$3,793,566.00

Alcoholic Beverage Excise Tax:31.4200

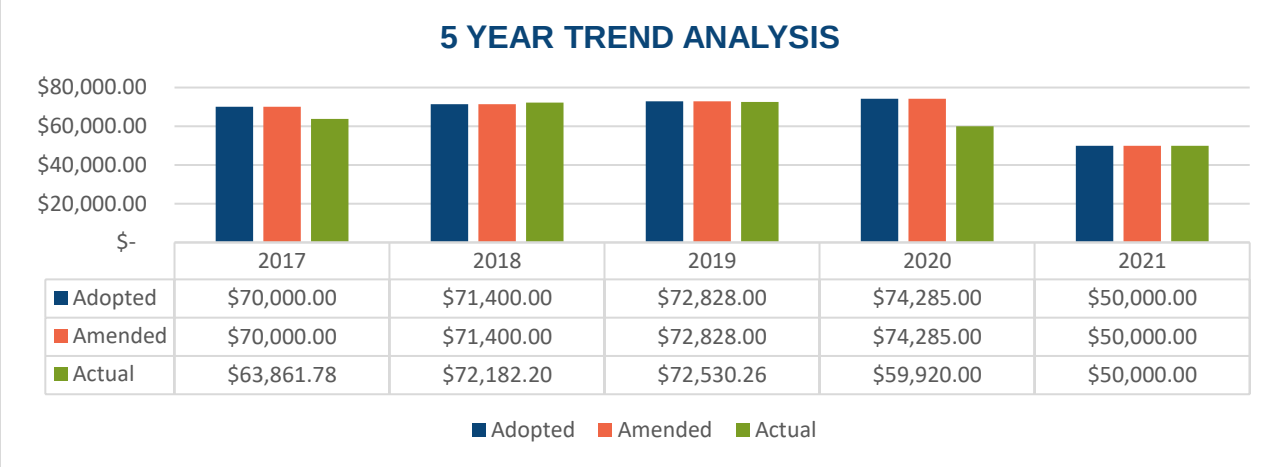
Beer/Wine Alcoholic beverage excise tax are revenues generated with the City limits of alcoholic sales to grocery stores, gas stations, and other small business that sell beer and wine in their facilities. The city collects these revenues from the distributors that sell in the area. The city estimates to collect $378,851 in 2021.



	2017	2018	2019	2020	2021
Adopted	$350,000.00	$357,000.00	$364,140.00	$371,423.00	$378,851.00
Amended	$367,000.00	$357,000.00	$364,140.00	$371,423.00	$378,851.00
Actual	$366,162.53	$369,552.55	$358,613.69	$392,053.05	$378,851.00

Mixed Drink Excise Tax: 31.4300

Mixed drink revenues are taxes collected from private establishments that have obtained a beer/wine/liquor license from the City of Fayetteville. These revenues are collected on a monthly basis, and we are anticipating a $50,000 revenue from FY2021



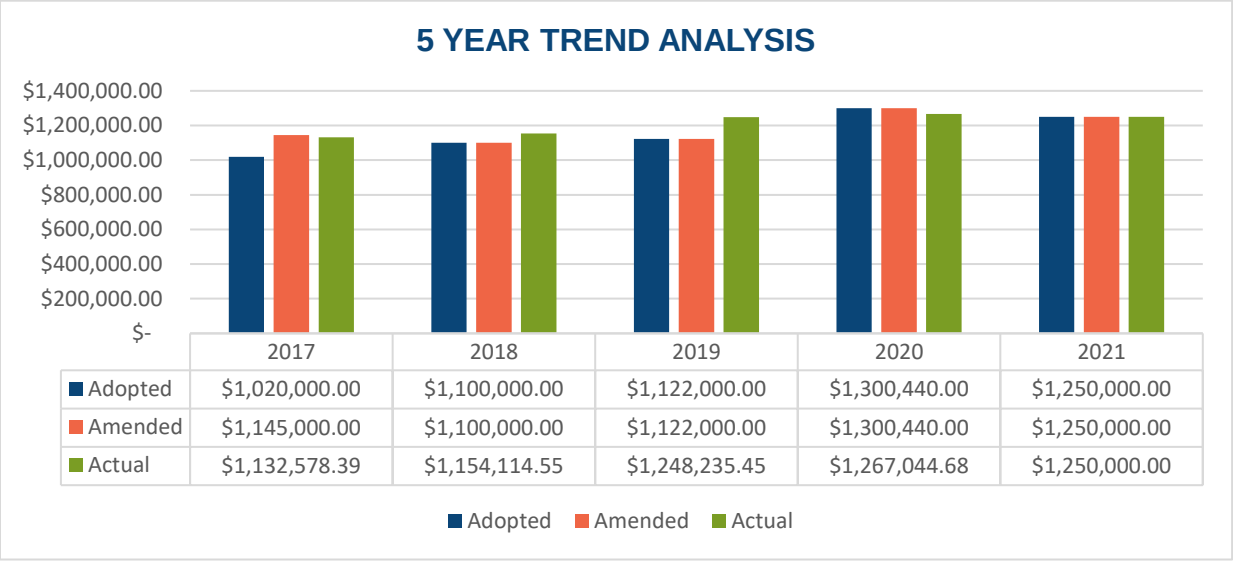
	2017	2018	2019	2020	2021
Adopted	$70,000.00	$71,400.00	$72,828.00	$74,285.00	$50,000.00
Amended	$70,000.00	$71,400.00	$72,828.00	$74,285.00	$50,000.00
Actual	$63,861.78	$72,182.20	$72,530.26	$59,920.00	$50,000.00

Occupational Tax and Alcohol Licenses: 31.6100

Occupational tax certificate renewals for annual and retail businesses are mailed in December of each year, with a due date of March 31. The penalty of late submission is 10% plus 1.5% per month until paid in full. Additionally, Code Enforcement may issue citations for those who fail to renew by May 1, which could result in a fine by the Municipal Court Judge.

Alcohol license renewals are mailed in October each year, with a due date of approximately December 1 of at least half the fee; the remaining fee with a due date of March 31. All establishments selling alcohol, either on premise or off-premise, must have a current retail license. If the alcohol license is not renewed by January 1, the alcohol license is closed. The business will not be allowed to sell alcohol and a $500 fine will be issued. This is an expensive and time-consuming process, so early renewal is encouraged.

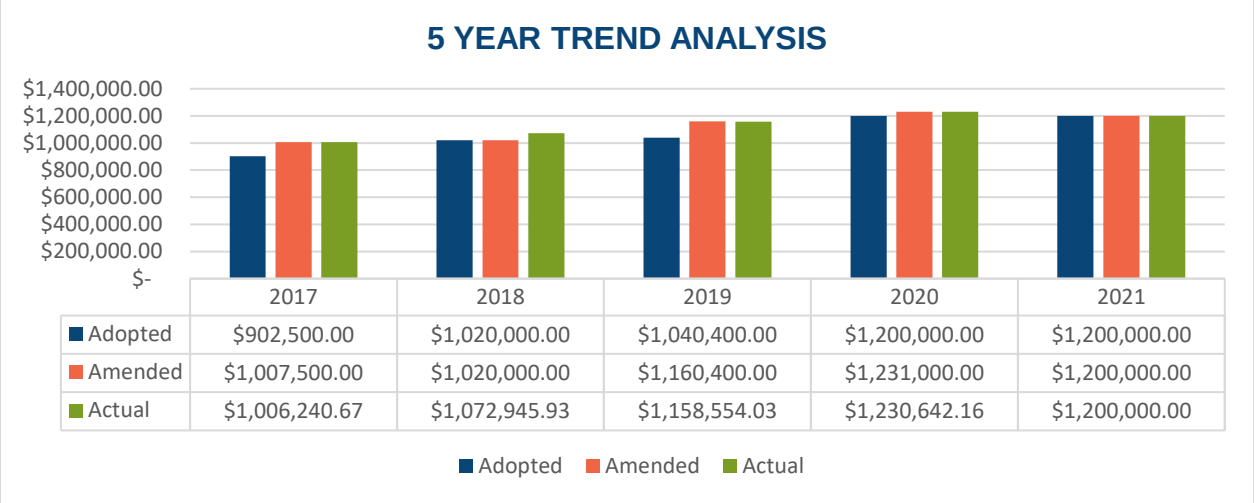
In FY 2021, the City expects to collect $1,468,545 in Occupational taxes and Alcohol licensing, a $56,365 increase from over the FY 2020 budget of $1,412,180. The chart below shows the number of actual occupational tax certificates issued by the City budgeted amount of $1,250,000 for FY2021



	Occupational Taxes				
	Number of Occupational Tax Certificates Issued by City				
	2016	**2017**	**2018**	**2019**	**2020**
Occupational Taxes	2269	2362	2346	2426	1924
Total	**2500**	**2269**	**2362**	**2346**	**1924**

Insurance Premium Tax: 31.6200

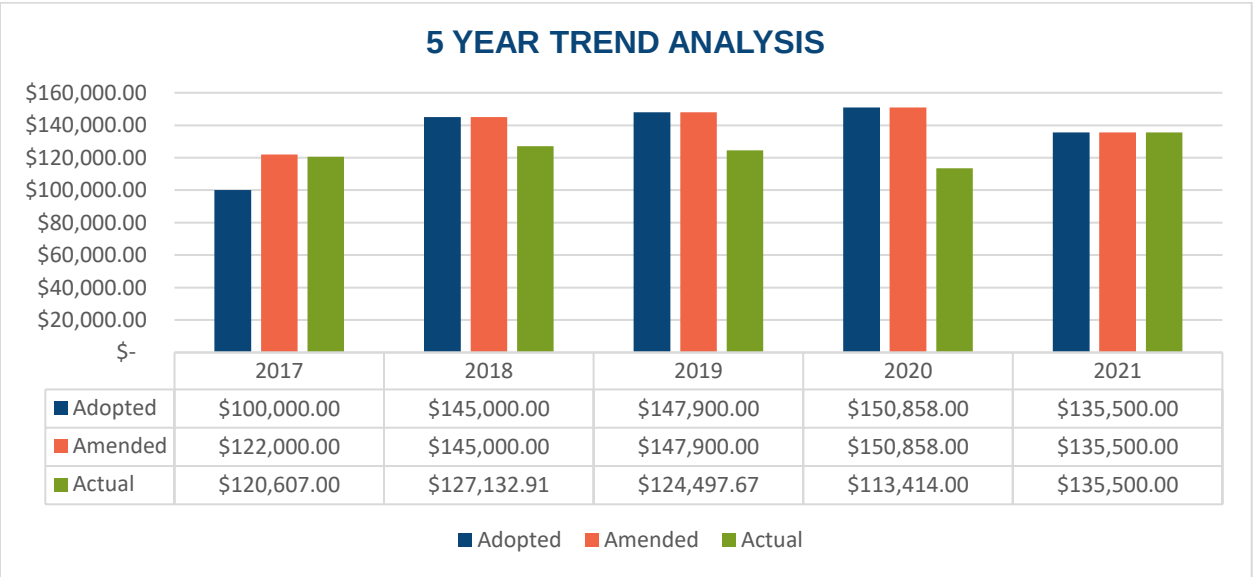
Insurance Premium Tax is collected once a year from the State of Georgia, and we have a budgeted amount of $1,200,000 for FY2021



	2017	2018	2019	2020	2021
Adopted	$902,500.00	$1,020,000.00	$1,040,400.00	$1,200,000.00	$1,200,000.00
Amended	$1,007,500.00	$1,020,000.00	$1,160,400.00	$1,231,000.00	$1,200,000.00
Actual	$1,006,240.67	$1,072,945.93	$1,158,554.03	$1,230,642.16	$1,200,000.00

Financial Institution Tax: 31.6300

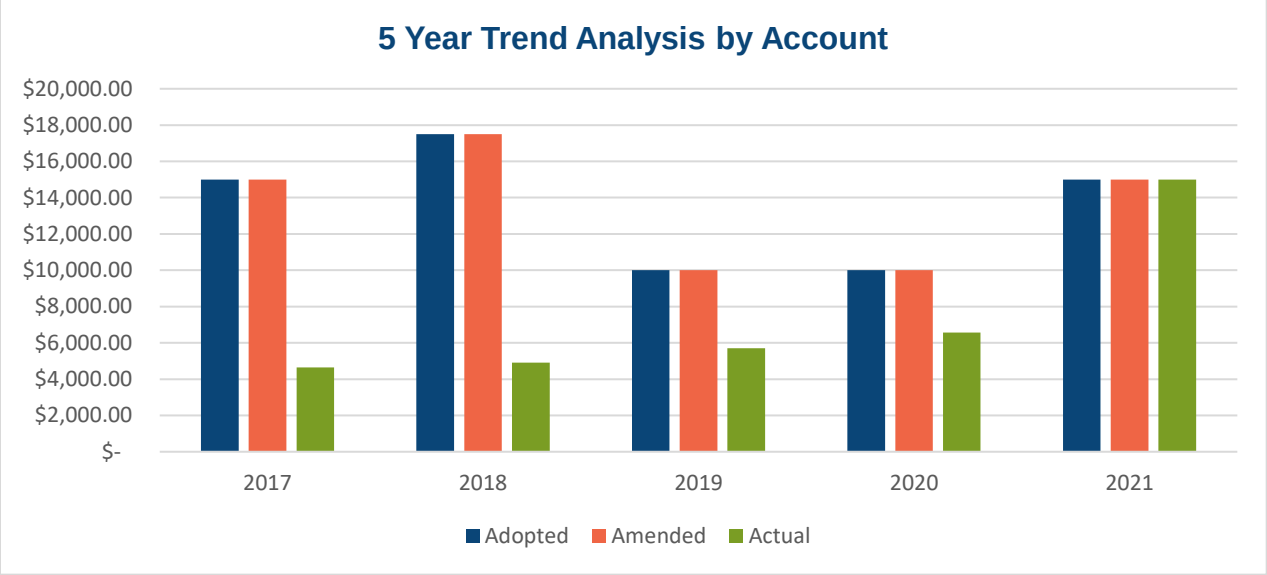
Financial Institute taxes are taxes imposed on the banks that do business in the City of Fayetteville. Taxes are due once a year, and we are looking to receive $135,500 in revenues FY2021.



	2017	2018	2019	2020	2021
Adopted	$100,000.00	$145,000.00	$147,900.00	$150,858.00	$135,500.00
Amended	$122,000.00	$145,000.00	$147,900.00	$150,858.00	$135,500.00
Actual	$120,607.00	$127,132.91	$124,497.67	$113,414.00	$135,500.00

General Property- Penalty & Interest: 31.9100

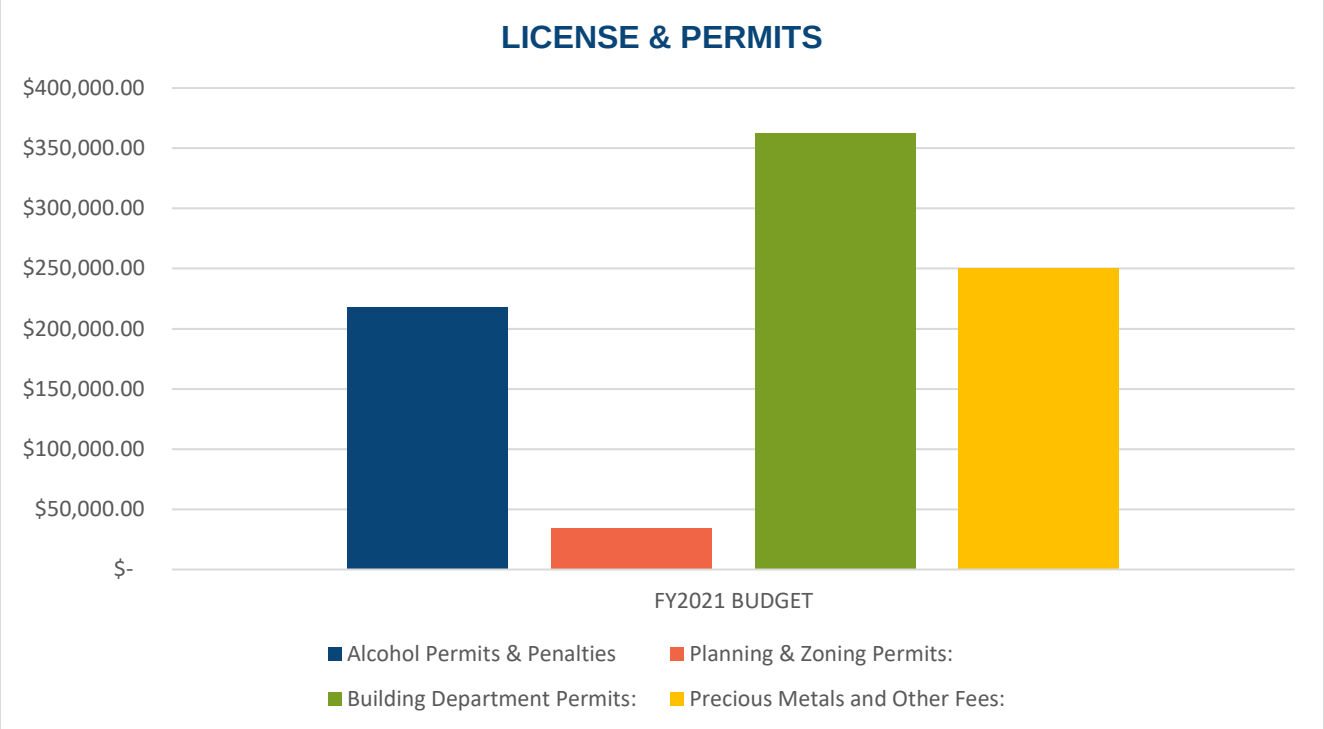
General Property Penalty & Interest are revenues generated due to late fees and interest for unpaid property taxes. The City has budgeted $15,000. For FY2021



License and Permits:

License and Permit revenues consist of a budgeted amount of $866,075 for FY2021. These revenues consist on fees charged for Alcohol Permits; Planning and Zoning permits; Building Department revenues for Building, Plumbing, Electrical, and Mechanical permits. Other revenues in this category include Precious Metals, Peddler & Solicitation, and other miscellaneous user fees charged on behalf of the City.

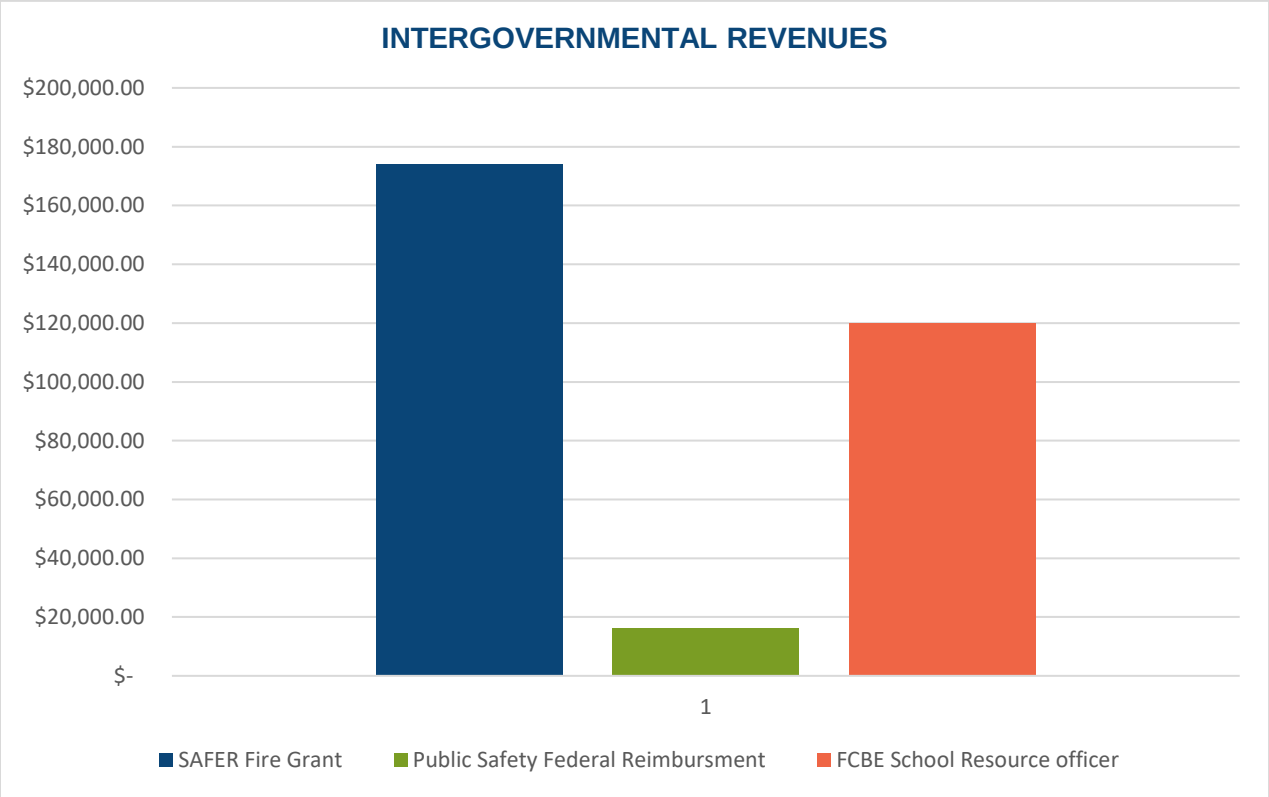
License & Permits:	FY2021 BUDGET
Alcohol Permits & Penalties	$ 218,545.00
Planning & Zoning Permits:	$ 34,654.00
Building Department Permits:	$ 362,626.00
Precious Metals and Other Fees:	$ 250,250.00
Total:	**$ 866,075.00**



Intergovernmental Revenues

Intergovernmental Revenues are revenues that are awarded to the City of Fayetteville through Local, Federal and State Grants. The City has a budgeted amount of $310,278 for FY2021 that are revenues anticipated for the SAFER Fire Grant, FCBE school resource officer reimbursement, and other federal grants to reimburse police department expenditures.

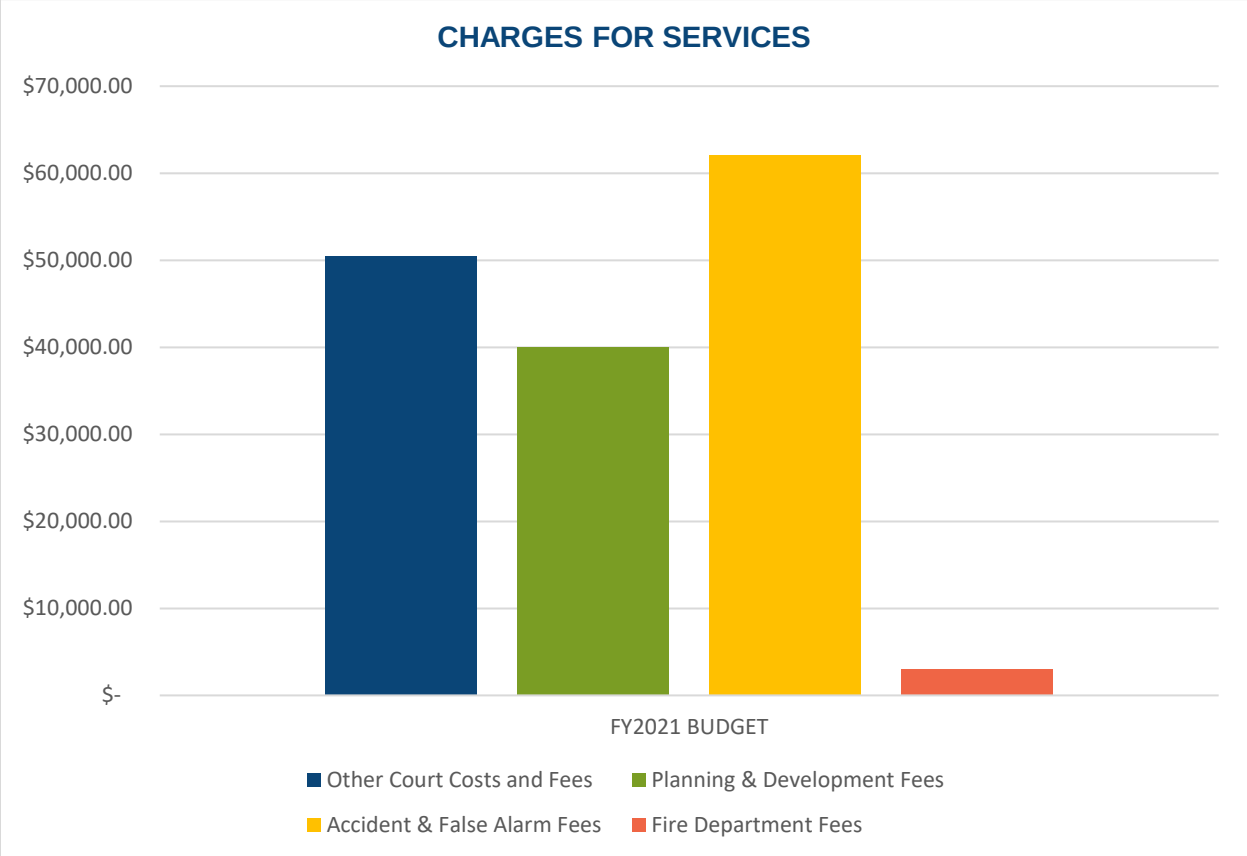
Intergovernmental Revenues	FY2021 BUDGET
SAFER Fire Grant	$ 174,028.00
Public Safety Federal Reimbursement	$ 16,250.00
FCBE School Resource officer	$ 120,000.00
Total:	**$ 310,278.00**



Charges for Services:

Charges for Services are revenues that are collected for various income sources such as Planning & Development Fees; False Alarm Fees and Accident Reports; Fire department fees for Sprinkler inspections and burn permits. The budget for Charges for Services for FY2021 is $201,377.

Charges for Services:	FY2021 BUDGET
Other Court Costs and Fees	$ 50,450.00
Planning & Development Fees	$ 40,000.00
Accident & False Alarm Fees	$ 62,101.00
Fire Department Fees	$ 3,000.00
Total:	**$ 155,551.00**



Municipal Court Fines and Forfeitures

The city of Fayetteville collects revenues based on citations collected from our municipal courts. These revenues are recorded in our fines and Forfeiture revenues, and has a budgeted amount of $1,125,000 for FY2021

Interest Income

Interest that is earned on our Investment & Checking accounts is recorded in Interest Income. We have anticipated to collect $50,000 in interest for FY2021

Contributions and Donations

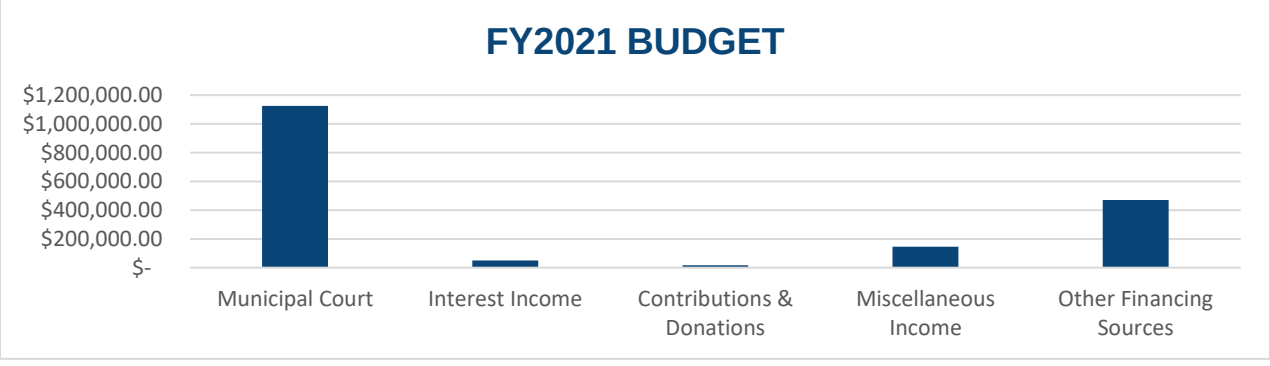
Contributions and Donations are recorded in these line items that have a budget of $17,000 for FY2021. These revenues usually come from our citizens & charitable organizations that help fund several events our Public Safety Departments provide to the community. This includes our Shop with a Cop, JR Police Academy, and Citizens Academy. Revenues also collected in this category are donations for specific projects that are to be used for the sole purpose that they were donated for.

Miscellaneous Income

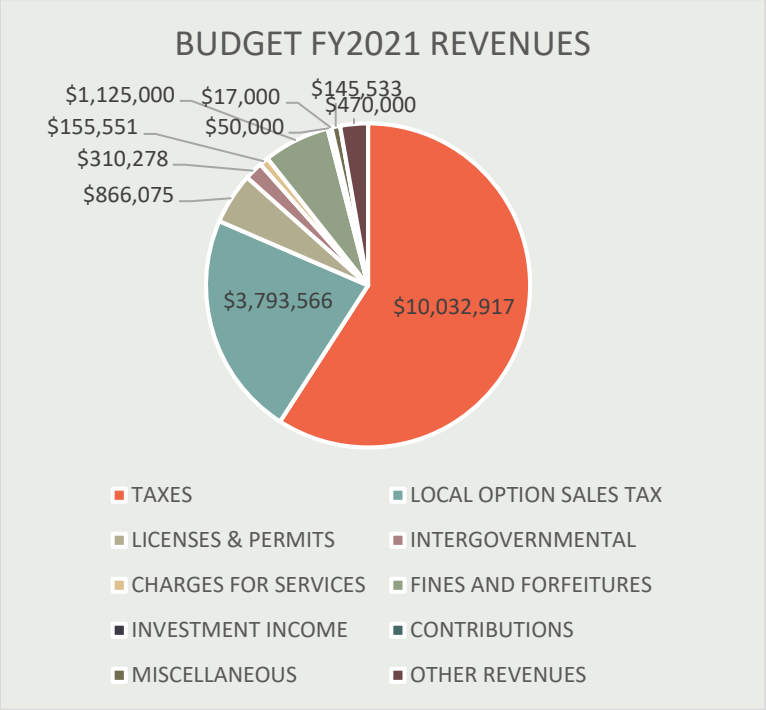
Miscellaneous Income has a budgeted amount of $145,533 for FY2021. These funds are revenues that are collected for rents and royalties as well as other miscellaneous income that is uncategorized in the above mentioned categories.

Other Financing Sources

Other Financing Sources includes operating transfers from other funds to the General Fund to help maintain operations for the current fiscal year. This category also includes revenues from the sale of assets. The current budget for FY2021 is $470,000.



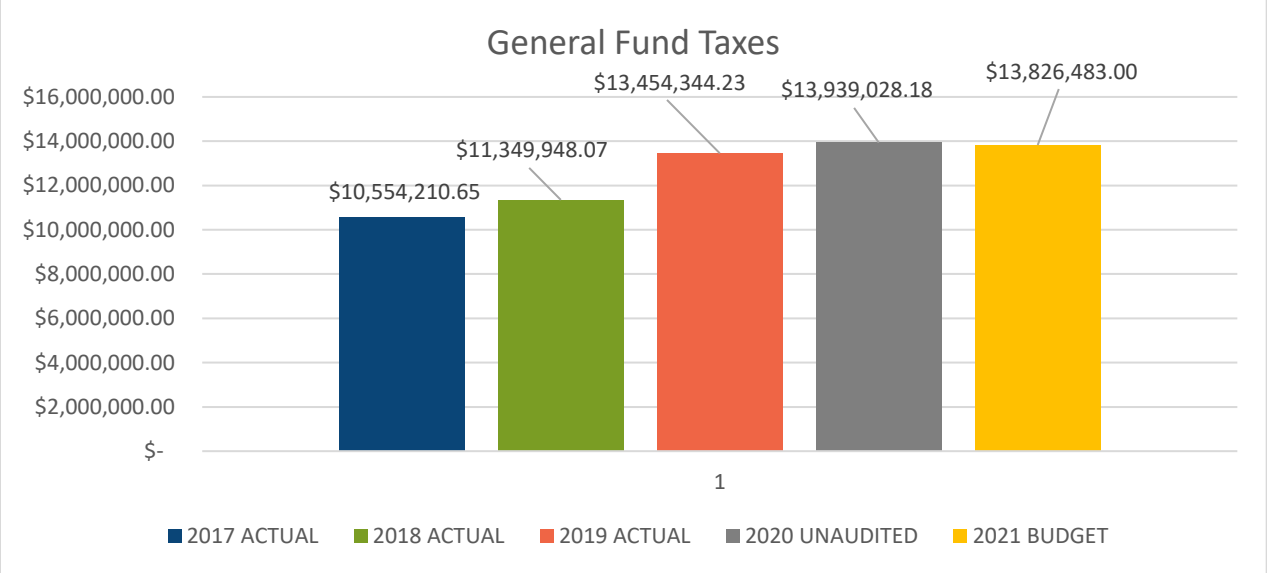
SECTION I: GENERAL FUND – ASSUMPTIONS



Analyzing financial trends can be extremely valuable in gauging a government's fiscal health. The chart below illustrates the major categories of General Fund revenue anticipated by the City in 2021. The largest sources of General Fund resources are: General Property Taxes – 10,032,917 or 59%, Local Option Sales Tax - $3,793,566 or 22% of the total General Fund Revenue. Fines and Forfeitures making up $1,125,000 or 7%, and License and Permits making up $866,075 or 5%. Selective Sales and Taxes, Other Financing Sources, Intergovernmental and Charges for Services revenues round out the diverse financial resource streams within the General Fund.

TAX REVENUES

The chart below shows the history of the City's actual tax revenues from 2017 to projected FY 2021 budget.



We are projecting an overall .08% decrease from the 2020 budgeted revenues for 2021. We expect a steady collection in the insurance premium taxes from the previous fiscal year. Franchise fees are expected to increase by 1%. Telephone tax continues to show a decrease which is mostly attributed to the technology era we live in today. The decrease is felt to be mainly due to increased wireless technology. Also, a slight decrease in Television Cable and this is mainly due to other wireless app technology. Most other excise taxes remained fairly consistent with 2020. The chart above depicts 2020 budgeted revenues for Excise taxes. Overall, the City expects to collect $4,530,351 in Excise taxes, a Decrease of $223,307 from the FY 2020 budget of $4,753,658.

LICENSES AND PERMITS

Licenses and permits have been and continue to be another revenue source that is a concern for the City since the great recession. Since we saw such an incredible collection in 2015, it made sense that we saw an increase in 2016 over 2015. We expected to see continued growth in this industry especially with the Pinewood Forrest Community coming together as well as several downtown Fayetteville projects. We are expecting to see projected revenues in the amount of $866,075 in FY2021.

SERVICE CHARGES

This category contains revenues from RFP bids, court cost, accident reports, plan developments, false alarms fees, burn permits, sprinkler plan reviews and event activity fees. The City utilizes a Code Enforcement Officer to inspect structures and properties in the City to determine if substandard conditions exist. In 2021, we expect to collect $155,551 that reflects a decrease of $48,826 from 2020. Revenues collected for these service charges, mainly from court costs and accident reports are projected conservatively since it is almost impossible to project the volume of code enforcement issues that may arise in any given year.

FINES AND FORFEITURES

Fines and forfeitures are projected to produce a total of $1,125,000 in FY 2021, a $10,000 increase from the 2020 budget of $1,115,000. Revenues are related to the fines and forfeitures resulting from tickets and investigations by the City of Fayetteville Police Department, some in conjunction with Fayette County Sheriff's Department.

INVESTMENT INCOME

In 2020, this category was budgeted for $100,000 in revenue. For 2021, there is a decrease of $50,000. There was an increase of $8,495 in the Contributions and Donations revenue for 2021. For 2021 there was a $7,833 change in Miscellaneous revenues from the 2020 budget of $137,700.

INTERGOVERNMENTAL REVENUE

Intergovernmental revenues have totaled less than 1% of total governmental revenues over the past five years. Intergovernmental revenues are mostly made up of revenues from the SAFER Fire Grant and the School Resource Officer. In FY 2021, intergovernmental revenue is estimated to be $310,278, which reflects a decrease of $512,310 from FY 2020. This substantial decrease of revenues is due to the SAFER Grant coming to a close.

OTHER FINANCING SOURCES

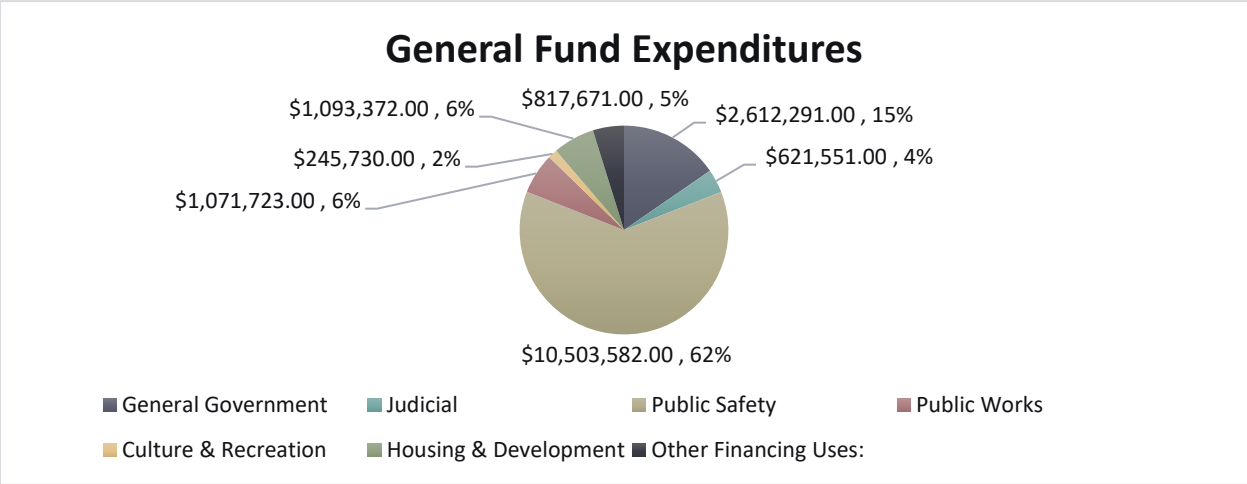
Other Financing Sources of revenue in FY 2019 included a transfer of money from the Water & Sewer Fund to the General fund to reimburse the General Fund for services provided to the Water and Sewer Fund by the General Fund in the amount of $450,000. In FY 2021 that amount has no change and it will be used to cover debt service cost associated with relocating water and sewer lines at the new City Hall and City Center Complex. Two other small revenues finish making up the Other Financing Sources and they are a transfer from Impact Fees for administrative cost associated with administering the Impact Fee program and finally $12,500 for sale of assets during the year.

FY 2021 GENERAL FUND EXPENDITURES

General Fund Expenditure Summary	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds						
Expenditures						
51 - Personal services and employee benefits	$8,363,850.99	$9,204,115.21	$10,689,066.54	$11,413,127.65	$11,881,897.46	$12,217,614.00
52 - Purchased / contracted services	$1,747,260.65	$1,945,895.64	$2,712,768.82	$2,366,859.09	$2,572,652.37	$2,756,067.00
53 - Supplies	$883,078.29	$953,595.74	$1,089,057.04	$1,089,769.49	$990,526.67	$1,174,568.00
54 - Capital Outlay	$67,333.67	$56,699.00	$661,674.16	$0.00	$268,622.01	$0.00
58 - Debt Service	$0.00	$0.00	$0.00	$0.00	$480,162.21	$723,671.00
61 - Other Financing Uses	$1,679,443.00	$41,556.82	$736,778.81	$825,152.52	$224,000.04	$94,000.00
Governmental Funds Totals	($12,740,966.60)	($12,201,862.41)	($15,889,345.37)	($15,694,908.75)	($16,417,860.76)	($16,965,920.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$12,740,966.60	$12,201,862.41	$15,889,345.37	$15,694,908.75	$16,417,860.76	$16,965,920.00
Net Grand Totals:	($12,740,966.60)	($12,201,862.41)	($15,889,345.37)	($15,694,908.75)	($16,417,860.76)	($16,965,920.00)

GENERAL FUND EXPENDITURES SUMMARY

The City of Fayetteville's General Fund is a balanced budget of $16,965,920 for FY2021. Expense categories that make up the General Fund include Personnel Services & Employee Benefits, Purchased/Contracted Services, Supplies, Capital Outlay, Debt Services, and Other Financing Uses. The biggest expenditure that The City incurs is Personnel Services & Employee Benefits. The Chart Below represent the percentages of General Fund Expenditures for FY2021.



EXPENDITURES BY FUNCTION

The City is organized into 7 functions: General Government, Judicial, Public Safety, Public Works, Community Development (Housing and Development), Debt Service and Other Financing Uses. Listed below are the departments under each function's heading, as well as each function's General Fund expenditures summaries. More detailed expenditures for each function are discussed in the Departmental Summaries section of this document.

General Government	10000
City Council	Human Resources
City Clerk	Public Information
City Manager	Information Technology
Elections	Law
Finance & Administration	General Government Buildings

Judicial	20000
Municipal Court Judge	Municipal Court

Public Safety	30000
Police Administration	Fire Administration
Police Criminal Investigations	Fire Fighting
Police Patrol	Fire Prevention
Police Station & Buildings	Fire Station & Buildings 91,92, 93

Public Works:	40000
Public Works Administration	Highways & Streets

Park Areas:	60000

Community Development	70000
Planning & Zoning	Building & Inspections
Engineering & Development	Economic Development
Code Enforcement	

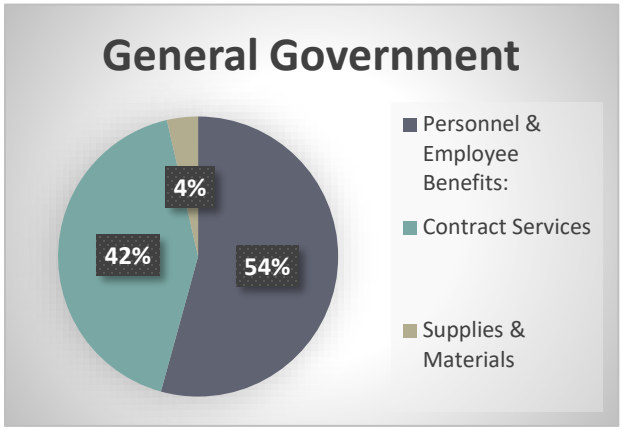
Other Financing Uses	90000

SUMMARY OF USES (EXPENDITURES AND TRANSFERS)

As illustrated in the following chart, total General Fund uses are budgeted to decrease by $1,402,151. This is primarily the result due to the negative economic impact of the COVID-19 pandemic.

FUNCTION	BUDGET FY2020	BUDGET FY2021	VARIANCE	% OF CHANGE
General Government	$ 2,589,953.00	$ 2,612,291.00	$ (22,338.00)	-1.59%
Judicial	$ 682,537.00	$ 621,551.00	$ 60,986.00	4.35%
Public Safety	$ 10,428,724.00	$ 10,503,582.00	$ (74,858.00)	-5.34%
Public Works	$ 1,535,761.00	$ 1,071,723.00	$ 464,038.00	33.09%
Culture & Recreation	$ 264,200.00	$ 245,730.00	$ 18,470.00	1.32%
Housing & Development	$ 1,236,834.00	$ 1,093,372.00	$ 143,462.00	10.23%
Other Financing Uses:	$ 1,630,062.00	$ 817,671.00	$ 812,391.00	57.94%
Total:	$ 18,368,071.00	$ 16,965,920.00	$ 1,402,151.00	100.00%

Expenses by Function



GENERAL GOVERNMENT:

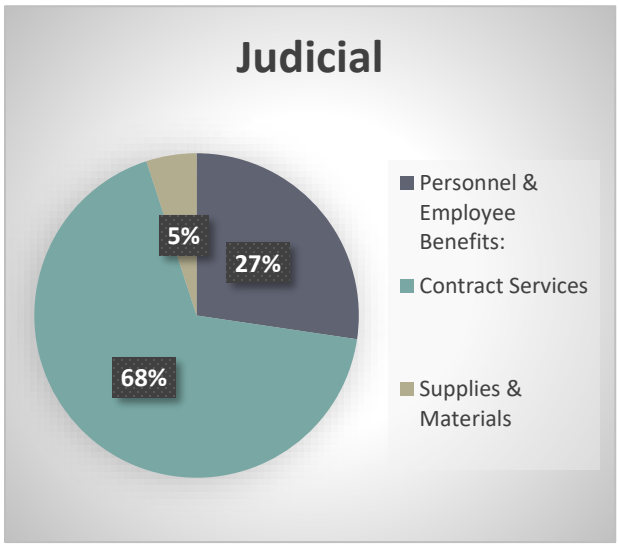
General Government includes the following departments: City Council, City Clerk, City Manager, Finance & Admin, Elections, Human Resources, Public Information, Information & Technology, Law, and General Government Buildings

Salaries make up 54% of expenses for FY2021. The majority of functions inside of General Government also have a portion of their salaries and employee benefits that are funded out Enterprise fund, Water & Sewer, as they provide support to this department. Contract Services make up 42 % of Expenditures, and Supplies and materials are 4 %.

General Government FY2021	
Personnel & Employee Benefits:	$ 1,417,886.00
Contract Services	$ 1,100,885.00
Supplies & Materials	$ 93,520.00
Total:	$ 2,612,291.00

General Government

	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
Fund: 100 - General Fund						
Expenditures						
1000 - General Government						
1100 - Legislative	$136,779.50		$189,076.05	$194,229.03	$204,358.22	$213,199.00
1300 - Executive	$311,147.16	$419,150.58	$551,634.49	$492,491.61	$673,080.51	$679,060.00
1400 - Elections	$11,325.00	$0.00	$2,300.00	$7,880.00	$15,848.66	$0.00
1500 - General Administration	$936,852.78	$1,298,608.31	$2,579,760.14	$1,525,486.30	$1,754,353.04	$1,720,032.00
1000 - General Government Totals:	$1,396,104.44	$1,892,533.92	$3,322,770.68	$2,220,086.94	$2,647,640.43	$2,612,291.00
Fund Total: General Fund	($1,396,104.44)	($1,892,533.92)	($3,322,770.68)	($2,220,086.94)	($2,647,640.43)	($2,612,291.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$1,396,104.44	$1,892,533.92	$3,322,770.68	$2,220,086.94	$2,647,640.43	$2,612,291.00
Net Grand Totals:	($1,396,104.44)	($1,892,533.92)	($3,322,770.68)	($2,220,086.94)	($2,647,640.43)	($2,612,291.00)
Percent of Change:		36%	76%	-33%	19%	-1%



JUDICIAL:

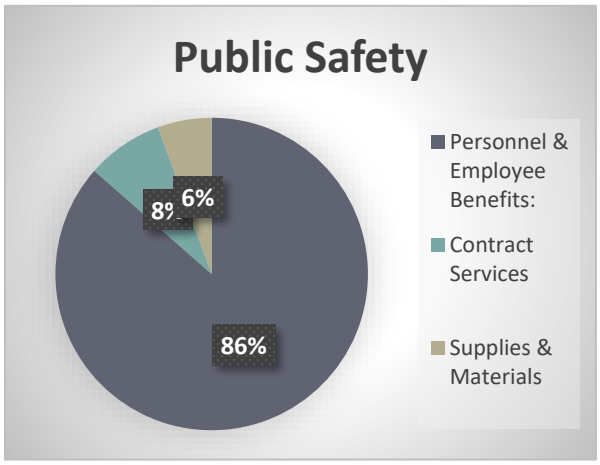
The Judicial Function is made up of Our Municipal Courts as well as our Municipal Court Judges. The Judicial Department is solely funded out of The General Fund, and revenues are generated from Fines & Forfeitures within the City Limits. The biggest expense incurred in the Judicial Fund are Jail Inmate Fees, Court Costs, professional services provided by the department. Salaries account for 27 % of FY2021 budget, and Contract Services have the highest expense at 68 % of the Budget. Supplies and Materials hold 6 % of the operating budget.

Judicial		
Personnel & Employee Benefits:	$	169,931.00
Contract Services	$	420,520.00
Supplies & Materials	$	31,100.00
Total:	$	621,551.00



Judicial Fund

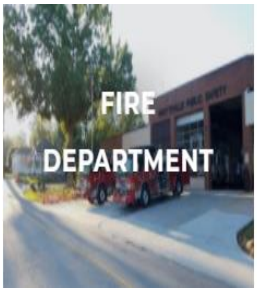
	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
Fund: 100 - General Fund						
Expenditures						
2000 - Judicial						
2650 - Municipal Court	$654,216.90	$581,762.11	$610,100.95	$636,626.11	$542,400.88	$621,551.00
2000 - Judicial Totals:	$654,216.90	$581,762.11	$610,100.95	$636,626.11	$542,400.88	$621,551.00
Fund Total: General Fund	($654,216.90)	($581,762.11)	($610,100.95)	($636,626.11)	($542,400.88)	($621,551.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$654,216.90	$581,762.11	$610,100.95	$636,626.11	$542,400.88	$621,551.00
Net Grand Totals:	($654,216.90)	($581,762.11)	($610,100.95)	($636,626.11)	($542,400.88)	($621,551.00)
Percent of Change		-11%	5%	4%	-15%	15%



PUBLIC SAFETY

Public Safety is the biggest expense out of the General Fund Operating Budget. Public Safety consists of the Police Department and the Fire Department. The Police Department is broken into the following functions: Police Administration, Criminal Investigations, Support Services, and Police Buildings. The Fire Department is broken down into Fire Admin, Fire Fighting, Fire Prevention, and station 91, 92, and 93 buildings. Salaries and Employee benefits take up 86 % of the operating budget, and Contract services 8% and Supplies and Materials at 6 %.

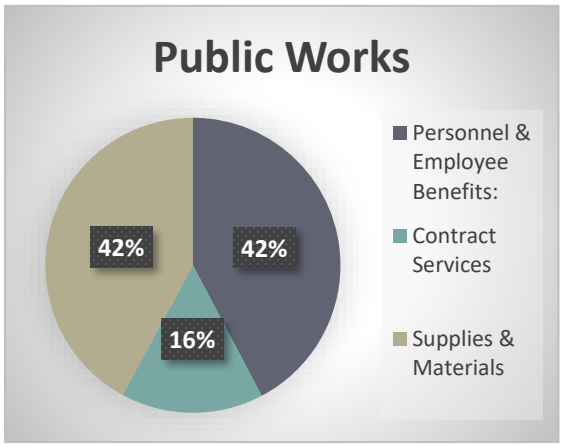
Public Safety	
Personnel & Employee Benefits:	$ 9,084,101.00
Contract Services	$ 832,438.00
Supplies & Materials	$ 587,043.00
Total:	$ 10,503,582.00





Public Safety

	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
Fund: 100 - General Fund						
Expenditures						
3000 - Public Safety						
3200 - Police	$4,174,398.75	$4,350,645.49	$4,898,928.97	$5,331,161.86	$5,551,087.38	$5,765,964.00
3500 - Fire	$3,184,513.48	$3,445,967.04	$4,044,731.70	$4,553,660.84	$4,625,261.33	$4,737,618.00
3000 - Public Safety Totals:	$7,358,912.23	$7,796,612.53	$8,943,660.67	$9,884,822.70	$10,176,348.71	$10,503,582.00
Fund Total: General Fund	($7,358,912.23)	($7,796,612.53)	($8,943,660.67)	($9,884,822.70)	($10,176,348.71)	($10,503,582.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$7,358,912.23	$7,796,612.53	$8,943,660.67	$9,884,822.70	$10,176,348.71	$10,503,582.00
Net Grand Totals:	($7,358,912.23)	($7,796,612.53)	($8,943,660.67)	($9,884,822.70)	($10,176,348.71)	($10,503,582.00)
Percent of Change:		6%	15%	11%	3%	3%



PUBLIC WORKS

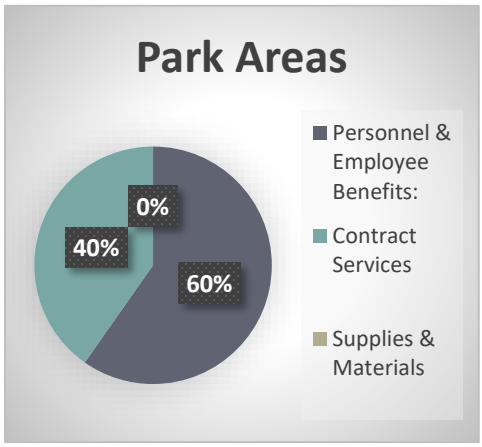
City of Fayetteville Public Works Department has functions of Public Works Administration & Highway and Streets. Public Works is responsible for maintaining and Landscaping the Right of Ways located inside city limits. They also maintain park areas, as well as custodial services of our General Government Buildings. Storm Water is also a function under Public Works that is funded out of the Water & Sewer Enterprise fund. Salaries & Supplies are budgeted at 42% and Supplies and Materials at 16%

Public Works		
Personnel & Employee Benefits:	$	453,151.00
Contract Services	$	167,380.00
Supplies & Materials	$	451,192.00
Total:	$	1,071,723.00



Public Works

	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
Fund: 100 - General Fund						
Expenditures						
4000 - Public Works						
4100 - Public Works Admin	$921,742.25	$1,011,273.73	$1,212,819.95	$1,109,739.01	$1,061,545.59	$1,071,723.00
4200 - Highways and Streets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4000 - Public Works Totals:	$921,742.25	$1,011,273.73	$1,212,819.95	$1,109,739.01	$1,061,545.59	$1,071,723.00
Fund Total: General Fund	($921,742.25)	($1,011,273.73)	($1,212,819.95)	($1,109,739.01)	($1,061,545.59)	($1,071,723.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$921,742.25	$1,011,273.73	$1,212,819.95	$1,109,739.01	$1,061,545.59	$1,071,723.00
Net Grand Totals:	($921,742.25)	($1,011,273.73)	($1,212,819.95)	($1,109,739.01)	($1,061,545.59)	($1,071,723.00)
Percent of Change:		10%	20%	-8%	-4%	1%



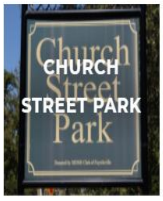
PARK AREAS:

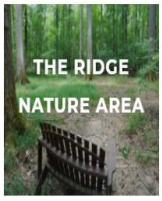
Park Areas has a budgeted amount of $245,730 for FY2021. These funds are allocated for the use of salaries and wages payable to maintain City Parks & Grounds. There is a budget amount of $98,937 to be used for contract services to maintain City Parks and the New City Hall.









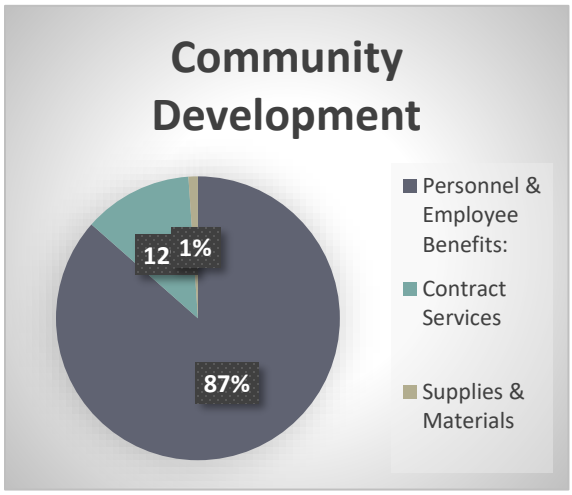




Park Areas		
Personnel & Employee Benefits:	$	146,793.00
Contract Services	$	98,937.00
Supplies & Materials	$	-
Total:	$	245,730.00

Park Areas

	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
Fund: 100 General Fund						
Expenditures						
51 - Personal services and employee benefits	$0.00	$0.00	$0.00	$0.00	$0.00	$146,793.00
52 - Purchased / contracted services	$0.00	$3,600.00	$4,945.00	$10,800.00	$0.00	$98,937.00
53 - Supplies	$0.00	$45.00	$0.00	$0.00	$0.00	$0.00
54 - Capital Outlay	$0.00	$0.00	$0.00	$0.00	$258,852.01	$0.00
Fund Total: General Fund	$0.00	($3,645.00)	($4,945.00)	($10,800.00)	($258,852.01)	($245,730.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$0.00	$3,645.00	$4,945.00	$10,800.00	$258,852.01	$245,730.00
Net Grand Totals:	$0.00	($3,645.00)	($4,945.00)	($10,800.00)	($258,852.01)	($245,730.00)



COMMUNITY & ECONOMIC DEVELOPMENT:

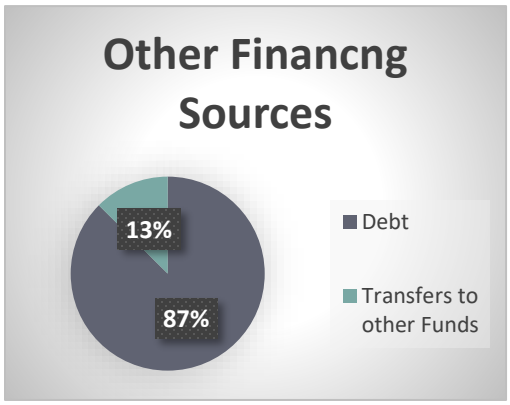
Community & Economic Development have the following Functions within their department: Planning & Zoning, Building & Inspections, Engineering, Code Enforcement and Economic Development. City Council Approved FY2021 for the Building Department to be outsourced, and is now being managed by the company Safe Built. Salary and Employee Benefits contribute to 87 % of the 2021 budget, and contract services at 12 %, following supplies and materials at 1%. There are evolving changes happening within this department for FY2021, and budgetary changes will be expected.

Community Development		
Personnel & Employee Benefits:	$	945,752.00
Contract Services	$	135,907.00
Supplies & Materials	$	11,713.00
Total:	$	1,093,372.00



Community & Economic Development

	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
Fund: 100 - General Fund						
Expenditures						
7000 - Housing and Development						
7200 - Protective Inspection	$655,547.78	$778,679.82	$978,000.65	$1,007,823.05	$1,016,751.58	$1,066,994.00
7000 - Housing and Development:	$655,547.78	$778,679.82	$978,000.65	$1,007,823.05	$1,016,751.58	$1,066,994.00
Fund Total: General Fund	($655,547.78)	($778,679.82)	($978,000.65)	($1,007,823.05)	($1,016,751.58)	($1,066,994.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$655,547.78	$778,679.82	$978,000.65	$1,007,823.05	$1,016,751.58	$1,066,994.00
Net Grand Totals:	($655,547.78)	($778,679.82)	($978,000.65)	($1,007,823.05)	($1,016,751.58)	($1,066,994.00)
Percent of Change:		19%	26%	3%	1%	5%



OTHER FINANCING SOURCES:

Other Financing sources includes Debt Services incurred by the General Fund, and budgeted operating Transfer Out's to other funds. General fund has an operating transfer out budgeted for $40,000 to go to Main Street Tourism Fund, and $54,000 to be paid to the Capital Projects Fund. Debt Services payments are budgeted in the amount of $723,671 and are for repayment of PFA Bonds.



Other Financing Sources		
Debt	$	723,671.00
Transfers to other Funds	$	94,000.00
Total:	$	817,671.00

Other Financing Sources

	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Actual Amount	2020 Actual Amount	2021 Board
Fund: 100 - General Fund						
Expenditures						
9000 - Other Financing Uses	$1,754,443.00	$41,556.82	$736,778.81	$825,152.52	$704,162.25	$817,671.00
Fund Total: General Fund	($1,754,443.00)	($41,556.82)	($736,778.81)	($825,152.52)	($704,162.25)	($817,671.00)
Revenue Grand Totals:	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expenditure Grand Totals:	$1,754,443.00	$41,556.82	$736,778.81	$825,152.52	$704,162.25	$817,671.00
Net Grand Totals:	($1,754,443.00)	($41,556.82)	($736,778.81)	($825,152.52)	($704,162.25)	($817,671.00)

Fund Balances

FY2021

SECTION II: FUND BALANCE

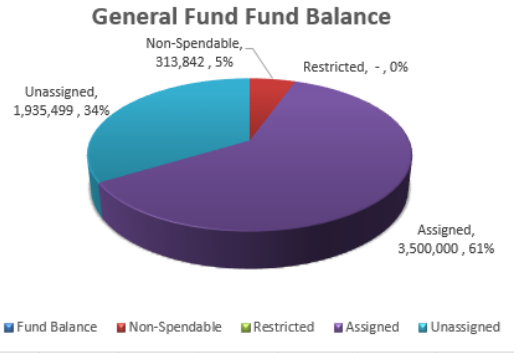
GENERAL FUND BALANCE HISTORY

The City of Fayetteville has a reserve fund administrative policy that states that the City will strive to maintain a General Fund working fund balance in excess of the reserved fund balance equal to at least three months of the total General Fund appropriations budget, which has been enforced. The City, with careful financial planning and budgeting, has and is continuing to maintain the General Fund unreserved fund balance.

Governmental Fund Balance		
	FY 2019	FY 2018
General Fund	5,749,341	4,798,621
SPLOST Fund	6,019,057	4,096,234
Other Gov't Funds	2,570,106	3,554,432
Total:	14,338,504	12,449,287

At the end of the fiscal year 2019, the combined ending fund balances for the City's Governmental Funds were $12,415,681. Of the total fund balance, $12,045,806 is available as working capital for current spending in accordance with the purposes of the specific funds. The remainder of the fund balance, $369,875, is not available for new spending because it is considered non-spendable (pre-paid items and inventory). The General Fund's fund balance for the fiscal year ending 2019 was $5,749,341, which indicates an increase in fund balance over the previous year by $950,720. The increase in the General Fund's fund balance is due to the increased revenue collections of property taxes, as a result of the millage rate increase from 3.874 mils to 5.646 mils. The city also was conservative on expenses in the General fund resulting in an increased fund balance for the year. This was also the case for SPLOST, having an increased fund balance of $1,966,823. The City's overall net position for FY2019 is 14,338,504.

	General Fund	SPLOST 2017 Fund	Nonmajor Governmental funds	Total Govermental Funds
Fund Balance				-
Non-Spendable	313,842		56,033	369,875
Restricted	-	6,019,057	3,522,193	9,541,250
Assigned	3,500,000			3,500,000
Unassigned	1,935,499		(1,008,120)	927,379
total Fund Balances	5,749,341	6,019,057	2,570,106	14,338,504



CITY OF FAYETTEVILLE, GEORGIA

FUND BALANCES OF GOVERNMENTAL FUNDS
LAST TEN FISCAL YEARS
(MODIFIED ACCRUAL BASIS OF ACCOUNTING)

	Fiscal Year			
	2010	2011	2012	2013
General Fund				
Reserved	$ 193,539	$ -	$ -	$ -
Unreserved	2,904,019	-	-	-
Nonspendable	-	145,621	252,215 (2)	136,186
Assigned	-	2,358,940	2,381,335 (2)	2,352,026
Unassigned	-	545,370	1,044,598 (2)	2,362,619
Total General Fund	$ 3,097,558	$ -	$ 3,678,148	$ 4,850,831
All Other Governmental Funds				
Reserved	$ - (1)	$ - (1)	$ -	$ -
Unreserved, reported in:				
Special revenue funds	302,866	-	-	-
Capital project funds	4,126,822	-	-	-
Nonspendable, reported in:				
Special revenue funds	-	-	-	31,630
Capital project funds	-	-	-	-
Restricted, reported in:				
Special revenue funds	-	319,171	126,229 (2)	526,916
Capital project funds	-	2,395,003	1,711,723 (2)	1,797,568
Assigned, reported in:				
Capital project funds	-	25,417	286,085 (2)	69,677
Unassigned, reported in:				
Capital project funds	-	-	-	-
Total all other governmental funds	$ 4,429,688	$ 2,739,591	$ 2,124,037	$ 2,425,791

(1) Prepaid expenditures.

(2) The City adopted and implemented GASB 54 during fiscal year 2011.

Fiscal Year					
2014	2015	2016	2017	2018	2019
$ -	$ -	$ -	$ -	$ -	$ -
-	-	-	-	-	-
134,854	130,449	210,087	256,694	450,832	313,842
2,061,010	2,885,387	3,092,983	3,385,000	3,500,000	3,500,000
4,337,610	3,556,522	2,400,709	3,064,984	847,789	1,935,499
$ 6,533,474	$ 6,572,358	$ 5,703,779	$ 6,706,678	$ 4,798,621	$ 5,749,341
$ -	$ -	$ -	$ -	$ -	$ -
-	-	-	-	-	-
-	-	-	-	-	-
37,843	43,887	21,469	39,779	49,645	33,765
-	-	-	-	-	22,268
554,604	753,080	935,860	1,185,684	1,123,166	1,030,364
1,543,608	2,148,947	2,889,854	2,680,345	2,381,621	2,491,829
-	-	-	-	-	-
(183,013)	267,046	-	-	-	(1,008,120)
$ 1,953,042	$ 3,212,960	$ 3,847,183	$ 3,905,808	$ 3,554,432	$ 2,570,106

SPECIAL REVENUE FUNDS

FY2021

SECTION III: SPECIAL REVENUE FUNDS – NON-MAJOR

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City has seven (7) special revenue funds: Confiscated Assets Fund, Hotel Motel Tax Fund, Vehicle Rental Excise Tax Fund, Cemetery Trust Fund, Veterans Memorial Fund, Downtown Development Authority and Mainstreet Tourism Fund.

CONFISCATED ASSETS FUND

The Confiscated Asset Fund is a special revenue fund that accounts for monies derived from confiscated monies and can only be expended on certain equipment for public safety. Confiscations are budgeted in the amount of $45,500 (see above). Expenditures for fiscal year 2021 are $45,500 (see below)

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
31 - Taxes	$0.00	$0.00	$0.00
33 - Intergovernmental Revenues	$0.00	$0.00	$0.00
35 - Fines and Forfeitures	$27,222.00	$144,827.04	$45,500.00
36 - Investment Income	$1,123.50	$1,580.75	$0.00
38 - Miscellaneous Revenue	$0.00	$49,819.11	$0.00
39 - Other Financing Sources	$0.00	$0.00	$0.00
Revenue Totals	$28,345.50	$196,226.90	$45,500.00
Expenditures			
52 - Purchased / contracted services	$8,332.95	$22,225.28	$2,125.00
53 - Supplies	$24,113.57	$23,525.26	$11,952.00
54 - Capital Outlay	$30,812.44	$18,835.00	$31,423.00
Revenue Totals:	$28,345.50	$196,226.90	$45,500.00
Expenditure Totals	$63,258.96	$64,585.54	$45,500.00
Expenditure Grand Totals:	$63,258.96	$64,585.54	$45,500.00
Net Grand Totals:	($34,913.46)	$131,641.36	$0.00

HOTEL MOTEL TAX FUND

Revenues are budgeted in the amount of $227,200. The budgeted amount includes monies generated from three hotels located in the City of Fayetteville. Appropriations include transfers to MSTF for the Main Street Program and the Main Street Tourism function for the amphitheater. Expenditures for fiscal year 2021 are $227,200 (see below).

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
31 - Taxes	$281,339.78	$212,375.05	$227,200.00
34 - Charges for Services	$0.00	$0.00	$0.00
36 - Investment Income	$0.00	$0.00	$0.00
Revenue Totals	$281,339.78	$212,375.05	$227,200.00
Expenditures			
61 - Other Financing Uses	$281,339.78	$212,375.05	$227,200.00
Revenue Totals:	$281,339.78	$212,375.05	$227,200.00
Expenditure Totals	$281,339.78	$212,375.05	$227,200.00
Governmental Funds Totals	$0.00	$0.00	$0.00
Revenue Grand Totals:	$281,339.78	$212,375.05	$227,200.00
Expenditure Grand Totals:	$281,339.78	$212,375.05	$227,200.00
Net Grand Totals:	$0.00	$0.00	$0.00







VEHICLE RENTAL EXCISE TAX FUND

The Vehicle Rental Excise Tax Fund is a special revenue fund to account for monies collected from a special revenue tax assessed on vehicle rental businesses. The City of Fayetteville collects a 3% vehicle rental excise tax. Revenues are estimated in the amount of $144,000. These monies will be transferred to the Downtown Development Authority.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
31 - Taxes	$148,122.84	$158,945.75	$144,000.00
36 - Investment Income	$0.00	$0.00	$0.00
Revenue Totals	$148,122.84	$158,945.75	$144,000.00
Expenditures			
52 - Purchased / contracted services	$0.00	$0.00	$0.00
61 - Other Financing Uses	$148,122.84	$158,945.75	$144,000.00
Revenue Totals:	$148,122.84	$158,945.75	$144,000.00
Expenditure Totals	$148,122.84	$158,945.75	$144,000.00
Governmental Funds Totals	$0.00	$0.00	$0.00
Revenue Grand Totals:	$148,122.84	$158,945.75	$144,000.00
Expenditure Grand Totals:	$148,122.84	$158,945.75	$144,000.00
Net Grand Totals:	$0.00	$0.00	$0.00

VETERANS MEMORIAL PARK FUND

Veterans Memorial Park Fund Revenues include budgeted amounts of $180. These funds will be dedicated to the Veterans Memorial at Patriot Park for improvements.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
36 - Investment Income	$0.00	$0.00	$0.00
37 - Contributions & Donations from private sources	$347.95	$123.60	$180.00
39 - Other Financing Sources	$0.00	$0.00	$0.00
Revenue Totals	$347.95	$123.60	$180.00
Expenditures			
52 - Purchased / contracted services	$55.00	$30.00	$180.00
53 - Supplies	$0.00	$0.00	$0.00
61 - Other Financing Uses	$0.00	$0.00	$0.00
Revenue Totals:	$347.95	$123.60	$180.00
Expenditure Totals	$55.00	$30.00	$180.00
Governmental Funds Totals	$292.95	$93.60	$0.00
Revenue Grand Totals:	$347.95	$123.60	$180.00
Expenditure Grand Totals:	$55.00	$30.00	$180.00
Net Grand Totals:	$292.95	$93.60	$0.00



CEMETERY TRUST FUND

Revenues include budgeted amounts of $12,000 from interest from a trust fund dedicated to the City Cemetery for improvements.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
36 - Investment Income	$175.31	$182.34	$0.00
37 - Contributions & Donations from private sources	$8,542.00	$10,457.40	$12,000.00
38 - Miscellaneous Revenue	$0.00	$0.00	$0.00
39 - Other Financing Sources	$0.00	$0.00	$0.00
Revenue Totals	$8,717.31	$10,639.74	$12,000.00
Expenditures			
53 - Supplies	$0.00	$0.00	$0.00
61 - Other Financing Uses	$8,542.00	$10,457.40	$12,000.00
Revenue Totals:	$8,717.31	$10,639.74	$12,000.00
Expenditure Totals	$8,542.00	$10,457.40	$12,000.00
Governmental Funds Totals	$175.31	$182.34	$0.00
Revenue Grand Totals:	$8,717.31	$10,639.74	$12,000.00
Expenditure Grand Totals:	$8,542.00	$10,457.40	$12,000.00
Net Grand Totals:	$175.31	$182.34	$0.00





COMPONENT UNITS

FY2021

DOWNTOWN DEVELOPMENT AUTHORITY

Downtown Development Authority revenues are estimated to be $555,102, including appropriated fund balance.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
33 - Intergovernmental Revenues	$0.00	$0.00	$0.00
34 - Charges for Services	$7,053.33	$3,978.78	$6,000.00
36 - Investment Income	$9,440.92	$9,596.00	$0.00
37 - Contributions & Donations from private sources	$974.75	$861.81	$1,000.00
38 - Miscellaneous Revenue	$124,129.52	$20,155.00	$23,604.00
39 - Other Financing Sources	$443,311.84	$466,246.97	$524,498.00
Revenue Totals	$584,910.36	$500,838.56	$555,102.00
Expenditures			
51 - Personal services and employee benefits	$110,088.36	$134,305.21	$161,520.00
52 - Purchased / contracted services	$30,550.16	$25,352.40	$27,800.00
53 - Supplies	$15,716.93	$14,769.46	$16,017.00
54 - Capital Outlay	$5,000.00	$202,755.02	$10,000.00
57 - Other Cost	$0.00	$0.00	$0.00
58 - Debt Service	$411,118.89	$298,789.59	$297,877.00
61 - Other Financing Uses	$0.00	$0.00	$41,888.00
Revenue Totals:	$584,910.36	$500,838.56	$555,102.00
Expenditure Totals	$572,474.34	$675,971.68	$555,102.00
Governmental Funds Totals	$12,436.02	($175,133.12)	$0.00
Revenue Grand Totals:	$584,910.36	$500,838.56	$555,102.00
Expenditure Grand Totals:	$572,474.34	$675,971.68	$555,102.00
Net Grand Totals:	$12,436.02	($175,133.12)	$0.00

MAINSTREET TOURISM FUND

Revenues and expenditures are budgeted for fiscal year 2021 for the Amphitheater function in the amount of $726,450. Revenues include, but are not limited to, charges for services, rental income, contributions and donations, and transfers in from Hotel/Motel Tax Fund. Expenditures are used to operate and maintain the amphitheater. Revenues and expenditures are budgeted in the amount of $267,200, including a transfer from General Fund of $40,000 for the Main Street function. Expenditures are used to fund events, such as, the golf tournament, the Christmas program, Taste of Fayette, etc. in the Main Street district.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
34 - Charges for Services	$274,033.32	$154,538.00	$335,750.00
36 - Investment Income	$14.19	$50.21	$0.00
37 - Contributions & Donations from private sources	$67,483.13	$750.00	$85,500.00
38 - Miscellaneous Revenue	$64,059.01	$30,603.60	$38,000.00
39 - Other Financing Sources	$301,339.78	$232,375.09	$267,200.00
Revenue Totals	$706,929.43	$418,316.90	$726,450.00
Expenditures			
51 - Personal services and employee benefits	$172,074.29	$127,535.63	$103,974.00
52 - Purchased / contracted services	$517,829.22	$242,333.64	$534,126.00
53 - Supplies	$74,246.32	$48,700.00	$88,350.00
54 - Capital Outlay	$7,185.00	$0.00	$0.00
61 - Other Financing Uses	$0.00	$0.00	$0.00
Revenue Totals:	$706,929.43	$418,316.90	$726,450.00
Expenditure Totals	$771,334.83	$418,569.27	$726,450.00
Governmental Funds Totals	($64,405.40)	($252.37)	$0.00
Revenue Grand Totals:	$706,929.43	$418,316.90	$726,450.00
Expenditure Grand Totals:	$771,334.83	$418,569.27	$726,450.00
Net Grand Totals:	($64,405.40)	($252.37)	$0.00







CAPITAL PROJECT FUNDS

FY2021

SECTION IV: CAPITAL PROJECTS FUND – MAJOR FUNDS

The Capital Projects Fund is used to account for the expenditures of resources for various public improvements and major capital projects, which are funded by a percentage of property taxes and other designated sources; such as, impact fees. The City uses four capital project funds for FY 2021: Capital Projects, Impact Fee Fund, Building Fund and SPLOST Fund. These four funds are considered Major Funds.

The total Capital Projects Fund revenues for fiscal year 2021 are $2,132,322. Property tax revenues are projected to be $1,135,822; 53.27%. Transfers in from the Impact Fee Fund for impact fee funded projects are budgeted in the amount of $265,000. A transfer in from the General Fund is budgeted in the amount of $216,000 for LMIG City Share. Proceeds of general long term lease agreement in the amount of $458,000 have been budgeted.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
31 - Taxes	$1,054,178.16	$1,153,204.00	$1,135,822.00
33 - Intergovernmental Revenues	$5,733.82	$0.00	$0.00
34 - Charges for Services	$202,628.49	$217,611.83	$216,000.00
36 - Investment Income	$7,964.57	$7,835.67	$3,500.00
37 - Contributions & Donations from private sources	$0.00	$0.00	$0.00
39 - Other Financing Sources	$1,464,565.00	$6,493,574.88	$777,000.00
Revenue Totals	$2,735,070.04	$7,872,226.38	$2,132,322.00
Expenditures			
52 - Purchased / contracted services	$0.00	$0.00	$0.00
54 - Capital Outlay	$1,415,527.57	$7,346,930.71	$728,000.00
58 - Debt Service	$905,443.10	$1,047,428.74	$1,178,448.00
61 - Other Financing Uses	$225,269.00	$233,541.44	$225,874.00
Revenue Totals:	$2,735,070.04	$7,872,226.38	$2,132,322.00
Expenditure Totals	$2,546,239.67	$8,627,900.89	$2,132,322.00
Governmental Funds Totals	$188,830.37	($755,674.51)	$0.00
Revenue Grand Totals:	$2,735,070.04	$7,872,226.38	$2,132,322.00
Expenditure Grand Totals:	$2,546,239.67	$8,627,900.89	$2,132,322.00
Net Grand Totals:	$188,830.37	($755,674.51)	$0.00

IMPACT FEE FUND

The total revenues and expenditures and transfers to Capital Projects Fund, SPLOST Fund and Mainstreet Tourism Fund budgeted for fiscal year 2021 is $432,595.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
34 - Charges for Services	$633,907.16	$1,337,593.02	$367,580.00
36 - Investment Income	$17,697.98	$30,701.24	$5,000.00
38 - Miscellaneous Revenue	$0.00	$0.00	$0.00
39 - Other Financing Sources	$0.00	$0.00	$60,015.00
Revenue Totals	$651,605.14	$1,368,294.26	$432,595.00
Expenditures			
52 - Purchased / contracted services	$0.00	$0.00	$0.00
54 - Capital Outlay	$0.00	$0.00	$0.00
61 - Other Financing Uses	$342,435.00	$337,763.15	$432,595.00
Revenue Totals:	$651,605.14	$1,368,294.26	$432,595.00
Expenditure Totals	$342,435.00	$337,763.15	$432,595.00
Governmental Funds Totals	$309,170.14	$1,030,531.11	$0.00
Revenue Grand Totals:	$651,605.14	$1,368,294.26	$432,595.00
Expenditure Grand Totals:	$342,435.00	$337,763.15	$432,595.00
Net Grand Totals:	$309,170.14	$1,030,531.11	$0.00

BUILDING FUND

The total revenues and expenditures for the building fund for FY2021 are $286,200. Revenues come from operating transfers from General Fund and Main Street Tourism, as well as revenues that come from Local and Federal Grants to fund ongoing pedestrian capital outlay inside the City.

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
31 - Taxes	$0.00	$0.00	$0.00
33 - Intergovernmental Revenues	$341,061.84	$202,104.90	$66,200.00
34 - Charges for Services	$0.00	$0.00	$0.00
36 - Investment Income	$1,347.45	$190,786.62	$0.00
38 - Miscellaneous Revenue	$0.00	$0.00	$0.00
39 - Other Financing Sources	$650,000.00	$23,640,124.87	$220,000.00
Revenue Totals	$992,409.29	$24,033,016.39	$286,200.00
Expenditures			
52 - Purchased / contracted services	$0.00	$0.00	$0.00
53 - Supplies	$0.00	$0.00	$0.00
54 - Capital Outlay	$1,107,773.26	$145,155.28	$286,200.00
58 - Debt Service	$0.00	$0.00	$0.00
61 - Other Financing Uses	$1,280,000.00	$5,500,811.50	$0.00
Revenue Totals:	$992,409.29	$24,033,016.39	$286,200.00
Expenditure Totals	$2,387,773.26	$5,645,966.78	$286,200.00
Governmental Funds Totals	($1,395,363.97)	$18,387,049.61	$0.00
Revenue Grand Totals:	$992,409.29	$24,033,016.39	$286,200.00
Expenditure Grand Totals:	$2,387,773.26	$5,645,966.78	$286,200.00
Net Grand Totals:	($1,395,363.97)	$18,387,049.61	$0.00

SPLOST FUND

SPLOST Fund accounts for expenditures relating to the renovation of existing City buildings, recreation projects and construction of roads. Funding is provided by special purpose sales taxes, a sales tax approved by voter referendum used in the City of Fayetteville, which are collected by Fayette County and remitted to the City through an intergovernmental agreement.

Fayetteville 2017 SPLOST	
Stormwater/Wastewater	$9,500,000
Transportation	$7,000,872
Public Safety (Fire, Police, Ambulance)	$5,109,000
Parks and Recreation	$3,400,000
Total	$25,009,872

	2019 Actual Amount	2020 Actual Amount	2021 Board
1 - Governmental Funds			
Revenue			
31 - Taxes	$3,943,630.26	$4,287,509.73	$25,009,872.00
34 - Charges for Services	$0.00	$0.00	$0.00
36 - Investment Income	$54,541.07	$74,049.68	$0.00
39 - Other Financing Sources	$0.00	$0.00	$0.00
Revenue Totals	$3,998,171.33	$4,361,559.41	$25,009,872.00
Expenditures			
52 - Purchased / contracted services	$0.00	$0.00	$0.00
54 - Capital Outlay	$1,732,733.60	$3,028,622.06	$25,009,872.00
58 - Debt Service	$342,614.19	$737,113.44	$0.00
61 - Other Financing Uses	$0.00	$0.00	$0.00
Revenue Totals:	$3,998,171.33	$4,361,559.41	$25,009,872.00
Expenditure Totals	$2,075,347.79	$3,765,735.50	$25,009,872.00
Governmental Funds Totals	$1,922,823.54	$595,823.91	$0.00
Revenue Grand Totals:	$3,998,171.33	$4,361,559.41	$25,009,872.00
Expenditure Grand Totals:	$2,075,347.79	$3,765,735.50	$25,009,872.00
Net Grand Totals:	$1,922,823.54	$595,823.91	$0.00

ENTERPRISE FUNDS

FY2021

SECTION V: ENTERPRISE FUND

WATER AND SEWER FUND

The Water and Sewer Fund has a FY2021 Budget of $8,559,894. Revenues are generated from Water & Sewer infrastructure located within the city limits of Fayetteville.

	2019 Actual Amount	2020 Actual Amount	2021 Board
2 - Proprietary Funds			
Revenue			
33 - Intergovernmental Revenues	$0.00	$6,960,830.56	$0.00
34 - Charges for Services	$6,912,403.33	$7,240,192.95	$6,936,932.00
36 - Investment Income	$60,678.58	$25,398.98	($6,000.00)
38 - Miscellaneous Revenue	$170,709.54	$285,739.72	$125,000.00
39 - Other Financing Sources	$0.00	$1,610.96	$1,503,962.00
Revenue Totals	$7,143,791.45	$14,513,773.17	$8,559,894.00
Expenditures			
51 - Personal services and employee benefits	$1,935,898.75	$1,972,447.82	$2,343,318.00
52 - Purchased / contracted services	$1,091,924.40	$1,586,536.34	$1,465,914.00
53 - Supplies	$1,357,869.17	$1,467,107.52	$1,555,062.00
54 - Capital Outlay	$0.00	$7,041,519.98	$505,000.00
55 - Interfund/interdepartmental Charges	$0.00	$0.00	$0.00
56 - Depreciation and amortization	$1,117,075.46	$0.00	$1,560,600.00
57 - Other Cost	$81,178.75	$48,783.61	$35,000.00
58 - Debt Service	$600,583.24	$1,229,473.53	$645,000.00
61 - Other Financing Uses	$300,000.00	$450,000.00	$450,000.00
Revenue Totals:	$7,143,791.45	$14,513,773.17	$8,559,894.00
Expenditure Totals	$6,484,529.77	$13,795,868.80	$8,559,894.00
Proprietary Funds Totals	$659,261.68	$717,904.37	$0.00
Revenue Grand Totals:	$7,143,791.45	$14,513,773.17	$8,559,894.00
Expenditure Grand Totals:	$6,484,529.77	$13,795,868.80	$8,559,894.00
Net Grand Totals:	$659,261.68	$717,904.37	$0.00

SOLID WASTE FUND

The Solid Waste budget for fiscal year 2021 is $777,000. Revenues are generated from Trash Collections services billed on utility bills through the Water & Sewer Fund each month. These funds are moved over at the end of each month, and the Solid waste Fees are paid from the Solid Waste Fund.

	2019 Actual Amount	2020 Actual Amount	2021 Board
2 - Proprietary Funds			
Revenue			
34 - Charges for Services	$709,842.07	$789,521.46	$777,000.00
36 - Investment Income	$1,320.28	$1,692.54	$0.00
39 - Other Financing Sources	$0.00	$0.00	$0.00
Revenue Totals	$711,162.35	$791,214.00	$777,000.00
Expenditures			
52 - Purchased / contracted services	$676,035.72	$698,973.29	$777,000.00
Revenue Totals:	$711,162.35	$791,214.00	$777,000.00
Expenditure Totals	$676,035.72	$698,973.29	$777,000.00
Proprietary Funds Totals	$35,126.63	$92,240.71	$0.00
Revenue Grand Totals:	$711,162.35	$791,214.00	$777,000.00
Expenditure Grand Totals:	$676,035.72	$698,973.29	$777,000.00
Net Grand Totals:	$35,126.63	$92,240.71	$0.00

SECTION 5 - CAPITAL & DEBT

CAPITAL IMPROVEMENT PROGRAM

5-YEAR CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Annually, local governments assess financial capacity to plan for capital improvement projects. These large financial investments are required to maintain and expand public facilities and public infrastructure. Ongoing service delivery can be assured only if adequate consideration is given to capital needs by the budget process. A Capital Improvement Program (CIP) is a tool used by governments in conjunction with the 5-Year Long Range Financial Model (LRFM) to ensure that decisions on capital projects and funding are made wisely and are well planned. The City's Five Year Capital Improvement Plan is a multi-year planning period for capital projects, currently for the 2017- 2021 timeframe. The program outlines project details including estimated timeframes, cost and funding sources and discusses impacts to future operational budgets. A Capital Improvement Program should not be confused with Capital Investment Budget. A Capital Investment Budget represents the first year defined by the Capital Improvement program that appropriates funds for capital spending. Fayetteville's Annual Capital Budget is reported and adopted in conjunction with the Annual Operating Budget. Capital Improvement planning is a dynamic process; changes do and should occur in the process from year to year to adapt to changing elements.

The plan is updated and re-adopted every year to fine-tune cost, adjust availability of resources and plan projects within the projected financial capacity.

PURPOSE

Capital improvements programming involves:

1. Identifying major public facilities needed to serve existing development or to support future growth,
2. Determining when these should be provided,
3. Deciding how to pay for them.

Programming capital improvements provides one significant way of realizing comprehensive plans.

Capital improvement programs do this by developing methods to achieve projects identified in the public facilities part of the plan, by specifying the timing and/or staging of public facilities to support the sequence of growth proposed in the plan, and by assuring growth proposed in the plan, and by assuring that needed public facilities will be available to support growth.

HOW DOES THE PLAN AFFECT CAPITAL IMPROVEMENTS PROGRAMMING?

The capital improvements program is directly linked to the land use and public facilities parts of the comprehensive plan. These elements furnish important direction for the capital improvement program. They indicate general public policy on the development, redevelopment and maintenance of the community, and specific direction on:

1. Community development needs.
2. Development management strategy that determines how much development occurs where and when.
3. Road, water, sewer, storm drainage and park facilities and other projects requiring major public expenditures.

The local comprehensive planning process also involves a fiscal analysis, which includes:

1. Analysis of service standards, methods of operation and cost factors.
2. Analysis of expenditures during the past five years and projections of expenditures for five years into the future.
3. Analysis of past projected revenue from sources within the community and other potential sources such as grants.

The objective is to produce a capital improvements program, which integrates the comprehensive plan's recommendations and desired levels of public services with the ability of the community to both pay for and maintain capital improvements.

CAPITAL IMPROVEMENT PROGRAM POLICIES:

"Capital Improvements" are major projects undertaken by the City that are generally not on a "year-in, year-out" basis, and fit within in one or more of the following categories.

1. Purchase of major equipment and vehicles value in excess of $5,000 with a life expectancy of three years.
2. Construction (new) including engineering, design, and other pre-construction costs with an estimated cost excess of $5,000.
3. Major building improvements that are not routine expenses and will substantially enhance the value of the structure.
4. Major equipment or furnishings required to furnish new buildings or other projects.
5. Major studies requiring the employee of out-of-state professional consultants in excess of $5,000.

Capital Improvements Program shall integrate all of the City's capital project recourses (grants, bonds, City funds allocated to capital projects, donations, and any other funding available.)

Capital projects should be financed to the greatest extent possible through user fees where direct benefit to users results from construction of the project (water and sewer).

.807 mills of property tax are dedicated to Capital Projects Funds.

It is City policy that in each fiscal year, Council shall review a five-year forecast of capital improvements together with the funding implications thereof.

Each year Council shall review all previously approved capital projects upon which work has not commenced and shall determine whether the prior approval shall stand or be cancelled.

There shall be an annual review of all capital projects in progress so that any funds no longer required for the original purpose may be reassigned throughout the budgeting process.

Projects mandated by State and Federal agencies and law will receive priority consideration.

Projects that have been previously initiated and are a completion of subsequent phases shall receive priority consideration.

Projects that preserve and protect the health and safety of the City shall receive priority consideration.
Projects which provide for the renovation of existing facilities, resulting in preservation of the City's prior investment or which reduce maintenance and operating costs, shall receive priority consideration.

Construction or acquisition that results in new or substantially increasing operating costs should be considered only after an assessment indicates a clear need for the project and plans for funding operating costs are developed.

The current year Capital Improvements Budget will become part of the working budget for the current fiscal year.

Capital projects must not violate the principal concepts of an adopted city plan.

Department Priority Classification

THE DEPARTMENT MUST DETERMINE WHICH PRIORITY CLASSIFICATION A PROJECT FITS UNDER.

A. Mandatory-refers to the protection of life or maintenance of public health and safety.

B. Maintenance-refers to a continuation of public services, the conservation of endangered resource, or the finishing of partially completed projects.
C. Improve Efficiency-refers to the replacement of obsolete facilities or the improvement of community or community facilities.
D. New Services-refers to the expansion of the public facilities service area of the city, or the provision of new public services.

Project's Expected Useful Life

Refer to the project description information from the CIP project form.

Effect on Operation and Maintenance costs

Refer to the project description information from the CIP project form.

Effect on City's Source of Revenue

Refer to the project description information from the CIP project form. Proposed residential expansion does not necessarily mean an increase in a city's revenues.

Availability of State Grants of Special Outside Funds.

ADMNISTRATIVE POLICY AND PROCEDURE 5.0

CAPITAL IMPROVEMENT PROGRAM PROJECTS FY2021

In the table listed below, are the capital improvement projects budgeted for FY2021. There will not be any nonrecurring capital expenditures associated with the capital outlay.

Capital Projects FY2021		
Department	**Description**	**Budget**
Technology:		**$ 220,000.00**
Technology:	New Phone system, computers, software	$ 220,000.00
Police Department:		**$ 98,000.00**
Equipment	Radio Replacement for new system	$ 48,000.00
Vehicle Equipment	Radio Replacement for new system	$ 50,000.00
Fire Department:		**$ 45,000.00**
Equipment	Radio Replacement for new system	$ 45,000.00
Highways & Streets		**$ 365,000.00**
Road Repairs	LMIG	$ 270,000.00
Machinery	Radio Replacement for new system	$ 15,000.00
Equipment	Backhoe Replacement	$ 80,000.00
Ongoing Projects Building Fund:		**$ 23,926,874.87**
Buildings & Grounds	New City Hall & Park Center	$ 23,640,674.87
Hospitay Crosswalk/Path		$ 176,200.00
Ridge Sewer Project		$ 110,000.00

CAPITAL IMPROVEMENT PROGRAM PROJECTS: FORECASTING FY2020-FY2026

CIP Forecasting	2021	2022	2023	2024	2025
Public Safety-Police Department:					
Vehicles New & Replacement	$ 312,000	$ 312,000	$ 264,000	$ 317,000	$ 268,000
Vehicle Equipment	$ 54,900	$ 65,885	$ 108,340	$ 134,945	$ 120,400
Building Upgrades	$ 50,000	$ -	$ -	$ -	$ -
Police Equipment/Radios	$ 40,000	$ -	$ 40,000	$ -	$ -
Computers & Technology	$ 15,000	$ 20,000	$ -	$ -	$ -
	$ 471,900	$ 397,885	$ 412,340	$ 451,945	$ 388,400
Public Safety- Fire Department					
Vehicles- New & Replacement	$ 45,000	$ 45,000	$ -	$ -	$ 1,500,000
Station 93: Design & Construction	$ -	$ 4,950,000	$ -	$ -	$ -
Building Upgrades	$ -	$ 150,000	$ -	$ 750,000	$ -
Fire Equipment/ Radios	$ -	$ 100,000	$ 1,000,000	$ 100,000	$ -
	$ 45,000	$ 5,245,000	$ 1,000,000	$ 850,000	$ 1,500,000
Public Services-Public Works					
Vehicles New & Replacement	$ 35,000	$ 55,000	$ 70,000	$ 80,000	$ 60,000
Machinery & Equipment	$ 20,000	$ 80,000	$ -	$ -	$ -
Equipment & Radios	$ -	$ 15,000	$ -	$ -	$ -
	$ -				
	$ 55,000	$ 150,000	$ 70,000	$ 80,000	$ 60,000
Public Services - Water & sewer					
Vehicles	$ 30,000	$ 220,000	$ 65,000	$ 100,000	$ 100,000
Machinery & Equipment	$ 350,000	$ -	$ -	$ -	$ -
Lift Station Upgrades	$ 230,000	$ 125,000	$ 150,000	$ 250,000	$ 150,000
	$ 610,000	$ 345,000	$ 215,000	$ 350,000	$ 250,000
Information & Technology					
Vehicles New & Replacement	$ 30,000	$ -	$ -	$ -	$ -
Networking & System Upgrades	$ 35,000	$ 35,000	$ 175,000	$ 15,000	$ -
Computers & Technology	$ 150,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
	$ 215,000	$ 85,000	$ 225,000	$ 65,000	$ 50,000
Economic & Community Development	$ 100,000	$ 30,000	$ 30,000	$ 30,000	$ 100,000
Vehicles New & Replacement	$ 20,000	$ -	$ -	$ -	$ -
Building & Façade Renovations					
Equipment & Technology	$ 120,000	$ 30,000	$ 30,000	$ 30,000	$ 100,000
Totals:	$ 1,516,900	$ 6,252,885	$ 1,952,340	$ 1,826,945	$ 2,348,400

2017 SPLOST PROJECTS:

https://fayetteville-ga.gov/splost/









Fayette County voters in 2017 approved a six-year, one-penny sales tax, formally called a Special Purpose Local Option Sales Tax, to fund many county and municipal government projects. Conservative estimates showed that more than $141 million would be raised countywide through 2023, with the City of Fayetteville's distribution being an estimated $25,079,872 in revenues. These funds are to be used to fund several capital improvement items that have been outlined below.









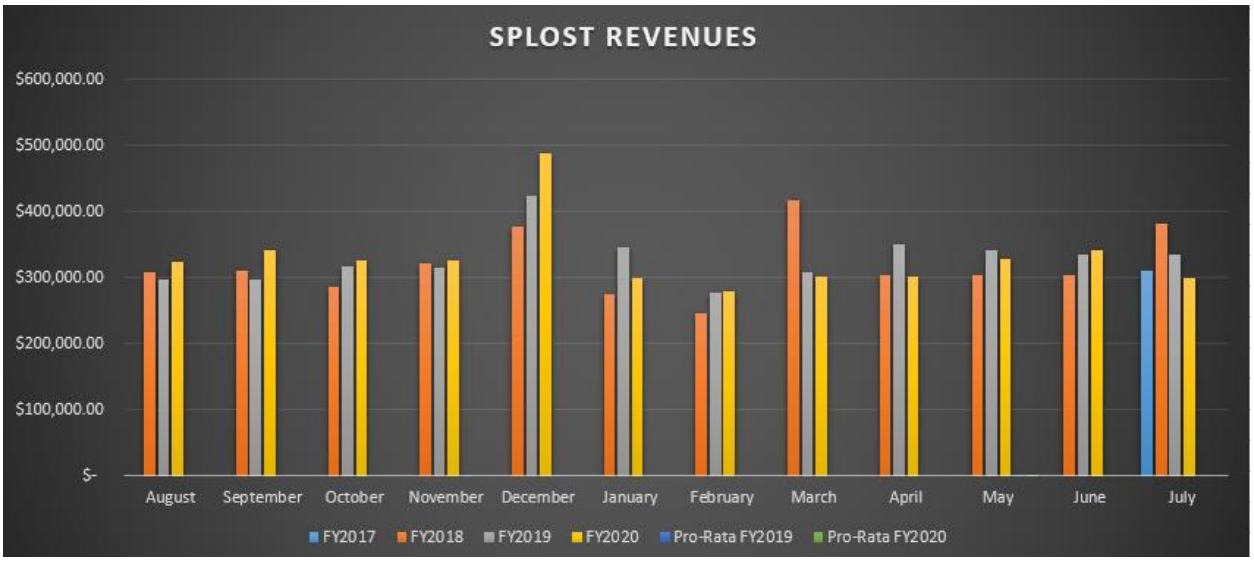
2017 SPLOST Budget Summary – City of Fayetteville				
Project	Project Number	Category	Fiscal Year	Estimated SPLOST Funds
Sewer/Stormwater/Wastewater				
Wastewater Plant Upgrade	1	Wastewater	2018-2021	$8,000,000
Debt Retirement	2	Stormwater	2018	$1,500,000
Transportation				
Quadrant 1 Area	3	Transportation	2018	$1,223,376
Quadrant 2 Area	3	Transportation	2019	$1,192,987
Quadrant 3 Area	3	Transportation	2020	$960,167
Quadrant 4 Area	3	Transportation	2020	$1,174,342
Redwine Road/Ramah Road Roundabout	4	Transportation	2021	$1,200,000
S.R. 54 Multi-Use Bridge Crossing	5	Transportation	2018	$600,000
Downtown Master Plan - Road Engineering	6	Transportation	2018	$500,000
Transportation Master Plan - Multi-Use Paths	7	Transportation	2019	$75,000
Highway 85 Landscaped Median	8	Transportation	2019	$75,000
Public Safety				
Fire Station 93 - Design & Construction	9	Fire	2017	$1,000,000
New Heavy Rescue Apparatus	10	Fire	2018	$1,000,000
Replacement of Fire Engine 91	10	Fire	2019	$600,000
Replacement of Fire Engine 92	10	Fire	2019	$600,000
New Fire Apparatus Fire Station 93	10	Fire	2017	$600,000
Replacement of Mini-Pumper (Unit 9M)	10	Fire	2020	$200,000
Replacement of Police Patrol Vehicles	10	Police	2017	$700,000
Crime Scene Processing Vehicle with Technology	10	Police	2017	$185,000
Fixed and mobile License Plate Readers and associated equipment	11	Police	2017	$224,000
Parks and Recreation				
Land Acquisition/ Greenspace/Recreation	12	Public Service	2017	$3,400,000
TOTAL				**$25,009,872**

2017 SPLOST Budget Summary- City of Fayetteville						
Project	Project Number	Category	Fiscal Year	Estimated SPLOST Fu	YTD Expensed	Estimated Percentage Completed
Sewer/Stormwater/Wastewater				$ 9,500,000.00	$ 1,590,008.93	0.17
Wastewater Plant Upgrade	1	Wastewater	2018-2021	$ 8,000,000	$ 1,590,008.93	0.20
Debt Retirement	2	Stormwater	2018	$ 1,500,000	$ -	0.00
Transportation				$ 7,000,872	$ 1,976,671	0.28
Quadrant 1-4	3	Transportation	2018-2020	$ 4,550,872	$ 1,888,182.10	0.41
Redwine Road/ Ramah road Roundabout	4	Transportation	2021	$ 1,200,000	$ -	0.00
S.R. 54 Multi-Use Bridge Crossing	5	Transportation	2018	$ 600,000	$ -	0.00
Downtown Master Plan- Road Engineering	6	Transportation	2019	$ 500,000	$ 13,488.50	0.03
Transportation Master Plan- Multi-Use Paths	7	Transportation	2019	$ 75,000	$ 75,000.00	1.00
Highway 85 Landscaped Median	8	Transportation	2019	$ 75,000	$ -	0.00
Public Safety				$ 5,109,000	$ 2,133,266.95	0.42
Fire Station 93- Design & Construction	9	Fire	2017	$ 1,000,000	$ 78,641.00	0.08
Fire Department Vehicles	10A	Fire	2019	$ 3,000,000	$ 1,380,401.38	0.46
Police Department Vehicles	10b	Police	2017	$ 885,000	$ 592,450.55	0.67
Equipment & Technology Police Department	11	Police	2017	$ 224,000	$ 81,774.02	0.37
Parks and Recreation				$ 3,400,000	$ 2,828,717.38	0.83
Park Land Acquisition	12a	Public Service	2017	$ 2,570,705	$ 2,570,705.02	1.00
Park Site Preparation	12b			$ 829,295	$ 258,012.36	0.31
Total:				$ 25,009,872	$ 8,528,663.86	0.34

Revenues collected since the FY2017 SPLOST program began, has been a total of $12,043,012.63, with $3,958,264 being collected in FY2020. The Charts below reflects funds collected in each Fiscal year.

SPLOST Revenues

	$ Amount					
Month of Sales	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**Pro-Rata FY2019**	**Pro-Rata FY2020**
August		$ 307,803.75	$ 296,527.81	$ 324,452.55		
September		$ 309,671.21	$ 297,827.06	$ 340,813.22		
October		$ 285,888.00	$ 317,375.14	$ 325,143.80		
November		$ 321,862.99	$ 314,224.13	$ 326,598.52	$ 1,819.88	
December		$ 375,945.97	$ 424,077.30	$ 487,809.00	**$ 1,115.93**	
January		$ 275,347.08	$ 345,402.92	$ 299,724.19		
February		$ 244,742.13	$ 275,862.54	$ 279,904.49		
March		$ 416,794.99	$ 307,780.00	$ 302,103.55		
April		$ 302,983.08	$ 350,229.55	$ 300,420.06		
May		$ 304,421.27	$ 341,872.42	$ 328,861.39	$ 1,601.61	297.05
June		$ 302,936.96	$ 335,047.06	**$ 342,433.23**		
July	$ 309,754.44	$ 381,553.52	$ 333,982.84			
Total	**$ 309,754.44**	**$ 3,829,950.95**	**$ 3,940,208.77**	**$ 3,658,264.00**	**$ 4,537.42**	**297.05**



SECTION 5: DEBT SUMMARY

The purpose and use of debt to fund the City's capital needs and the process of issuance of the City's debt obligations. The debt policy is intended to assist in maintaining the City's ability to incur debt and other long-term obligations at favorable interest rates and to repay debt responsibly without impairing other resources. Responsible issuance of debt for capital needs provides an investment in our community and makes these capital expenditures affordable to current users while allowing capital costs to be more equitably distributed to both current and future users.

DEBT POLICY

- The City of Fayetteville will confine long-term borrowing to capital improvements.
- The City will not use short-term debt for operating purposes.
- The City will follow a policy of full disclosure on every financial report and bond prospectus.
- General obligation debt will not be used for Enterprise Fund activities.
- The City will limit the use of capital lease purchases, certificates of participation and other types of short-term debt when possible.
- Computation of Legal Debt Margin:
  - Assessed value of all taxable property (less exempt property) Debt limit – 10% of assessed value
- Debt applicable to limitation:
  - Total General Bonded Debt (less assets in debt service available for payment of principal)
- Computation of Direct and Overlapping Bonded Debt-General Obligation Bonds
  - Net General Obligation Bond Debt Outstanding – Percentage applicable to City of Fayetteville: 10%

City of Fayetteville Legal Debt Margin:

The City of Fayetteville's Legal Debt magin calculation for Fiscal Year 2019:

Assessed Value:	$951,955,507
Add: Exempt real Property:	$10,027,024
Total Assessed Value:	$961,982,531
Legal Debt Margin:	$96,198,253

	Fiscal Year					
	2014	2015	2016	2017	2018	2019
	$ 69,975,823	$ 70,314,949	$ 75,770,783	$ 79,741,567	$ 89,390,318	$ 96,198,253
	-	-	-	-	-	-
	$ 69,975,823	$ 70,314,949	$ 75,770,783	$ 79,741,567	$ 89,390,318	$ 96,198,253
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Legal Debt Margin Calculation for Fiscal Year 2019

Assessed value	$ 951,955,507
Add back: exempt real property	10,027,024
Total assessed value	961,982,531
Debt limit (10% of assessed value)	96,198,253
Debt applicable to limit:	
General obligation bonds	-
Less: Amount set aside for repayment of General obligation debt	-
Total net debt applicable to limit	-
Legal debt margin	$ 96,198,253

NOTE:
Under Georgia law, the City of Fayetteville's outstanding general obligation debt should not exceed 10% of total assessed property value. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying the general obligation bonds.

Summary of all debts as of 7/31/2020

Loan	Purpose	Issued	Maturity	Principal	Interest	2021
Revenue Bonds:						
DDA Revenue Bonds	Refund/Refinance revenue bonds	12/20/2011	2022	$ 1,885,000	$ 295,648	$ 240,000
PFA Bonds	Series 2019	3/1/2020	2049	$21,695,000	$15,685,387	$ -
PFA Bonds	Revenue Refunding Bonds, Series 2019	3/1/2020	2033	$ 5,395,000	$ 1,625,695	$ 565,000
PFA Bonds	Taxable Refunding Revenue Bonds, Series 2019	3/1/2020	2031	$ 7,890,000	$ 1,869,989	$ -
Notes Payable:						
BB&T DDA Notes Payable	Mainstreet Tourism Projects	10/1/2008	2023	$ 540,000	$ 192,140	$ 48,787
BB&T GMA City Hall	Construction of City hall and City Park	7/31/2018	2030	$ 2,895,000	$ 483,659	$ 403,000
GEFA Line of Credit	Line of credit for water & Sewer System Projects	5/1/2020	20	$ 1,465,000	N/A	$ 19,651
Certificates of Participation	Construction of new law enforcement center	12/1/2013	2026	$ 3,115,000	$ 536,104	$ 230,000
Capital Leases:						
2015 Capital Lease purchase	Public Safety Equipment	7/31/2016	2027	$ 768,055	$ 108,844	$ 78,454
BCI Capital	Public Safety/Information Technology	6/1/2020	2023	$ 940,000	$ 33,014	$ 309,960
Suntrust 2017	Public Safety Equipment	7/31/2017	2029	$ 650,000	$ 102,677	$ 75,368
Suntrust 2017	Public Safety Vehicles	7/31/2018	2024	$ 1,200,000	$ 82,990	$ 256,993
Suntrust 2017	To purchase Public Safety Vehicles	7/31/2018	2021	$ 515,000	$ 21,488	$ 89,545
Suntrust Loan	To Purchase Public Safety Equipment	7/31/2019	2023	$ 500,000	$ 25,511	$ 169,203

Long Term Debt: DDA Revenue Bonds

The Downtown Development Authority issued revenue bonds during the year ended July 31, 2012 in the amount of $1,885,000. The purpose of the bonds is to advance refund the remaining series 2001 bonds issued during the year ended July 31, 2002. The principal and interest on the bonds is payable from and secured by certain payments made to the Downtown Development Authority by the City pursuant to a contract between the Downtown Development Authority and the City until maturity or the bonds are redeemed. To fulfill its obligations under the contract, the City has agreed that it will, to the extent necessary, levy an annual tax on all taxable property located within the boundaries of the City, at such rate or rates, limited to 3 mills, as may be necessary to make the payments to the Downtown Development Authority for its services as called for by the contract. For the fiscal year ended July 31, 2019, the levied tax by the City totaled $3,976,497 and the total debt service related to the revenue bonds totaled $250,792. Amounts pledged equal total debt service for each applicable year. Revenue bonds outstanding at July 31, 2019, are as follows:

Purpose	Interest Rate	Term	Due Date	Original Amount	Outstanding Amount
Downtown Development Authority	2.49%	10 years	2021	$ 1,885,000	$ 720,000

Long Term Debt: DDA Notes Payable

Notes Payable. The Downtown Development Authority has incurred debt to a financial institution to be used on specifically identified Main Street projects. In connection with this debt, a contract has been entered into between the Downtown Development Authority and the City whereby the City is to levy an annual tax on all taxable property located within the boundaries of the City in order to produce revenues sufficient to pay the debt service on the Downtown Development Authority debt. In the event that payments of this tax by the City to the Downtown Development Authority each year are not sufficient to pay the debt service payment on the debt, the City will be liable for any difference. For the fiscal year ended July 31, 2019, the levied tax by the City totaled $3,976,497 and the total debt service related to the revenue bonds totaled $48,787. Amounts pledged equal total debt service for each applicable year. The note is as follows at July 31, 2019:

Interest Rate	Term	Due Date	Original Amount	Outstanding Amount
4.17%	15 years	2024	$ 540,000	$ 198,234

Long Term Debt: Land Acquisition for City Hall & City Park

During the fiscal year ended July 31, 2018, the City entered into an Installment Sales Agreement debt in the amount of $2,895,000. The proceeds from the debt agreement were used to purchase land for capital outlay projects. The note is as follows at July 31, 2019:

Interest Rate	Term	Due Date	Original Amount	Outstanding Amount
3.34%	12 years	2029	$ 2,895,000	$ 2,895,000

Long Term Debt: Georgia Environmental Facilities Authority

The City has also incurred debt to the Georgia Environmental Facilities Authority for construction of various water and sewer system projects. This note is a construction line of credit agreement with a rate of 2.03% for $1,465,000, of which $806,652 had been drawn as of July 31, 2019. A debt service requirements to maturity schedule is not presented for the construction line of credit as this note payable is in the draw down phase as of July 31, 2019, and repayment will be determined when construction is complete and all draws have been made.

LONG TERM DEBT: CERTIFICATE OF PARTICIPATION

Certificates of Participation. During the year ended July 31, 2005, the City entered into lease-purchase agreements with the Georgia Municipal Association for the construction of a new law enforcement center issuing certificates of participation in the amount of $4,575,000. The City refinanced the previously issued certificates of participation during the year ended July 31, 2013. Certificates of participation outstanding at July 31, 2019, are as follows:

Interest Rate	Term	Due Date	Original Amount	Outstanding Amount
2.27%	13 years	2027	$ 3,115,000	$ 1,955,000

Certificates of Participation (Continued). Annual debt service requirements on the certificates of participation are as follows:

Year Ending July 31,	Principal	Interest
2020	$ 225,000	$ 41,733
2021	230,000	36,580
2022	235,000	31,314
2023	240,000	25,934
2024	245,000	20,441
2025 – 2027	780,000	26,727
Total	$ 1,955,000	$ 182,729

Long Term Debt: Capital Leases

Capital Leases. During the year ended July 31, 2016, the City entered into a lease-purchase agreement with the Georgia Municipal Association for the purchase of a vehicle in the amount of $768,055 for the public safety department. The lease agreements qualify as capital leases for accounting purposes (title transfers at the end of the lease term) and have been recorded at the present value of the future minimum lease payments as of the date of their inception. The vehicle leases are being serviced by Building Fund payments with annual interest rates of 2.54%. During the year ended July 31, 2017, the City entered into a lease-purchase agreement with the Georgia Municipal Association for the purchase of a vehicle in the amount of $580,700 for the public safety department. The lease agreements qualify as capital leases for accounting purposes (title transfers at the end of the lease term) and have been recorded at the present value of the future minimum lease payments as of the date of their inception. The vehicle leases are being serviced by Building Fund payments with annual interest rates of 2.06%. During the year ended July 31, 2018, the City entered into three lease-purchase agreements with SunTrust for the purchase of vehicles, equipment and land in the amount of $650,000, $1,200,000, and $515,000. The lease agreements qualify as capital leases for accounting purposes (title transfers at the end of the lease term) and have been recorded at the present value of the future minimum lease payments as of the date of their inception. These leases are being serviced by Building Fund and SPLOST 2017 Fund payments with annual interest rates of 2.42%, 2.12%, and 1.94% respectively. During the year ended July 31, 2019, the City entered into one lease-purchase agreement with SunTrust for the purchase of vehicles and equipment in the amount of $500,000. The lease agreement qualifies as a capital lease for accounting purposes (title transfers at the end of the lease term) and has been recorded at the present value of the future minimum lease payments as of the date of inception. This lease is being serviced by the SPLOST 2017 Fund payments with an annual interest rate 3.10%.

The City reported accumulated depreciation and depreciation expense in the respective amounts of $955,153 and $344,915 on the above leased assets as of July 31, 2019.

Capital Leases (Continued). The following is a schedule of future minimum lease payments under the capital leases and the present value of the net minimum lease payments at July 31, 2019:

Year Ending July 31,	
2020	$ 830,037
2021	684,231
2022	550,894
2023	291,050
2024	162,583
2025 – 2028	382,958
Total minimum lease payments	2,901,753
Less amount representing interest	(186,508)
Present value of future minimum lease payments	2,715,245
Less current maturities	(760,401)
	$ 1,954,844

Long-term liability activity for the year ended July 31, 2019, is as follows:

Water & Sewer Revenue Bonds

Revenue Bonds. During the year ended July 31, 2010, the City issued Series 2010 revenue bonds in the amount of $9,870,000. The bond proceeds were used to pay off a note payable to the Georgia Environmental Facilities Authority and to refund a portion of the series 2003 revenue bonds. Revenue bonds outstanding at July 31, 2019, are as follows:

Purpose	Interest Rate	Term	Due Date	Original Amount	Outstanding Amount
Water and Sewer Fund	3.00 - 4.50%	23 years	2032	$ 9,870,000	$ 9,575,000

During the fiscal year ended July 31, 2014, the City issued Series 2013A revenue bonds in the amount of $6,750,000. The bond proceeds were used to refund the remaining portion of the series 2003 revenue bonds. The difference between the cash flows required to service the old debt, series 2003, and the cash flows required to service the new debt, Series 2013A, and complete the refunding totaled $330,775. This refunding resulted in an economic gain of $567,355. Revenue bonds outstanding at July 31, 2019, are as follows:

Purpose	Interest Rate	Term	Due Date	Original Amount	Outstanding Amount
Water and Sewer Fund, Series 2013A	2.35 - 4.00%	20 years	2033	$ 6,750,000	$ 6,140,000
	Plus unamortized premium				34,697
					6,174,697
	Total 2013A			$ 6,750,000	$ 6,174,697

Long-term liability activity for the year ended July 31, 2019, is as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
Governmental activities:					
Revenue bonds	$ 950,000	$ -	$ (230,000)	$ 720,000	$ 235,000
Certificates of participation	2,175,000	-	(220,000)	1,955,000	225,000
Notes payable	3,239,917	-	(146,683)	3,093,234	430,941
Capital leases	3,027,599	500,000	(812,354)	2,715,245	760,401
Net pension liability	4,534,526	1,595,809	(2,048,508)	4,081,827	-
Compensated absences	584,121	583,879	(577,093)	590,907	295,440
Governmental activities Long-term liabilities	$ 14,511,163	$ 2,679,688	$ (4,034,638)	$ 13,156,213	$ 1,946,782
Business-type activities:					
Bonds payable:					
Revenue bonds	$ 16,460,000	$ -	$ (745,000)	$ 15,715,000	$ 770,000
Deferred amount:					
Premium	40,342	-	(5,645)	34,697	-
Total bonds payable	16,500,342	-	(750,645)	15,749,697	770,000
Notes payable	801,206	5,446	-	806,652	-
Net pension liability	1,063,653	374,326	(480,513)	957,466	-
Business-type activites Long-term liabilities	$ 18,365,201	$ 379,772	$ (1,231,158)	$ 17,513,815	$ 770,000

For governmental activities, compensated absences and net pension liability are generally liquidated by the General Fund.

CITY OF FAYETTEVILLE, GEORGIA

RATIOS OF OUTSTANDING DEBT BY TYPE
LAST TEN FISCAL YEARS

Fiscal Year	Governmental Activities				
	Certificates of Participation	Revenue Bonds	Capital Leases	Notes Payable	Total
2010	$ 3,625,000	$ -	$ 353,854	$ -	$ 3,978,854
2011	3,420,000	-	219,955	-	3,639,955
2012	3,210,000	-	-	-	3,210,000
2013	3,115,000	1,885,000 (2)	-	629,434 (2)	5,629,434
2014	3,010,000	1,805,000	-	725,532	5,540,532
2015	2,805,000	1,600,000	292,919	670,161	5,368,080
2016	2,600,000	1,385,000	898,659	614,357	5,498,016
2017	2,390,000	1,170,000	1,184,980	389,925	5,134,905
2018	2,175,000	950,000	5,928,034	345,250	9,398,284
2019	1,955,000	720,000	2,715,245	3,093,234	8,483,479

Notes:
Details regarding the City's outstanding debt can be found in the notes to the financial statements.

(1) See the Schedule of Demographic and Economic Statistics for personal income and population data.
(2) Due to the implementation of GASB 61, the Downtown Development Authority was changed from a discretely presented component unit to a blended component unit and the related debt became part of the primary government in fiscal year 2013.

Business-type Activities			Total Primary Government	Percentage of Personal Income (1)	Per Capita (1)
Revenue Bonds	Notes Payable	Total			
$ 20,055,368	$ -	$ 20,055,368	$ 24,034,222	5.40	1,592
19,498,405	-	19,498,405	23,138,360	5.47	1,451
18,926,442	-	18,926,442	22,136,442	4.95	1,373
18,339,482	-	18,339,482	23,968,916	4.97	1,492
19,352,528	-	19,352,528	24,893,060	5.16	1,536
18,687,366	-	18,687,366	24,055,446	4.79	1,438
17,970,996	-	17,970,996	23,469,012	4.38	1,381
17,243,618	801,206	18,044,824	23,179,729	4.24	1,388
16,460,000		16,460,000	25,858,284	4.31	1,516
15,749,697	806,652	16,556,349	25,039,828	4.17	1,434

SECTION 6 – DEPARTMENTAL INFORMATION



















The Departmental Information section consists of the new adopted authorized positions and grade, the department goals and objectives as it relates to their perspective department and the City's strategic plan and vision, and performance measures. We are in the process of revamping our performance measures to be more "why" driven instead of "what" driven. The past five years, as you will be able to see, have been more of measuring "what we have been doing verses "why" we are doing it in order to achieve our ultimate goal. This section will have a statement of service for the following departments:

General Government	
City Clerk & City Manager	Public Information
Finance & Administration	Information & Technology
Municipal Court	Human Resources
Public Safety	
Police Department	Fire Department
Public Services	
Public Works	Water & Sewer Department
Community & Economic Development	
Planning & Zoning	Building & Inspections
Engineering & Development	Economic Development
Code Enforcement	Main Street
Downtown Development Authority	

OUR MISSION

To provide efficient and effective municipal services to the community through a culture of transparent leadership, excellence, and teamwork.

SERVICE TO COMMUNITY

The City Council by state statute is the entity having primary responsibility to establish the general framework under which the government can meet the needs of the community by creating policies and instituting law.

STRATEGIC PRIORITIES

Quality of Life

- Enhance the quality of life of current and future residents in the most fiscally responsible manner.

Community Safety

- Maintain and enhance the public safety and welfare of the community by committing appropriate resources to police, fire, streets, recreation, water and sewer, and associated support services.

Economic Development

- Preserve our historic and cultural heritage and encourage revitalization/ redevelopment of the downtown through the support of economic development and main street initiatives.

Growth Management

- Maintain a sustainable growth policy that retains the character of each respective neighborhood while ensuring that it promotes quality development in concert with our economic development strategy.

Superior Services

- Provide a responsive and open government that promotes effective communication and cooperation with citizens as well as public and private entities.
- Continue to strive for excellent customer service and to maximize the City's principal resource (the staff).

AUTHORIZED POSITIONS – GRADE, CLASSIFICATION & PAY SCALE

11PS	2
DEPUTY FIRE CHIEF	1
DEPUTY POLICE CHIEF	1
13PS	**2**
FIRE CHIEF/ASST CITY MANAGER	1
POLICE CHIEF	1
2PS	**34**
32-3000-002 - POLICE OFFICER-PATROL	1
CERTIFIED FIRE FIGHTER	2
CERTIFIED FIREFIGHTER	6
FIREFIGHTER	1
POLICE OFFICER	1
POLICE OFFICER II	21
POLICE OFFICER III	1
POLICE OFFIER II	1
304 PART TIME	**1**
15-1007-005 - P/T ADMIN	1
3PS	**23**
32-3000-001 - POLICE OFFICER-INVESTIGATIONS	1
FIRE FIGHTER EMT	2
FIREFIGHTER EMT	14
FIREFIGHTER/EMT	1
POLICE OFFICER III	5
4PS	**9**
FIREFIGHTER PARAMEDIC	4
MASTER POLICE OFFICER	4
MPO	1
6PS	**13**
FIRE LIEUTENANT	5
POLICE SERGEANT	5
SERGEANT	2
TAD LIEUTENANT	1
7PS	**5**
FIRE CAPTAIN	3
FIRE TRAINING OFFICER	1
POLICE TRAINING OFFICER	1

GRADE 309 HOURLY	11
32-2004-001 - TAC/RECORDS CLERK	1
74-7000-002 - ADMINISTRATIVE ASST-COMM DEV	1
ADMINISTRATIVE ASSISTANT	4
ADMINISTRATIVE CLERK	1
BILLING COORDINATOR	1
FACILITIES MAINTENANCE WORKER	1
HEAVY EQUIPMENT OPERATOR	1
HEAVY EQUIPMENT OPERATOR PW	1
GRADE 310 HOURLY	**1**
CLERK OF COURT	1
GRADE 311 HOURLY	**8**
ACCOUNTING SPECIALIST	2
ACCT. SPECIALIST PURCHASING	1
CRIME SCENE TECHNICIAN	2
MAINTENANCE CREW LEADER	2
WASTE WATER PLANT OPERATOR II	1
GRADE 312 HOURLY	**2**
CODE ENFORCMENT OFFICER	1
HUMAN RESOURCES ANALYST	1
GRADE 313 HOURLY	**3**
72-6001-002 - DEVELOPMENT INSPECTOR	1
POLICE OFFICE MANAGER	1
WASTE WATER PLANT OPERATOR I	1
GRADE 314 HOURLY	**2**
DEPUTY CITY CLERK	1
PAYROLL COORDINATOR	1
GRADE 315 HOURLY	**1**
PW FIELD SUPERVISOR	1
GRADE 315 SALARY	**4**
MAINSTREET PROGRAM MANAGER	1
SENIOR ACCOUNTANT	1
SENIOR PLANNER	1
UTILITY BILLING MANAGER	1
GRADE 316 HOURLY	**2**
MARKETING SPECIALIST	1

8PS	**9**
BATTALION CHIEF	2
FIRE DIVISION CHIEF	1
FIRE MARSHAL	1
POICE LIEUTENANT	1
POLICE LIEUTENANT	4
9PS	**4**
FIRE DIVISION CHIEF	1
POLICE CAPTAIN	3
GRADE 304 HOURLY	**1**
CUSTOMER SERVICE REP	1
GRADE 306 HOURLY	**12**
44-2000-001 - MAINTENANCE WORKER WATER DISTR	1
44-2001-001 - METER READER	1
MAINTENANCE WORKER	9
METER READER	1
GRADE 308 HOURLY	**7**
15-1007-002 - CUSTOMER SERVICE REP	1
ADMINISTRATIVE CLERK	1
CUSTOMER SERVICE REP	1
CUSTOMER SERVICE REPRESENTATIVE	2
DEPUTY CLERK OF COURT	2
PUBLIC RELATIONS SPECIALIST	1
GRADE 316 SALARY	**2**
IT SYSTEMS SPECIALIST	1
SYSTEMS SPECIALIST	1
GRADE 317 SALARY	**1**
CITY PLANNER	1
GRADE 318 HOURLY	**1**
CITY CLERK	1
GRADE 318 SALARY	**1**
PIO/ACCREDIATION MANAGER	1
GRADE 321 SALARY	**1**
ASST. DIRECTOR OF FINANCE & ADMIN SVC	1
GRADE 322 SALARY	**5**
75-7009-001 - DIRECTOR OF COMMUNITY DEVELOPMEN	1
DIRECTOR OF DDA	1
DIRECTOR OF HUMAN RESOURCES	1
DIRECTOR OF INFORMATIONAL TECHNOLOGY	1
DIRECTOR OF PUBLIC SERVICES	1
GRADE 324 SALARY	**1**
DIRECTOR OF FINANCE AND ADMIN SRV	1
GRADE OPEN	**13**
11-9002-002 - ELECTED OFFICIAL - COUNCIL	1
11-9002-003 - ELECTED OFFICIAL - COUNCIL	1
11-9002-004 - ELECTED OFFICIAL - COUNCIL	1
CITY MANAGER	1
COUNCILMAN	2
MAYOR	1
P & Z BOARD	4
P&Z BOARD	1
P&Z BOARD MEMBER	1
PT GRADE 17	**1**
17-1001-002 - MUSEUM ADMIN	1
PT GRADE 19	**1**
HDF MANAGER	1

CITY OF FAYETTEVILLE PAY SCALE 2018 (approved and effective10/18/2018)						
Grade		**Minimum**	**Midpoint**	**Maximum**	**Range Spread**	**Range Progression**
301	Paid Intern	$ 9.00	$ 10.00	$ 11.00	0%	
302		$ 23,100.00	$ 30,030.00	$ 36,960.00	60%	5%
303		$ 24,255.00	$ 31,531.50	$ 38,808.00	60%	5%
304		$ 25,467.75	$ 33,108.08	$ 40,748.40	60%	5%
304 *	Part Time Office Admin Part Time Museum Admin Part Time Mueseum Manager	$ 12.24	$ 15.92	$ 19.59	60%	5%
305		$ 26,741.14	$ 34,763.48	$ 42,785.82	60%	5%
306	Meter Reader Maintenance Worker	$ 28,078.19	$ 36,501.65	$ 44,925.11	60%	5%
307		$ 29,482.10	$ 38,326.74	$ 47,171.37	60%	5%
308	Administrative Clerk Customer Service Representative Deputy Clerk of Court	$ 30,956.21	$ 40,243.07	$ 49,529.93	60%	5%
309	Accounting Clerk Administrative Assistant Billing Coordinator Heavy Equipment Operator TAC Records Clerk Wastewater Treatment Plant Op Trainee Water Plant Trainee	$ 32,813.58	$ 42,657.66	$ 52,501.73	60%	6%
310	Clerk of Court Museum Manager Lead Customer Service Representative Wastewater Plant Operator III Water Plant Operator III	$ 34,782.40	$ 45,217.12	$ 55,651.83	60%	6%
311	Crime Scene Technician Maintenance Crew Leader Accounting Specialist Wastewater Plant Operator II Water Plant Operator II	$ 36,869.34	$ 47,930.14	$ 58,990.94	60%	6%
312	Code Enforcement Officer PT Code Enforcement Officer Senior Accounting Specialist Human Resources Analyst IT Business System Administrator	$ 39,081.50	$ 50,805.95	$ 62,530.40	60%	6%

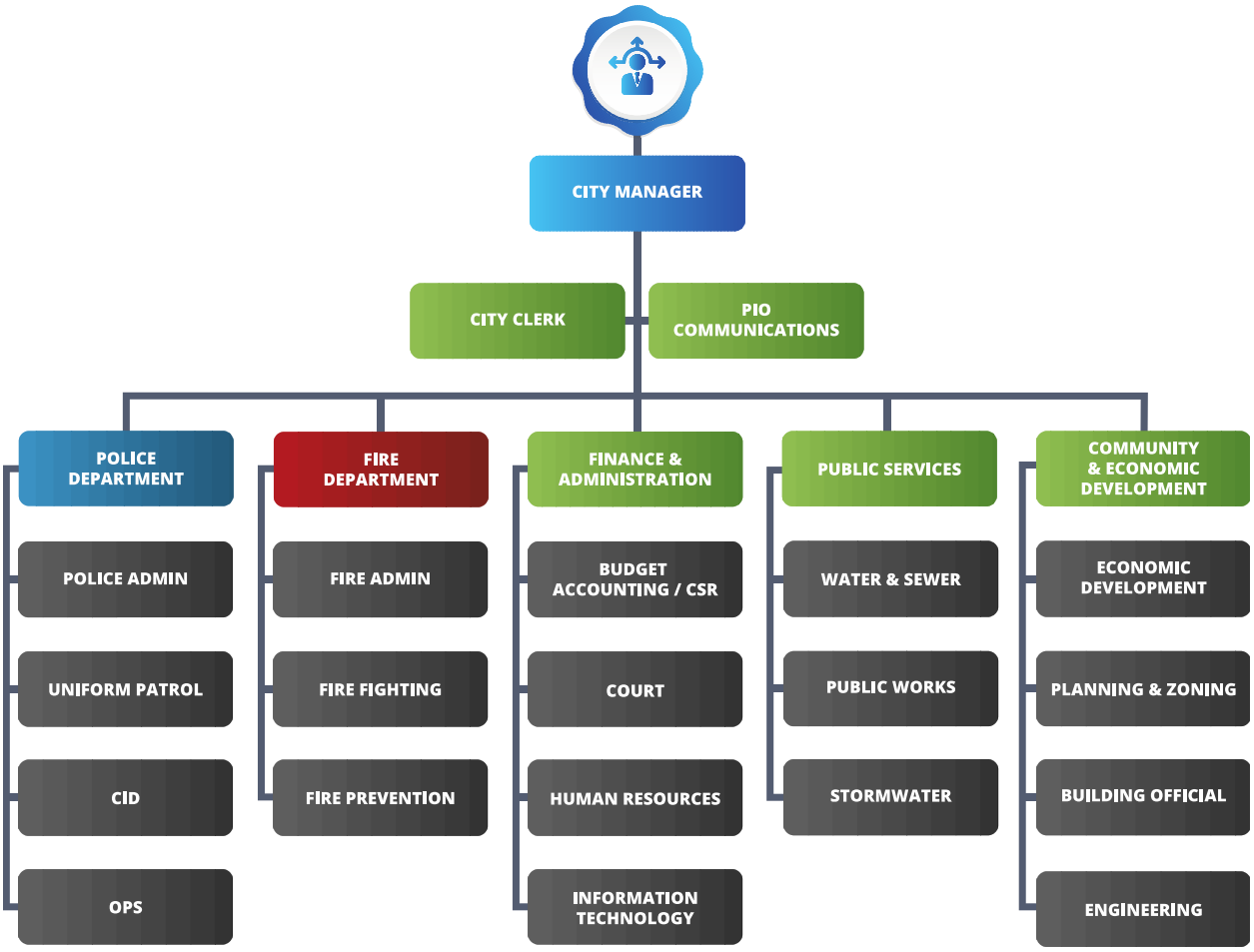
Grade		Minimum	Midpoint	Maximum	Range Spread	Range Progression
313	Accreditation Manager Accountant Purchasing Agent Building Inspector Wastewater Plant Operator I	$ 41,426.39	$ 53,854.31	$ 66,282.23	60%	6%
314	Senior Accountant Payroll Coordinator Deputy City Clerk Planner	$ 43,911.97	$ 57,085.57	$ 70,259.16	60%	6%
315	GIS Analyst Main Street Program Manager Senior Planner Water and Sewer Field Supervisor	$ 46,985.81	$ 61,081.56	$ 75,177.30	60%	7%
316	Public Relations Specialist System Specialist Marketing Specialist	$ 50,274.82	$ 65,357.27	$ 80,439.71	60%	7%
317	City Planner	$ 53,794.06	$ 69,932.27	$ 86,070.49	60%	7%
318	City Clerk Public Works Operations Manager Water & Sewer Operations Manager PIO/Accreditation Manager	$ 57,559.64	$ 74,827.53	$ 92,095.43	60%	7%
319	Building Official	$ 61,588.82	$ 80,065.46	$ 98,542.11	60%	7%
320		$ 66,515.92	$ 86,470.70	$ 106,425.47	60%	8%
321	Assistant Director of Finance and Administrative Services	$ 71,837.19	$ 93,388.35	$ 114,939.51	60%	8%
322	Director of Downtown Development Director of Community Development Director of Economic Development Director of Information Technology Director of Public Services Director of Human Resources	$ 77,584.17	$ 100,859.42	$ 124,134.67	60%	8%
323		$ 83,790.90	$ 108,928.18	$ 134,065.45	60%	8%
324	Director of Finance and Administrative Services	$ 90,494.18	$ 117,642.43	$ 144,790.68	60%	8%
325		$ 97,733.71	$ 127,053.82	$ 156,373.94	60%	8%

* Part Time Positions reflect an hourly rate

CITY OF FAYETTEVILLE PAY SCALE 2018 (approved and effective10/18/2018)						
Grade		**Minimum**	**Midpoint**	**Maximum**	**Range Spread**	**Range Progression**
Combined Police & Fire under "Public Safety" Pay Plan						
1-PS	Firefighter Non-Certified Police Officer Non-Certified	$ 36,869.34	$ 47,930.14	$ 58,990.94	60%	
2-PS	Certified Firefighter Police Officer II	$ 40,425.00	$ 52,552.50	$ 64,680.00	60%	10%
3-PS	Firefighter/EMT Police Officer III	$ 42,851.00	$ 55,706.30	$ 68,561.60	60%	6%
4-PS	Firefighter /Paramedic Master Police Officer	$ 45,850.00	$ 59,605.00	$ 73,360.00	60%	7%
5-PS		$ 49,060.00	$ 63,778.00	$ 78,496.00	60%	7%
6-PS	Fire Lieutenant Police Sergeant	$ 52,269.00	$ 67,949.70	$ 83,630.40	60%	7%
7-PS	Police Training Officer Fire Training Officer Fire Prevention Officer Fire Captain	$ 55,928.00	$ 72,706.40	$ 89,484.80	60%	7%
8-PS	Fire Battalion Chief Fire Marshall Police Lieutenant	$ 59,843.00	$ 77,795.90	$ 95,748.80	60%	7%
9-PS	Fire Division Chief Police Captain	$ 64,032.00	$ 83,241.60	$ 102,451.20	60%	7%
10-PS		$ 69,154.56	$ 89,900.93	$ 110,647.30	60%	8%
11-PS	Deputy Fire Chief Deputy Police Chief	$ 74,686.92	$ 97,093.00	$ 119,499.08	60%	8%
12-PS		$ 80,661.88	$ 104,860.44	$ 129,059.01	60%	8%
13-PS	Fire Chief Police Chief	$ 87,114.83	$ 113,249.28	$ 139,383.73	60%	8%

CITY ADMINISTRATION




CITY MANAGER
CITY CLERK
PIO COMMUNICATIONS
POLICE DEPARTMENT
POLICE ADMIN
UNIFORM PATROL
CID
OPS
FIRE DEPARTMENT
FIRE ADMIN
FIRE FIGHTING
FIRE PREVENTION
FINANCE & ADMINISTRATION
BUDGET ACCOUNTING / CSR
COURT
HUMAN RESOURCES
INFORMATION TECHNOLOGY
PUBLIC SERVICES
WATER & SEWER
PUBLIC WORKS
STORMWATER
COMMUNITY & ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT
PLANNING & ZONING
BUILDING OFFICIAL
ENGINEERING



RAY GIBSON

CITY MANAGER

https://fayetteville-ga.gov/city-departments/city-managers-office/

Ray has over 20 years of local government experience and was appointed by the Mayor and City Council as City Manager for the City of Fayetteville in October of 2014.

As the City Manager, Ray is responsible for the City's policy direction, strategic planning, and oversight of all departments of the City. He is also involved with many community organizations and holds a Bachelor of Arts Degree in Geography/Urban Studies from McMaster University, a Diploma in Municipal Planning & Development from Mohawk College (both located in Hamilton, Ontario, Canada), a Masters of Business Administration from Columbia Southern University and an Executive Masters of Public Administration from the University of South Dakota. Ray is also a member of the American Institute of Certified Planners (AICP), the Congress of New Urbanism (CNU), the International City-County Managers Association (ICMA), the Georgia City-County Managers Association (GCCMA), the Georgia Local Government Personnel Association (GLGPA), and a graduate of the Certified Public Manager (CPM) program. MR. Gibson has also served as the City Manager for the City of Cochran, Georgia, the City Administrator and Assistant City Manager for the City of Stockbridge, and as the Planning & Zoning Director for Henry County Board of Commissioners.



ANNE BARKSDALE
CITY CLERK

STATEMENT OF SERVICE – CITY CLERK OFFICE

https://fayetteville-ga.gov/government/mayor-and-city-council/

The City Clerk is responsible for the functioning of City Hall through administrative and clerical work. Work involves maintaining official city records, providing support to the City Manager, City Council, Director and Assistant Director of Finance and Administrative Services, other Department Directors, and staff. The City Clerk also responds to citizen inquiries and concerns.

City Clerk duties include the following:

- Records and maintains city ordinances, resolutions, and meeting minutes, maintains and oversees city records/open records ensuring legal requirements are met.
- Responsible for maintenance of the Records Retention program for the city. The City Clerk is the official Records Custodian for the city.
- Customer service, including answering questions in person and over the phone, providing guidance, troubleshooting and following up with customers in resolving problems; may coordinate or act as liaison between functions/departments as

required. Also coordinates and assists in meetings and events throughout the year on and off campus

GOALS

Strategic Plan:

- City Manager/Mayor Calendar
- Staff meeting/Council meeting minutes
- Produce Agenda Packets for Council meetings
- Handle all Open Records requests/City Records Retention
- Record Minutes, Ordinances, and Resolutions
- Handle Municipal Qualifying and Elections
- Coordinate Council and Staff meetings and retreats
- Plan Georgia Municipal Assn. GA Cities Week events
- Process AP Accounts

OBJECTIVES

- Keep City Manager/Mayor and Council on schedule/on track with duties and regulations
- Provide meeting minutes for staff, public information
- Provide public with results of meetings/documentation
- Satisfy the public's request for information/be transparent
- Provide transparency of government activities
- Engage the public with our local government
- Keep government running smoothly/be accountable
- Ensure City administration runs smoothly
- Customer service needs met internally and externally
- Show flexibility and availability for City projects and concerns
- Prove transparency to public
- Continuing Education training/classes to keep abreast of policies and procedures in local government
- Adapt to current and future requirements in Clerk's position

PERFORMANCE MEASURES

	2017	2018	2019	2020	2021
WORKLOAD MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET
Number of City Council Meetings	30	29	23	24	28
Number of Open Records Received	148	63	118	247	250

Authorized Personnel

Authorized Positions	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1

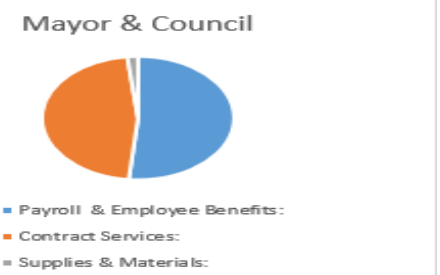
Accomplishments

- City Clerk and Deputy Clerk:
- Attended Municipal Clerks training and Georgia Records Association training – Continuing Education
- Coordinated and worked City Council qualifying and elections for Mayor, Council Post 1 and Council Post 2
- Coordinated and assisted with Georgia Municipal Association's Georgia Cities Week events
- Coordinated and assisted Mayor and Council with numerous ribbon cuttings throughout the city
- Worked with and assisted PIO with layout, design, and order of new City logo
- Coordinated and worked multiple recycling and shredding events for the City
- Coordinated and assisted with marketing and advertising City board member applications and filling the City's various boards and committees
- Attended and worked all City Council meetings; processed resolutions, ordinances, and minutes, coordinated City records destruction, records retention, and open records

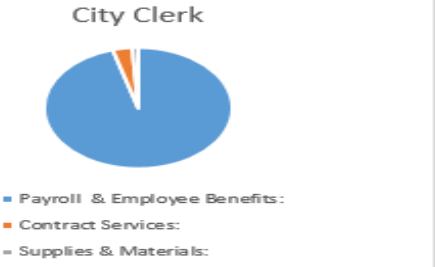
requests for all departments in the City, attended Council retreats, workshops, and staff retreats

- Coordinated and collected City employee donations for local charities
- Created a City team, raised donations for and attended American Cancer Society's Relay for Life - Fayette County

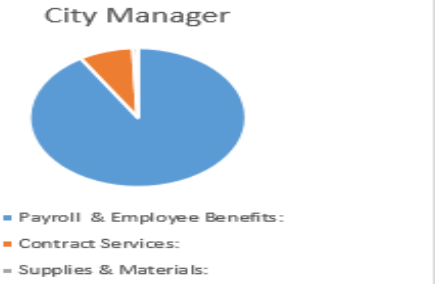
Mayor And council		
Payroll & Employee Benefits:	$ 151,023.00	52%
Contract Services:	$ 136,760.00	47%
Supplies & Materials:	$ 5,200.00	2%
Total FY2021 Budget:	$ 292,983.00	100%



City Clerk		
Payroll & Employee Benefits:	$ 162,756.00	96%
Contract Services:	$ 5,700.00	3%
Supplies & Materials:	$ 1,700.00	1%
Total FY2021 Budget:	$ 170,156.00	100%



City Manager		
Payroll & Employee Benefits:	$ 231,592.00	91%
Contract Services:	$ 20,615.00	8%
Supplies & Materials:	$ 1,750.00	1%
Total FY2021 Budget:	$ 253,957.00	100%





ANN MARIE BURDETT
PIO / COMMUNICATIONS
https://fayetteville-ga.gov/publicinformation/

STATEMENT OF SERVICE – PUBLIC INFORMATION OFFICE

The City of Fayetteville Public Information Office exists to communicate clearly, effectively, and frequently with residents, other stakeholders, and guests while advancing the City's Vision, Mission, and Core Values. The work of the Public Information Office helps people better engage with their municipality by creating, maintaining, and improving lines of communication.

Responsibilities of the Public Information Office include:

- Publishing and distributing (digitally and physically) the monthly City News magazine;
- Managing the City of Fayetteville website (fayetteville-ga.gov);
- Managing the City's social media channels (Nextdoor, Facebook, Instagram);
- Managing the City's E-Mail Updates subscriber list and publications;
- Creating written, graphical, and video content for use in City media;
- Publishing news, events, notices and other items on the website and social media channels;
- Writing and editing press releases, speeches, and group presentations;
- Creating, collecting, and maintaining City photography for City and public use;

- Fielding information (non-public records) requests from the public;
- Managing public engagement events;
- Managing the City's media relations;
- Supporting City departments in their communications efforts;
- Supporting the City's economic development efforts;
- Advising City leaders on public communications matters;
- Representing the City at public gatherings and functions;
- Serving as a communicator as needed in the Emergency Operations Center; and
- Supporting the engagement and internal communications of City employees.

GOALS

- Continuing to improve City publications, including the website, social media channels, promotional videos, the monthly City News magazine, City Manager's Weekly Report, and other printed material;
- Measurably increasing public engagement through all City communication channels;
- Maintaining up-to-date information across all communication platforms;
- Establish updated crisis communication plan with Fire and Police departments;
- Complete a searchable City photo gallery and keep it updated; and
- Acquire adequate equipment to complete video and other multimedia projects in-house.

OBJECTIVES

- Help develop economic opportunity by directly supporting City economic development initiatives and by generally keeping the community and investors informed of what's happening in the City of Fayetteville;
- Operate the Public Information Office in a manner that exercises good stewardship of available resources and opportunities, collaborating where possible to operate as efficiently as possible; and
- Maintain and improve the quality of life for residents and other City stakeholders by serving them with reliable, timely and important information, helping them better engage with their City government.

KEY PERFORMANCE MEASURES

	7/2018	7/2019	8/2020	FY21 Goal
E-Mail Updates subscribers	1,466	1,656	1,926	2,200
Followers on main City Facebook page	8,720	9,878	11,474	13,000
Followers on Amphitheater Facebook page	3,509	4,143	4,675	5,000
Followers on Main Street Facebook page	953	1,641	2,137	3,000

Followers on Museum Facebook page	535	704	796	900
Nextdoor users connected to the City	2,198	3,031	3,983	4,500
Website users annually	106,451	134,001	135,783	150,000
Website page views annually	500,464	544,964	499,502	550,000

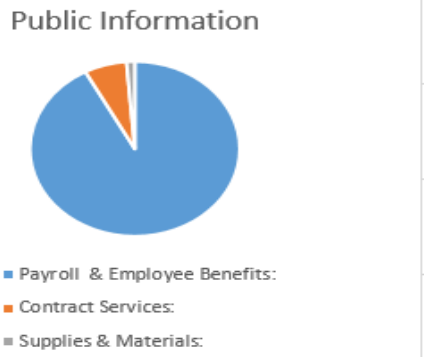
ACCOMPLISHMENTS

- Added Administrative Assistant Danielle Ballard to the Public Information Office / Communications Team (now a total of four);
- Continued publishing the monthly City News magazine, which is printed in-house (125-200/monthly) and published online;
- Expanded public engagement, which is reflected in the Key Performance Measures below;
- Maintained our strong E-Mail Update engagement numbers as a Constant Contact "All Star" award recipient;
- Helped organize and execute the Wastewater Treatment Plan ground breaking ceremony;
- Helped organize and execute the new City Hall ground breaking ceremony;
- Helped organize and execute the HOA Boot Camp;
- Assisted with Mayor's clean-up event;
- Assisted with Christmas on Main Street;
- Assisted in promotion of two shredding and recycling events;
- Helped organize and execute COVID-19 communications, including assembling the Small Business Guide and the Municipal Services Guide;
- Helped organize and execute the City Council retreat
- Helped organize and execute the Finance Department's Pencil Art Contest;
- Helped with the Mayor's State of the City Address;
- Helped with the Urban 3 presentations;
- Helped with several Holiday Dorsey Fife Museum promotions;
- Initiated and completed the City's logo and rebranding project;
- Participated in the Public Safety 9-11 Memorial Stone Mountain climb;
- Produced several promotional and public service announcement videos;
- Promoted numerous City-sponsored events; and
- Completed the Phase 1 and initiated the Phase 2 website upgrades, with Phase 2 centering around creating a proper user experience and developing online digital services.

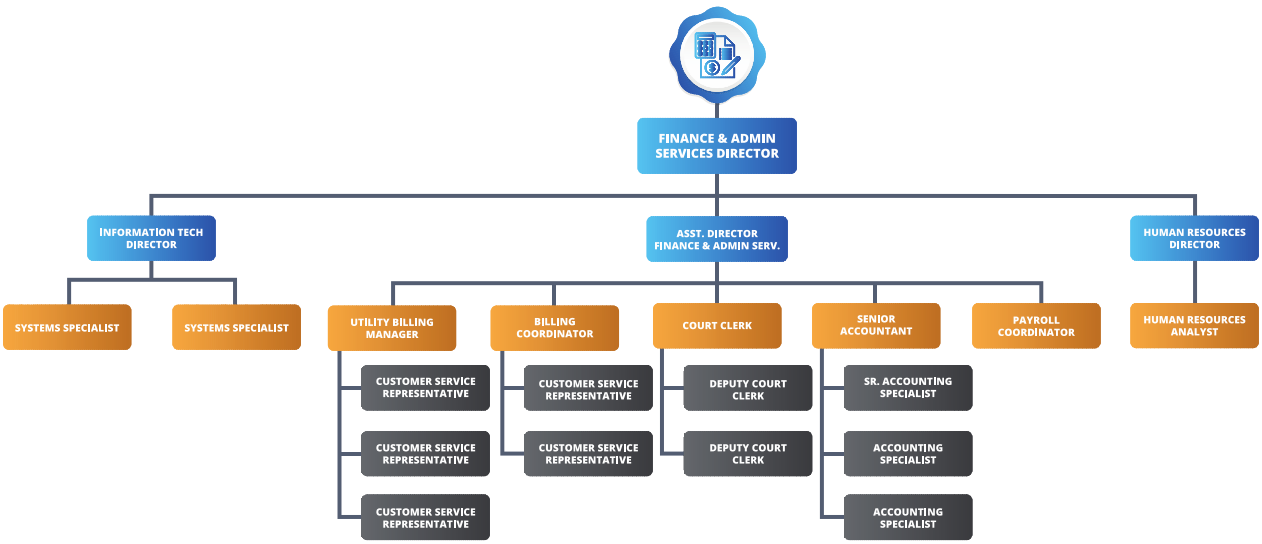
Authorized Personnel

Authorized Positions	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Team Manager/PIO	1	1	1	1
Administrative Assistant	0	0	1	1
Public Relations Specialist	1	1	1	1
Marketing Specialist	0	0	1	1

Public Information		
Payroll & Employee Benefits:	$ 296,924.00	92%
Contract Services:	$ 21,048.00	7%
Supplies & Materials:	$ 4,070.00	1%
Total FY2021 Budget:	$ 322,042.00	100%



FINANCE DEPARTMENT ORGANIZATION







MIKE BUSH
DIRECTOR OF FINANCE & ADMINISTRATIVE SERVICES

CARLEETHA TALMADGE
ASST. DIRECTOR OF FINANCE & ADMINISTRATIVE SERVICES

https://fayetteville-ga.gov/city-departments/finance-and-administration/

STATEMENT OF SERVICE – FINANCE DEPARTMENT

The mission of the City of Fayetteville's Finance Department is to provide quality services to all customers at the highest achievable levels of customer satisfaction through the continuing progress and contributions of its employees. To provide the citizen-customer with state-of-the-art financial management, financial reporting, and cost-effective acquisition of goods, and services for the City government consistent with local, state and federal laws and governmental accounting and regulatory requirements. To provide service excellence and to work as a team with other departments in achieving the City's mission.

The Finance Department administers the financial affairs of the City of Fayetteville under the direction of the Finance Director. This encompasses investing all City funds; maintaining accounting and financial records; billing and collecting; maintaining an encumbrance system for purchasing; processing accounts payable each week; preparing biweekly payrolls; preparation of the Comprehensive Annual Financial Report; issuance of and collections related business licenses; issuance of and collection related to Water and Sewer accounts.

GOALS

(Strategic Plan: "**Efficient and Effective Government**")

1. Improve Operations - Continue a fiscally sound approach to the City of Fayetteville's finances to ensure that expenditures do not exceed the resources available and a balanced budget is maintained.
    a. No overrides for the first 6 months of the year
    b. Monthly departmental budget reports distributed by the 15th of every month
    c. Monthly Open Purchase Order reports distributed by the 15th of every month
    d. Focus on a long-term financial planning, which includes preparation of ten year projections of general fund revenues and expenditures

2. Improve Customer and Employee Morale – INTERNAL.
    a. Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce
    b. Team Building activity
    c. Leadership training
    d. Customer Service training
    e. Cross training

3. Improve Efficiencies
    a. What business can we do online by Department to meet efficiencies (forms, payments, applications, inquiries)
        i. Online Payments for other departments
        ii. Kiosk for customer access
        iii. Online applications for Water and Sewer and Occupational Tax
        iv. Online employment applications
    b. Electronic archival of paper records
    c. Informational Videos for Customers and Employees

4. Enhance Customer Service
    a. Customer Satisfaction survey
        i. Paper postcard survey
        ii. Online survey
    b. Customer Service Skills Training
        i. Education
        ii. Sensitivity training
        iii. How to handle difficult customers
        iv. How to greet customers
        v. How to communicate difficult news

c. Customer Service Events
    i. Colored Pencil Artwork Contest
    ii. Paint the City Pink (Fall Event)
    iii. Georgia Cities Week (Spring Event)

5. Improve Department Communication
    a. Monthly meetings to review updates
    b. Annual Leadership Workshop/Retreat

OBJECTIVES

- Continue the Streamline Financial Process by having monthly training sessions
- Quarterly budget monitoring
- Process year end W-2s, G-4s, and 1099s electronically
- Continue to have monthly departmental meetings to improve department morale
- Continue to be open and transparent to citizens by providing and posting financials monthly
- Continue to complete bank reconciliations in a timely and accurate manner
- Become more proficient in the processing of timesheets as it relates to payroll
- Support staff development:
    - Participate in a variety of annual conferences and seminars that serve as both continued education as well as networking:
        - GFOA conference
        - GGFOA conference
        - Leadership conference
        - Tyler New World Connect conference
        - Georgia Procurement conference
        - GABTO conference
    - Attend a variety of classes to learn changes in the law, accounting updates, water updates, new topics and further increase knowledge of accounting principles and other topics:
        - APA Preparing for Year End
        - New World User Group training
        - GAWP classes concerning water and sewer
        - Carl Vinson Institute of Governmental classes; including, but not limited to governmental accounting, payroll, accounts payable, purchasing, and internal controls
- Continue to cross train team members
- Create informational videos for customers and employees
- Team building activities semiannually

PERFORMANCE MEASURES

WORKLOAD MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Water bills processed annually	98,350	98,451	100,674	105,598	106,000
Business License renewed annually	2,646	2,346	2,277	2,076	2,200
Alcohol license issued (New)	61	68	65	9	5
Payroll Checks issued annually	3,998	4,894	4,906	4,881	4,900
Accounts payable checks issued annually	4,186	4,268	4,153	3,962	4,100
W2's issued					

PRODUCTIVITY MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
% Business License Issued within 5 days	100%	100%	95%	98%	98%
% Utility Billing accounts Issued within 3 days	100%	100%	95%	98%	98%
% of times monthly financial statements completed by the 15th of the month	100%	100%	100%	100%	100%
% of employees that completed some cross-training	100%	100%	95%	98%	98%
% of vendor invoices processed within 30 days	100%	100%	95%	98%	98%

MISSION: To ensure all financial resources are properly reported in accordance to GAAP, GASB, state and federal regulations	
INPUTS	Personnel, Standard Operating Procedures/Protocols and Industry Standards, Citizens and other stakeholders, Budgets, and Other City Departments
ACTIVITIES	▶ Accounts Payable ▶ Accounts Receivable ▶ Budget Performance Report ▶ Audit PBC letter ▶ Business License and Alcohol License ▶ Payroll

	▶ Purchasing – Purchase Orders, Contracts, Supplies, RFP/RFQ ▶ W9 forms ▶ Budget Developed and Adopted ▶ Accrued Leave ▶ W2 filing ▶ 1099 filing ▶ Utility billing
OUTPUTS	▶ Training hours completed ▶ Number of Customer Service Complaints ▶ Number and type of Customer Service Inquires ▶ Percentage of accounts payable transactions ▶ Number of new and renewed business licenses ▶ Number of business license pending ▶ Number of new and renewed alcohol licenses ▶ Debt per capita ▶ Number of Utility bills processed ▶ Total number of audit findings ▶ Total revenue generated ▶ Bond rating
OUTCOMES	
INITIAL	▶ Cash receipts are recorded accurately ▶ Audit trail provided for annual audit ▶ Clean audit opinion on annual financial report
INTERMEDIATE	▶ Citizens are assured that City finances are properly managed ▶ City is qualified to receive state and federal funding ▶ City receives CAFR award from GFOA
LONG-TERM	▶ City qualified to receive state and federal funding ▶ Citizens are assured that City finances are properly managed with revenues meeting required expenditures with adequate reserves for unforeseen events ▶ The City's internal and external customers are served promptly and effectively

AUTHORIZED PERSONNEL

Authorized Positions	2018 ACTUAL	2019 ACTUAL	2020 TARGET	2021 TARGET
Finance Director	1	1	1	1
Assistant Finance Director	1	1	1	1
City Clerk	.5	.5		
Deputy City Clerk	1	1		
Human Resources Manager	1	1		
Accounting Supervisor	1	0	0	0

Payroll Technician	0	1	1	1
Senior Accountant	0	1	1	1
Accountant	1	0	0	0
Purchasing Agent	1	1	1	0
Administrative Assistant	.5	0	0	0
Accounting Specialists	0	2	2	3
Accounting Clerk	2.5	0	0	0
Lead Customer Service Representative	1	1	0	0
Billing Coordinator	1.5	1.5	.5	.5
Customer Service Representative	4	2.5	4.5	4.5
Utility Billing Manager	0	0	1	1
Full-Time Department Total:	16.5	14.5	13	13

ACCOMPLISHMENTS

- Received awards/recognition from Government Finance Officers Association (GFOA); Certificate of Achievement for Excellence in Financial Reporting, Distinguished Budget Presentation Award with special recognition.
- Create and published FY 2019 Comprehensive Annual Financial Report (CAFR); FY 2020 Budget Document
- Passed clean audit
- City issued clean financial report from Department of Audits and Accounts (DOAA)
- Implemented safeguards to prevent fraudulent check activity
- Implemented more online services to reduce walk-ins
- Mentored 1 student interns
- Continuation of overhauling Fixed Assets electronic inventory records into the new software system

Finance & Administration		
Payroll & Employee Benefits:	$ 928,183.00	74%
Contract Services:	$ 302,650.00	24%
Supplies & Materials:	$ 21,500.00	2%
Total FY2021 Budget:	$ 1,252,333.00	100%



HUMAN RESOURCES



NELLA COOPER
HUMAN RESOURCES DIRECTOR

https://fayetteville-ga.gov/human-resources/

STATEMENT OF SERVICE – HUMAN RESOURCES

OUR MISSION

It is the mission of the human resources department to provide effective human resources management by developing and implementing policies, programs and services that contribute to the attainment of the City of Fayetteville and employee goals by:

GOALS

(Strategic Plan: "**Efficient and Effective Government**")

Improve Employee Morale

a. Provide a supportive work environment in order to maintain an energetic, engaged, professional and healthy workforce
b. Implement Employee Professional Development Programs.
c. Focus on recruitment procedures to attract the most qualified candidates.
d. Promote Safety in the Workplace

OBJECTIVES

Support Staff Development

a. Develop Team Building Program
b. Training Program for Employees and Leadership.
c. Develop recruitment program to attract qualified candidates
d. Develop a Safety Training program.

MISSION: To provide effective Human Resources Management by developing and implementing policies, programs and services that contribute to the attainment of the City of Fayetteville and employee goals.	
INPUTS	
ACTIVITIES	▶ Hiring the most qualified candidates that meet the culture of the City. ▶ Cultivate a diverse workforce in a safe and discrimination and/or harassment free environment by maintaining compliance with employment laws and government mandates. ▶ Provide training and development in the areas of: effective leadership and career development of employees, employment law and government relation, and litigation avoidance. ▶ Retaining our valued employees by assuring effective leadership qualities in our managers; providing competitive wages and benefits, interpersonal and career development training and coaching.
OUTPUTS	▶ Number of qualified applications received ▶ Reduce the number of turnovers ▶ Number of training sessions
OUTCOMES	
INITIAL	▶ Interview and hire the most qualified candidates that meet our culture (goal)
INTERMEDIATE	▶ Properly develop leaders that will lead the City into the future. (goal) ▶ Create training program to develop specialized skill needed. (goal)
LONG-TERM	▶ **Have a workforce that is productive and engaged in every aspect of the City.**

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE AND COST

New Initiatives:

Strongside Solutions has partnered with the City and has assisted with a more competitive benefits plan that included a reduction in premiums. We have high hopes that their input and resources will help to improve the overall health of the City employees, therefore reducing the overall cost of our insurance.

Challenges:

Our current greatest challenge is the affect COVID-19 has had on the City. HR has been instrumental in developing policies and procedures for the safety and wellbeing of the City employees and citizens. A continued challenge is maintaining the two systems (Benefits System and HR/Payroll System) and the lack of communication between the two creating an enormous amount of manual/duplicate data inputting.

HR AUTHORIZED POSITIONS

		2018 Actuals	2019 Actuals	2020 Actuals	2021 Forecast Budget
28	Human Resources Manager	1	0	0	0
17	Administrative Assistant	.5	.5	0	0
322	Director of Human Resources		1	1	1
312	Human Resources Analyst		1	1	2
	Full-Time Department Total:	**1.5**	**2.5**	**2**	**3**

Human Resources		
Payroll & Employee Benefits:	$ 198,286.00	84%
Contract Services:	$ 34,550.00	15%
Supplies & Materials:	$ 4,100.00	2%
Total FY2021 Budget:	$ 236,936.00	100%



INFORMATION TECHNOLOGY ORGANIZATION



KELVIN KOINER
INFORMATION TECHNOLOGY DIRECTOR

STATEMENT OF SERVICE – INFORMATION SYSTEMS

City of Fayetteville's Information Systems department will provide the highest quality technology-based services, in the most cost-effective manner, to facilitate City of Fayetteville needs and services.

GOALS

(Strategic Plan: Efficient and Effective Government)

1. Provide effective technology support for all City departments.
2. Promote and facilitate the effective integration of technology.
3. Develop, enhance, and manage the City's enterprise networks to provide high-speed, transparent, and highly functional connectivity among all information resources.
4. Develop and maintain highly effective, reliable, secure, and innovative information systems to support all City functions.
5. Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.
6. Promote new uses of information technology within the City.
7. Provide leadership for effective strategic and tactical planning in the use of technology
8. Provide fast & reliable access to all information systems.

OBJECTIVES

Continue the Streamline Financial Process by having monthly training sessions

1. On-line Forms
    a. Allow citizens to use fillable forms
    b. Create auto workflow
2. Less paper, more electronic documents
    a. Scan older documents into electronic format
    b. Train staff on getting current documents into document system
    c. Create SOPs for the above processes
3. Better department SOPs for all IT functions
4. Security improvements
    a. More IT staff training
    b. More City wide employee training
    c. Better use of software to protect the network
    d. Better use of security best practices
5. Prepare for City needs at the new City Hall
6. Improve the sharing of data between departments

PERFORMANCE MEASURES

WORKLOAD MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Number of Yearly Work Orders	NA	2453	2076	2419	2400
Average Per Month	NA	204	173	201	200

PRODUCTIVITY MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Access to All City Servers	100%	100%	100%	100%	100%
Network Operation	100%	100%	100%	100%	100%
Respond to Internal Network Outage within 15 Minutes	99%	99%	99%	99%	99%
Number of Users Supported	160	185	200	200	200
Respond to VPN Outage within One Hour	99%	99%	99%	99%	99%

MISSION: To Provide Tools to our Citizens and Staff for their Input and Output of Data	
INPUTS	▶ Citizens ▶ City Council ▶ Staff ▶ Funding ▶ Facilities
ACTIVITIES	▶ Research and development ▶ Distribute information ▶ Meet the needs of staff and citizens ▶ Become familiar with all City Services ▶ Listen to the needs ▶ Get more information out with less work
OUTPUTS	▶ Bi-weekly news letter ▶ Quicker Access to Data ▶ Web site information ▶ Correct data output ▶ Less paper, more electronic documents
OUTCOMES	
INITIAL	▶ Improve Services to Staff and Citizens ▶ Upgraded Document System ▶ Better off-site storage
INTERMEDIATE	▶ Data Access for Our Citizens ▶ Trust from Staff and Citizens
LONG-TERM	▶ Legacy and Current Documents in Electronic Format ▶ Transparency of Information to Our Citizens

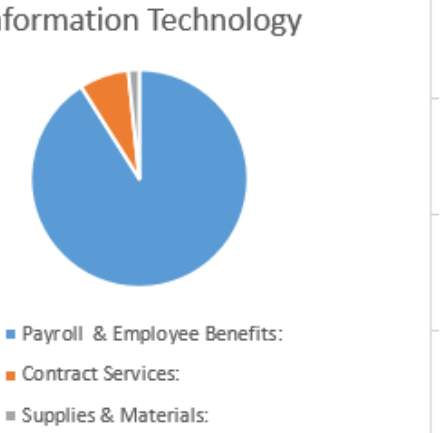
Authorized Personnel

Authorized Positions	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Technology Director	1	1	1	1	1
PIO	0	1	0	0	0
GIS Analyst I	1	1	0	0	0
Systems Specialist	1	1	1	2	2
Business System Coordinator	0	1	1	0	0

ACCOMPLISHMENTS Technology

- Major Upgrade of Financial Software From 2018 to 2020
- Replaced older desktops (Total count 25)
- Installed a new backup server and security device
- Replaced MDTs for Fire and Police
- Install and trained City employees on the use of laptops and remote access during covid-19
- Replaced Court and Police servers
- Installed and enhanced wireless access points in many of the buildings

Information Technology		
Payroll & Employee Benefits:	$ 287,606.00	91%
Contract Services:	$ 23,303.00	7%
Supplies & Materials:	$ 5,100.00	2%
Total FY2021 Budget:	$ 316,009.00	100%



MUNICIPAL COURT



MUNICIPAL COURT ORGANIZATION

https://fayetteville-ga.gov/city-departments/public-safety/municipal-court/

STATEMENT OF SERVICE – MUNICIPAL COURT

The Municipal Court of Fayetteville adjudicates cases arising out of violations of traffic laws, local ordinances and certain State misdemeanors. It is the mission of the Court to be dedicated to the principle of equal and timely access to justice so that all individuals are treated with integrity, honesty, equality, respect for the rule of law, and the rights of all. The Court uses all staff members in a collaborative effort to operate the court efficiently and effectively while maintaining public trust and confidence.

GOALS

(Strategic Plan: "Efficient and Effective Government")

1. Operations - Continue to improve the effectiveness and efficiency of the Fayetteville Municipal Court.
    a. Ensure that 100% of the citations received are processed and not misplaced.
    b. Monthly Departmental Meetings to ensure task are being completed in a timely matter.
    c. Filing completed daily to ensure nothing gets lost and case files are 100% complete.
2. Improve Customer and Employee Morale – INTERNAL. Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce.
3. Improve Efficiencies
    a. Implement a paperless court to improve efficiencies
    b. Implement a warrant system to help with on call schedules
4. Enhance Customer Service
    a. Continue returning calls to customers who leave voicemails and making courtesy calls to defendants who miss their schedule court days.
    b. Customer Service Skills Training
        i. Education
        ii. Sensitivity Training
        iii. How to handle difficult customers
        iv. How to greet customers
        v. How to communicate difficult news
5. Improve Department Communication
    a. Monthly meetings to review updates

OBJECTIVES

- Continue to complete each daily task to ensure all items are accounted for and in the proper place
- Enhance the Customer Experience by continuing to provide Customer Service training
- Continue to have monthly departmental meetings to improve department morale

PERFORMANCE MEASURES

	2017	2018	2019	2020	2021
WORKLOAD MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET
Number of Citations Received	4680	7697	7697	5637	2500 (COVID)
Warrant Served	71	99	99	39	10
Number of Cases with Dispositions	4980	7380	7380	4349	2400
Number of Citations Sent to DDS-FTA	44	110	110	87	50

MISSION: To ensure all Court Processes are properly reported in accordance to state and federal regulations	
INPUTS	Citations, Warrants, Daily Deposits
ACTIVITIES	▶ Enter citations daily ▶ Enter court deposits daily ▶ Run fund reports monthly ▶ Send FTA's to DDS ▶ Process dispositions
OUTPUTS	▶ Number of citations closed ▶ Number of warrants recalled
OUTCOMES	
INITIAL	▶ Cash receipts are recorded accurately ▶ Filing is maintained daily ▶ Citations are accounted for
INTERMEDIATE	▶ Defendants are assured that process are being handled correctly ▶ Customer service is number one and being noticed
LONG-TERM	▶ The Courts are able to receive positive reviews ▶ All cases are recorded and handled correctly

Authorized Personnel

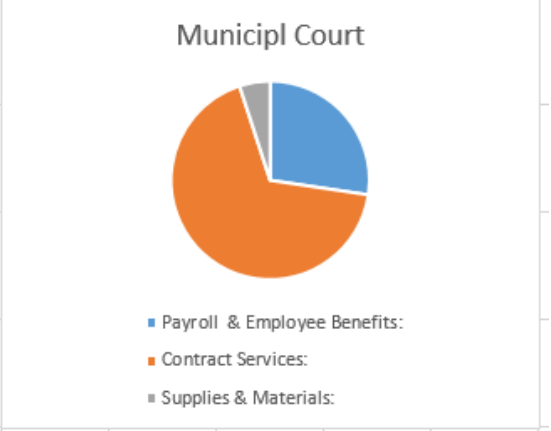
Authorized Positions	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET

Court Administrator	1	0	0	0	0
Clerk of Court	1	1	1	1	1
Deputy Clerk of Court	1	1	2	2	2

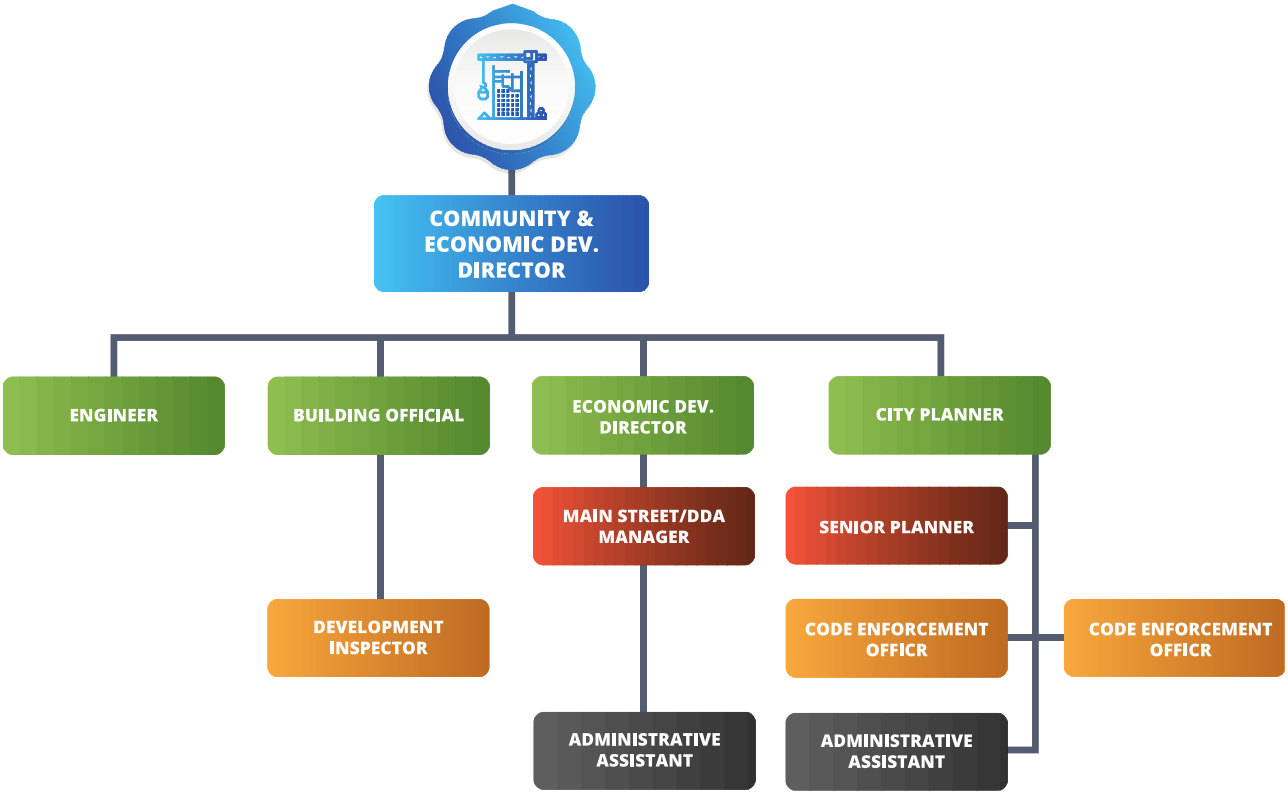
Accomplishments

- Along with the Judge, the Municipal Court implemented deferred sentencing orders to allow defendants additional time to make payment.
- The Municipal Court created a designated workspace for the Serving Solicitor to a workspace that allows the Solicitor to meet one on one with Attorneys and Defendants.
- The Municipal Court updated the lettering on the entrance door with the business name and operation hours to be visible to the public.
- The Municipal Court collaborated with Courtware to utilize the software already in place to access GCIC for a smoother process in obtaining criminal and driving histories.
- The Municipal Court along with the Information Technology Team has installed electronic signature pads in the Courtroom and at the Clerks Counter. All signed documents are now automatically saved to the defendant's citation in the system.

Municipal Court		
Payroll & Employee Benefits:	$ 169,931.00	27%
Contract Services:	$ 420,520.00	68%
Supplies & Materials:	$ 31,100.00	5%
Total FY2021 Budget:	$ 621,551.00	100%



COMMUNITY & ECONOMIC DEVELOPMENT





DAVID RAST
COMMUNITY & ECONOMIC DEVELOPMENT DIRECTOR
https://fayetteville-ga.gov/city-departments/economic-development/

STATEMENT OF SERVICE – COMMUNITY & ECONOMIC DEVELOPMENT

The mission of the Community and Economic Development Department is to ensure sustainable, quality development that preserves historic resources, protects environmentally sensitive areas, provides for adequate vehicular and pedestrian networks, promotes economic vitality, and promotes a sense of community. To do so, the Department employs a professional staff that is accessible, knowledgeable, and innovative. The Department works together with city and county departments, and state and federal agencies to promote the City's mission and to achieve the goals of the City.

The Community and Economic Development Department is comprised of four departments that work closely together:

- The Planning and Zoning Department develops the city's short and long-term plans for physical growth, development and redevelopment. Planning and Zoning Staff also manage the City's interdepartmental plan review process and presents proposed development projects to the Art and Architectural Review Board, the Planning and Zoning Commission, and City Council for approval.
- The Building Department reviews building permit applications and inspects structures to ensure compliance with applicable codes and ordinances to ensure safety of residents and the public. Effective August 31, 2020 the city began outsourcing Building Department functions to SAFEbuilt Georgia, LLC.

- The Code Enforcement Department works with residents, property owners and business owners to ensure existing buildings and properties are properly maintained to protect public safety and property values.
- The Economic Development Department works with local and prospective businesses to promote economic development activities throughout the city. Specifically within the downtown core, the mission of Main Street is to promote and preserve the city's historic district while supporting local shops, restaurants, arts, commerce, and creating community. Main Street uses the patented Main Street Four-Point Approach to support preservation-based revitalization of our historic downtown:
    1. Organization
    2. Promotion
    3. Design
    4. Economic Development

Through these efforts, Main Street serves the community by seeking to reestablish the downtown area as the historical and cultural center of the county, thus creating a unique and vibrant community where history, culture and commerce co-exist.

The mission of the Downtown Development Authority is to revitalize, enhance and stimulate economic development in the city, with an emphasis on maintaining the historical integrity and charm in the downtown district.

GOALS

(Strategic Plan: "Economic Development")

1. Ensure all city plans and studies are consistent and promote the future development and redevelopment of the city.
    a. Amend zoning map and future land use map for consistency with the adoption of the UDO.
    b. Amend the comprehensive plan as needed to ensure compliance with state planning standards.
    c. Update the capital improvements element of the comprehensive plan to ensure compliance with development impact fee legislation.
    d. Analyze existing plan review fee structure to determine if fees should be lowered, maintained or increased to be consistent with neighboring jurisdictions.
    e. Coordinate with the Fayette County Development Authority to identify property for large-scale industrial and/ or office development.
    f. Analyze existing retail centers and determine "best practices" to encourage incentives for redeveloping these areas.
2. Downtown Alleyway Project
    a. Finalize design
    b. Construction
3. Upper deck at Southern Ground Amphitheater
    a. Marketing and sales increase

(Strategic Plan: "Efficient and Effective Government")

1. Study and improve all Community Development processes.
   a. Adopt and implement SOP's for the Planning and Zoning Department.
   b. Adopt and implement SOP's for the Building Department.
   c. Adopt and implement SOP's for Code Enforcement Department.
   d. Finalize and adopt Unified Development Ordinance (UDO).
   e. Update, adopt and implement new submittal applications and review checklists as they relate to UDO.
   f. Implement online plan submittal and review process thru BS&A and BlueBeam software platform.
   g. Implement online zoning and mapping through GRIDIC software platform.
   h. Implement Agenda Pal software for Planning and Zoning Commission meetings

(Strategic Plan: "Improve Neighborhoods")

2. Identify, pursue and implement strategies to enhance the character of the city
   a. Finalize Glynn Street streetscapes/ crosswalk study from Highway 314 to Grady Avenue.
   b. Establish public outreach program with Homeowner Associations, Community Associations, Civic Groups, etc.
   c. Pursue grant funding and implement beautification projects.
   d. Pursue grant funding for multi-use path projects.
   e. Implement regular communications regarding code enforcement.
   f. Establish relationship and develop revitalization and redevelopment plans for Church Street corridor.
   g. Establish relationship and develop revitalization plans for Booker Street neighborhood.

(Strategic Plan: "Infrastructure")

1. City Hall and City Center Park
   a. Design
   b. Construction

OBJECTIVES

1. Maintain coordination with city departments, county departments and state agencies.
   a. Planning coordination meetings with Board of Education and planning staff from other jurisdictions (quarterly)
   b. Technical Review Committee meetings (weekly)
   c. Pre-application review meetings with Applicants (mandatory, as-needed)
   d. Update and adopt submittal applications and checklists

2. Maintain communication with homeowner associations, community associations, property managers and business owners
    a. Quarterly meetings
    b. E-mail blasts, newsletters, code enforcement information (monthly)
    c. Newsletter
    d. Website/ social media (Facebook)

3. Research and develop ordinance to support maintaining integrity of neighborhoods.
    a. Develop rental registry program with annual inspections
    b. Implement registry of AirBnB and similar short-term rental properties
    c. Research home improvement grants and assist residents in applying for grants
    d. Create incentives to rehabilitate older apartment complexes
    e. Apply for TAP, LCI and other funding sources to assist with streetscape projects.

4. Support and encourage participation in monthly, quarterly and annual seminars and conferences that serve as both continuing education opportunities as well as networking.
    a. American Planning Association (APA)
    b. Georgia Planning Association (GPA)
    c. Georgia Association of Zoning Administrators (GAZA)
    d. American Society of Landscape Architects (ASLA)
    e. Georgia Chapter, American Society of Landscape Architects (GA ASLA)
    f. Georgia Forestry Association (GFA)
    g. Congress for New Urbanism (CNU)

5. Secure private sector partner to rehab and bring in tenants for gym and bus barn that complement adjacent greenspace.

6. Facilitate quality development of adjacent downtown properties around City Hall.

7. Work with City Engineering consultant to establish and prioritize “downtown street network” master plan.

8. Work with Public Services to fund development of new multi-use paths.

9. Use Upper Deck at amphitheater to increase sponsorship revenues by 10% annually.

10. Utilize Main Street website to reduce inventory backlog by 10% annually and increase product sales by 20%.

PERFORMANCE MEASURES

Planning and Zoning

Project type	2017 (total)	2018 (total)	2019 (total)	2020 (YTD)
Annexation and zoning	3	0	2	2
Rezoning	4	4	9	4
Preliminary plat	1	5	0	0
Conceptual site plan	8	0	8	8
Development plan	8	11	3	9
Variance	6	7	17	4
Special Exception	8	3	5	6
Amendment to zoning ordinance	4	6	1	2
Amendment to Comprehensive Plan or Text	1	0	0	0
TOTAL	**43**	**36**	**45**	**35**

Building Department

Fee Type	FY 17	FY 18	FY 19	FY 20 (to date)
Permits & Inspections Fees	$236,576.91	$345,294.88	$361,092.80	$447,828.46
Impact Fees	$112,093.48	$347,477.10	$632,283.44	$220,986.60
TOTALS	**$348,670.39**	**$578,131.67**	**$993,376.24**	**$667,815.06**

Activity Type	FY 17	FY 18	FY 19	FY 20
Plan reviews		60	112	65
Permits issued		280	352	127
Building inspections		4,205	5,623	3,730
New Residential CO's Issued	29	68	81	90

ECONOMIC DEVELOPMENT

Workload Measures	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 TARGET
Annual concerts at amphitheater	5	6	9	8	9
Train Depot rentals annually	208	210	187	126	150
MS events annually	28	33	37	30	30

Productivity Measures	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 TARGET
Active corporate sponsors	33	36	38	35	40
Event Revenue – Taste of Fayette	$13,000	$15,750	$14,700	$13,000	$15,500
Merchandise Sales (MS& Tourism funds)	$2,200	$1,350	$7,900	$4,300	$4,800
Depot/Gazebo Revenue	$28,000	$33,500	$35,200	$40,800	$42,000

Authorized Personnel

Authorized Positions	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
Director of Community and Economic Development	1	1	1	1	1
City Planner	1	1	1	1	1
Senior Planner	1	1	1	1	1
Planner	1	0	0	0	0
Administrative Assistant - Planning	1	1	1	1	1
Development Inspector	0	0	1	1	1
Code Enforcement Officer	1	1	2	2	2
Economic Development Director	1	1	1	1	1
Main Street Program Manager	1	1	1	1	1
Administrative Assistant – Main Street	0	1	1	1	1
Museum Manager	0	1	1	1	1
Administrative Assistant – Museum	0	1	1	1	1

Community Development		
Payroll & Employee Benefits:	$ 945,752.00	86%
Contract Services:	$ 135,907.00	12%
Supplies & Materials:	$ 11,713.00	1%
Total FY2021 Budget:	$ 1,093,372.00	100%



DOWNTOWN DEVELOPMENT



BRIAN WISMER
ECONOMIC DEVELOPMENT DIRECTOR
https://fayetteville-ga.gov/documents/downtown-development/dda/

STATEMENT OF SERVICE - MAINSTREET

Our Mission is to promote and preserve Fayetteville's historic district while supporting local shops, restaurants, arts, commerce, and creating community. The mission of the Fayetteville Downtown Development Authority is to revitalize, enhance and stimulate economic development in the City of Fayetteville, with an emphasis on maintaining the historical integrity and charm in the downtown district.

Service to Community

Fayetteville Main Street uses the patented Main Street Four-Point Approach to support preservation-based revitalization of our historic downtown.

1. Organization
2. Promotion
3. Design
4. Economic Development

Through these efforts, we serve the community by seeking to reestablish the downtown area as the historical and cultural center of the county, thus creating a unique and vibrant community where history, culture and commerce co-exist.

GOALS

(Strategic Plan: "Economic Development")

1. Downtown Alleyway Project
   a. Finalize design
   b. Construction

2. Southern Ground Amphitheater
   a. Marketing and Sales increase

(Strategic Plan: "Infrastructure")

1. City Hall and Public Greenspace
   a. Design
   b. Construction

OBJECTIVES

- Complete construction of City Hall and public greenspace that meets budget and allows for future phasing of additional improvements.
- Facilitate quality development of adjacent downtown properties around City Hall, including the Downtown Alleyway project.
- Work with Community Development to complete "downtown street network" plan.
- Work with Public Services to fund development of multi-use paths in high-priority areas.
- Utilize amphitheater enhancements to increase sponsorship revenues by 10% annually.
- Utilize digital media to reduce Welcome Center inventory backstock by 10% annually and increase product sales by 20%.

PERFORMANCE MEASURES

WORKLOAD MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Annual concerts at amphitheater	6	9	8	8	5
MS events annually	33	37	30	2	15

PRODUCTIVITY MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Active corporate sponsors	36	38	35	23	25
Event Revenue – Taste of Fayette	$15,750	$14,700	$13,000	0	$15,500
Merchandise Sales (MS& Tourism funds)	$1,350	$7,900	$4,300	$5,030	$4,000

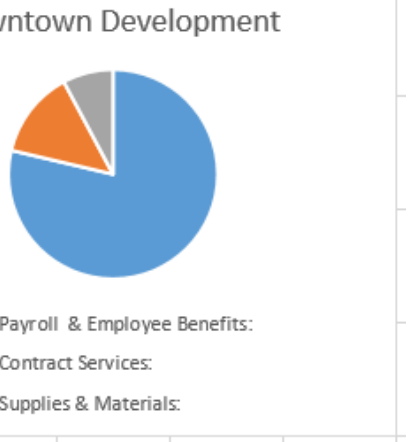
Authorized Personnel

Authorized Positions	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Downtown & Economic Development Director	1	1	1	1	1
Main Street Program Manager	1	1	1	1	1
Admin Assistant	0	2	2	2	2
Museum Manager	0	1	1	1	1

ACCOMPLISHMENTS

- Received 2020 accreditation as a Georgia Classic Main Street city by the Ga. Dept of Community Affairs and licensed by the National Main Street Center.
- Acquired historic commercial property on downtown square at 119 S. Glynn Street.
- Received GDOT approval to implement a road diet through the downtown square on E. Lanier Avenue (SR54).
- Installed seven new wayfinding signs around the downtown square.
- Received ARC funding award to study high-priority areas for multi-use paths.

Downtown Development		
Payroll & Employee Benefits:	$ 161,520.00	79%
Contract Services:	$ 27,800.00	14%
Supplies & Materials:	$ 16,017.00	8%
Total FY2021 Budget:	$ 205,337.00	100%

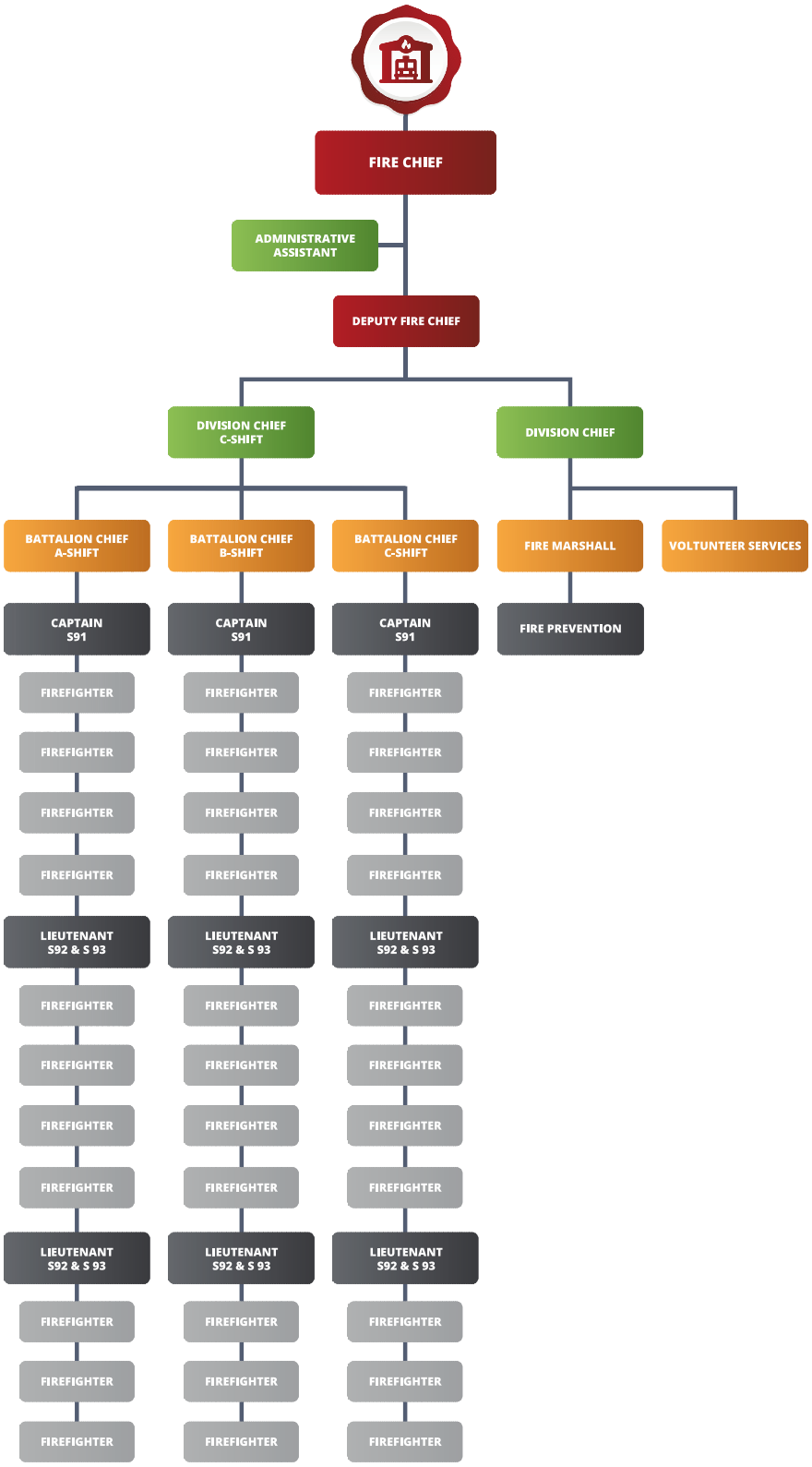


Main Street Tourism		
Payroll & Employee Benefits:	103974	15%
Contract Services:	492526	72%
Supplies & Materials:	88350	13%
Total FY2021 Budget:	684850	100%



PUBLIC SAFETY

FIRE DEPARTMENT







ALAN JONES
FIRE CHIEF & ASSISTANT CITY MANAGER

LINDA BLACK
DEPUTY FIRE CHIEF

https://fayetteville-ga.gov/city-departments/public-safety/fire-department/

STATEMENT OF SERVICE – FIRE DEPARTMENT

The City of Fayetteville Fire Department is a proactive organization dedicated to the preservation of life and property from the ravages of fire and natural or technological disasters. This is accomplished through hazard mitigation, public education, planning and response activities.

The City of Fayetteville Fire Department responds to emergency incidents including fires, emergency medical calls, motor vehicle and other accidents, rescue calls, bomb threats or detonations, severe weather and flooding emergencies, and hazardous materials emergencies as a member of the Fayette County Multi-Jurisdictional Hazardous Materials Response Team. Our Volunteer Services personnel provide redundancy to our response system through response to emergency incidents, stand-by at stations or assisting at special events or work details.

Fire department personnel perform numerous prevention and public relations functions which include annual pre-fire plan updates and fire safety inspections on all businesses, annual hydrant maintenance, emergency management functions, fire safety and other specialty programs, construction plan reviews, station tours, blood pressure screenings, and distribution of smoke detectors. The department further collaborates with other local public safety agencies on other special public service projects throughout the year.

GOALS

(Strategic Plan: "Efficient and Effective Government")

1. Achieve response time for first assigned unit of 4 minutes or less 90% of the time and response time for entire first alarm assignment of 8 minutes or less 90% of the time
    a. Ensure adequate staffing for each assigned unit
    b. Ensure station locations appropriately service area
    c. Identify road system improvements that can improve response time, including pre-emption devices
    d. Ensure preparedness of response personnel

2. Ensure personnel performance standards are maintained and employees are compensated competitively to retain quality and experienced workforce
    a. Implement performance management system
    b. Ensure adequate training for personnel to perform at needed levels
    c. Maintain City pay and benefits package

3. Reduce the number of fires per 10,000 population below national averages
    a. Ensure staffing and response time goals are met
    b. Ensure proper equipment is in place and maintained
    c. Continue community outreach efforts
    d. Continue and improve fire prevention programs
    e. Identify and implement hazard mitigation efforts

4. Design and Construct Fire Station 93
    a. Finalize site location and complete design
    b. Approve contract for construction in accordance with established budget

OBJECTIVES

- Continue to improve community outreach efforts
    - School programs
    - Community events and open houses
    - Develop movie theater public safety announcements
    - Continue public safety announcements through radio ("The Bear")
    - Home owner association meetings
- Continue to improve prevention and mitigation efforts to reduce hazards to the community
    - Complete revision of fire department ordinances
    - Review inspection program to reduce number of re-inspections
    - Assist businesses with sprinkler system tagging
- Continue efforts to reduce cancer risks to firefighters

- Improve equipment and gear
- Improve decontamination procedures
- Continue medical exam program
- Cancer screenings

- Continue to adjust operations based on changing needs of the community
  - Mass shooting response training
  - Technical rescue training
- Improve operations of the department through technology
  - Complete implementation of NFORS program to collect quality data and establish standard of cover for our community
  - Complete migration of policies and procedures into LEXIPOL system

PERFORMANCE MEASURES

WORKLOAD MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Number of Emergency Calls	3,237	3,313	3,178	3460	3500
Number of Hydrants Maintained	1,304	1,298	1,336	1347	1370
Business Inspections Completed	1,969	2,016	2,117	1,762	2,200
Plan Reviews Completed	144	284	348	438	450
Pre-Fire Plans Completed	1,099	974	1,067	839	1,100
Fire Safety Contacts	3,846	7,439	5,948	9,231	10,000
Training Hours Completed	9,360	8,821	13,565	11,100	14,000

PRODUCTIVITY MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Maintain ISO Rating	3	3	3	3	3
Average Response Time	3:32	3:25	4:52	4:56	4:50
Response Time < 5 Minutes	87.4%	86.6%	71.9%	69.9%	80%

MISSION: Preserve life and property through hazard mitigation, emergency response planning, public education and prevention activities.	
INPUTS	Personnel, apparatus and equipment, facilities, standard operating procedures and industry standards
ACTIVITIES	▶ Response to emergency calls ▶ Plan review and business inspections ▶ Public safety education efforts ▶ Fire investigations ▶ Training ▶ Complete maintenance on vehicles, equipment, and facilities
OUTPUTS	▶ Total number of emergency calls ▶ Total number of inspections, pre-fire and plan reviews ▶ Total number of hydrants maintained ▶ Total number of public safety education contacts ▶ Total number of calls within response time goals
OUTCOMES	
INITIAL	▶ The department is able to minimize the impact of an incident on life, property, and the environment with an effective response ▶ Hazards to the public are minimized through plan review, inspections and other prevention activities ▶ City receives favorable ISO rating ▶ Workforce remains stable to maintain desired culture
INTERMEDIATE	▶ Citizens are assured that department resources are properly managed ▶ Department is eligible to receive state and federal funding ▶ Investment in the City is encouraged
LONG-TERM	▶ Citizens and businesses will enjoy benefits of a safe community with quality services to minimize the impact of an incident should it occur

Authorized Personnel

Authorized Positions	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Fire Chief	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1
Division Chief	2	2	2	2	2
Battalion Chief	2	2	2	2	2
Fire Marshal	1	1	1	1	1
Fire Prevention Officer	1	1	1	1	1
Fire Captain	1	2	2	2	3
Fire Lieutenant	8	7	7	7	6
Firefighters	21	33	33	33	33
Administrative Assistant	1	1	1	1	1
TOTALS	39	51	51	51	51

ACCOMPLISHMENTS – FIRE DEPARTMENT

- Maintained requirements for Department of Homeland Security SAFER grant award in the amount of $1,545,364 for the hiring of 12 firefighters
- Received delivery of and placed in service replacement SPLOST quick response vehicle
- Researched and implemented LEXIPOL policy management system to improve policy guidance and administration as recommended in 2019 fire department assessment
- Researched and purchased NFORS program to better track department performance to improve data management as recommended in 2019 fire department assessment
- Researched and continued to improve/expand Community Risk Reduction activities as recommended in 2019 fire department assessment
- Conducted a successful fire captain promotional process which resulted in one promotion and produced a 24-month eligibility list for two additional candidates
- Successfully completed GBI audit for GCIC
- Held annual fall festival for fire prevention month
- Fire Lieutenant Sean Venza received the 2020 VFW Post 3650 and VFW State Firefighter of the Year award for his work on developing the fire department's active shooter response training and research to select ballistic vests for fire personnel
- Battalion Chief Chris Peacock received the 2020 public safety recognition by American Legion Post 105 for his oversight of the Station 93 relocation project
- Maintained requirements of Department of Public Health as EMS First Responder Service
- Completed move of temporary fire station 93 to better improve response times to Fayetteville west side
- Completed annual medical examinations on all full-time firefighters
- Continued program to provide two sets of turn-out gear for each firefighter to reduce exposure to carcinogens
- Completed purchase to outfit all fire department personnel with protective ballistic vests
- Developed and maintained a COVID-19 pandemic Incident Action Plan to ensure continued delivery of essential services to the public while maintaining safety of our personnel
- Purchased an Aeroclave unit to conduct disinfection of work spaces and equipment
- Replaced department thermal imaging cameras and completed first phase of mobile and portable radio replacement



Fire Station 91 – Johnson Avenue

95 Johnson Ave
Fayetteville, GA 30214



Fire Station 92 – Fayette Pavilion

124 Pavilion Pkwy
Fayetteville, GA 30214



Fire Station 93 – South Sandy Creek Road
(Temporary Station)

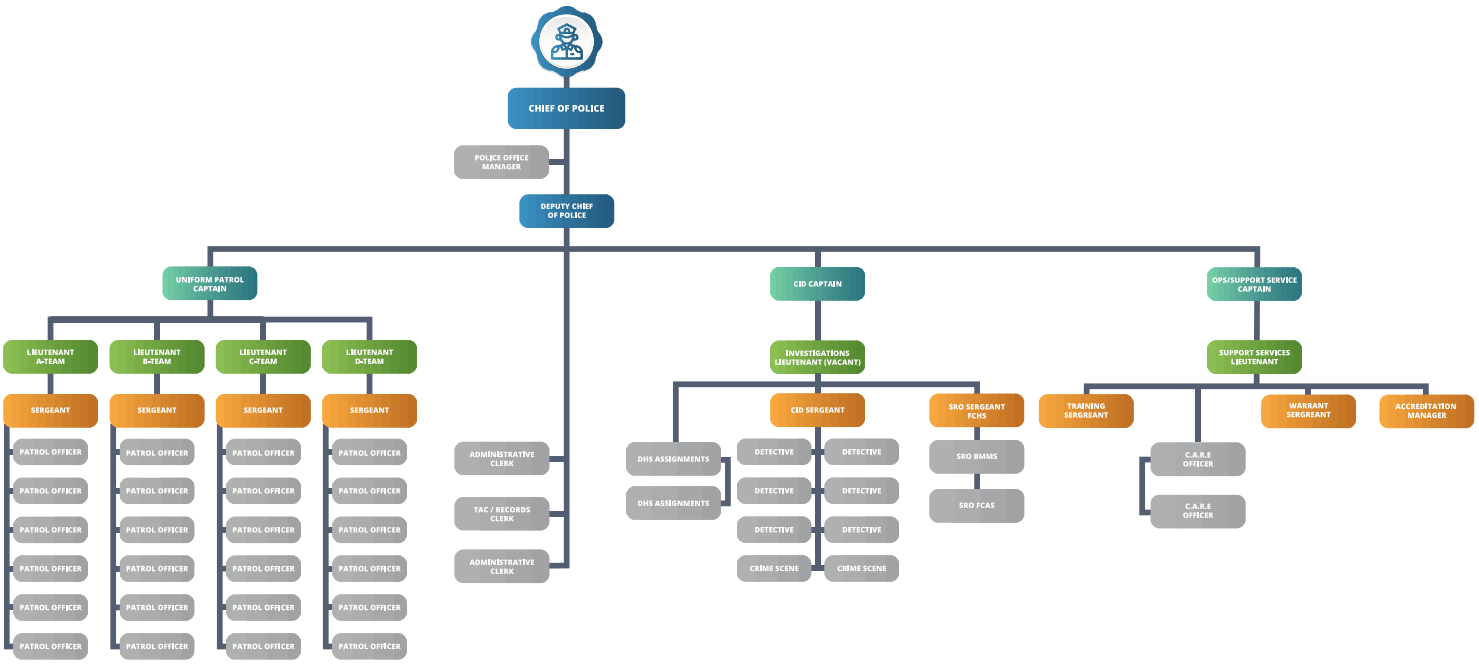
194 Sandy Creek Rd
Fayetteville, GA 30214

Fire Department		
Payroll & Employee Benefits:	$ 4,294,331.00	87%
Contract Services:	$ 171,294.00	3%
Supplies & Materials:	$ 486,868.00	10%
Total FY2021 Budget:	$ 4,952,493.00	100%



PUBLIC SAFETY

POLICE DEPARTMENT







SCOTT GRAY
POLICE CHIEF

ROBERT MASK
DEPUTY POLICE CHIEF

https://fayetteville-ga.gov/city-departments/public-safety/police-department/

STATEMENT OF SERVICE – POLICE DEPARTMENT

OUR MISSION

The men and women of the Fayetteville Police Department are committed to protecting life, property, and the constitutional guarantees of all citizens. With community partnership as our foundation, we are entrusted to enhance the quality of life, seek solutions to community problems, and foster a sense of peace and security for all people within our city. We will honor the trust placed in us by holding ourselves to the highest standards of professional police conduct.

SERVICE TO COMMUNITY

The Police Department is organized to provide dedicated and specialized areas of law enforcement services to our citizens. The administration of the police department works closely with members of city hall and the other city departments to coordinate law enforcement concerns and activities with the services they provide in effort to provide the most efficient and highest level of customer service to our citizens.

GOALS – Fayetteville Police Department

Department Mission

a. Protection of Life and Property
b. Prevention, Detection, and Investigation of Criminal Activity
c. Apprehension of Offenders
d. Maintenance of Public Order
e. Recovery of Property
f. Training Officers
g. Compliance with Ethical Standards
h. Traffic Control
i. Community Service
j. Department Evaluation

(Strategic Plan: "Better engage and improve neighborhoods")

1. Improve relationship between SRO's and the Faculty, Staff and Students
    a. Each SRO should plan and implement an activity or event to boost interaction between students and department each semester
    b. Ensure all deployment plans are on file with the department for each school
2. Enhance the hiring process for new employees
    a. Form a hiring committee
    b. Create an updated recruitment video
    c. Design new interview questions for oral board
    d. Formulate ideas and processes to ensure new hire fits within organization
3. Expand public safety education to citizens
    a. Quarterly coffee with a cop events
    b. Track all community events
    c. Neighborhood watch information

(Strategic Plan: "Increase Economic Development")

1. Develop Police Team
    a. Enhance training for departmental personnel
    b. Update the field training program for Criminal Investigations
    c. Update the field training program for new hires
2. Improve Police Communication and Education
    a. Improve communication within the criminal investigation division
    b. Improve communication within the patrol division
3. Individual target plans developed and implemented crime areas in uniform patrol division
    a. Each patrol team submits 2 plans of actions to the division commander each quarter to focus on a crime area
4. Improve Crime Scene Efficiency and Capabilities

a. Review purchase list with the CSI unit to prioritize items needed
b. Purchase total station system to assist in crime scenes
c. Train on all new systems
d. Research/implement and train on new evidence tracking software

5. Reduce negative crime perception amongst citizens of Fayetteville
   a. Track all media posts to include posting of actual crime stats on social media
   b. Post community surveys on social media, tracking the results
   c. Continuous update of new city website/PD section of website
   d. New ideals for social media in include community updates, Q&A videos, crime prevention tips, public service announcements

OBJECTIVES FAYETTEVILLE POLICE DEPARTMENT

- Continue to expand and develop new community policing events
- Continue to expand training and education within the department
- Continue to increase communication within the department and with other departments within the city.
- Continue to work closely with community leaders to enhance safety and education

PERFORMANCE MEASURES

WORKLOAD MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Number of Dispatched Calls for Service	10629	10485	12424	10092	11000
Number of Officer initiated calls	17987	17703	21768	27975	29000
Number of Arrest	918	1124	1360	1268	1280
Number of traffic crashes	1510	1503	1511	1400	1450
Number of traffic stops	6010	9836	8824	7198	7500
Number of DUIs	132	195	163	88	90
Number of traffic citations and warnings	4645	8131	8338	13195	13200
Training Hours Completed	9357	7848	3953	4623	5000
Number of Community Relation Events	68	95	130	50	50
Number of Press Releases	337	466	460	12	50

** The target numbers could increase/decrease in certain areas depending on the COVID-19 pandemic ending within FY2021

PRODUCTIVITY MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Department response times to calls	4:59	4:12	4:54	5:78	5:45
Part I Crimes	580	769	558	1879	1800
Part II Crimes	664	792	1408	262	250
% of crimes cleared by arrest (National Avg. 47.2)%	66%	58%	35%	63.1%	50%
% of participation with current stakeholders in the community	100%	100%	100%	100%	100%

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE AND COST

NEW PRIORITIES & NEW INITIATIVES:

New priorities for FY2020 will be implementing upgrades to the department's Crime Scene unit. This will be part of a multi-year plan to address the needs of the property and evidence room as well as equipment upgrades. The property and evidence storage and processing will also be upgraded to fit the increased demands of the department.

The Police Department continues to focus on cross training, and eliminating one person from holding all the keys or access. Redundancy in training and specialization will be addressed this year for key positions including records management and other software systems.

The Police Department will focus on developing a strategic plan to address service coverage for the city as we continue to grow and develop. Key issues will be on additional personnel and equipment and organizational structure.

CHALLENGES:

The ability to adequately forecast service delivery needs for the West Fayetteville area while maintaining the current quality of service for the rest of the city. It is imperative to increase staffing levels to provide proper service delivery while maintaining appropriate fiscal management. New housing continues to develop in the area.

With the growing and continued increase in volume, workload and additional responsibilities along with additional reporting requirements, the ability for the department to meet deadlines or expectations and maintain quality will be challenging without the need for additional sworn and civilian staff.

NON-ROUTINE OR NEW ITEMS

Non-Routine or New Items
Evidence room expansion, along with office space expansion inside the building Purchase additional software to assist in retrieving reports from a previous records management system. This will include a crime mapping software.

POLICE AUTHORIZED POSITIONS

		2017	2018	2019	2020	2021
		Actuals	Actuals	Actuals	Actuals	Target
34	Director of Police Services (Chief of Police)	1	1	1	1	1
31	Deputy Police Chief	1	1	1	1	1
29	Police Captain	3	3	3	3	3
27	Police Lieutenant	5	5	5	5	5
26	Systems Specialist	1	1	1	1	1
24	Police Sergeant	7	8	8	8	8
22	Accreditation Manager	1	1	1	1	1
22	Master Police Officer	5	3	4	4	4
21	Police Officer III/CSI	3	3	4	4	4
20	Police Officer II	24	24	27	28	28
19	Police Officer I	0	0	0	0	0
17	Administrative Assistant/Records Manager	1	2	2	1	1
16	TAC / Records Clerk	1	1	1	1	1
15	Admin Clerk – Records	0	1	1	2	2
	Full-Time Department Total:	**53**	**54**	**59**	**60**	**60**

ACCOMPLISHMENTS

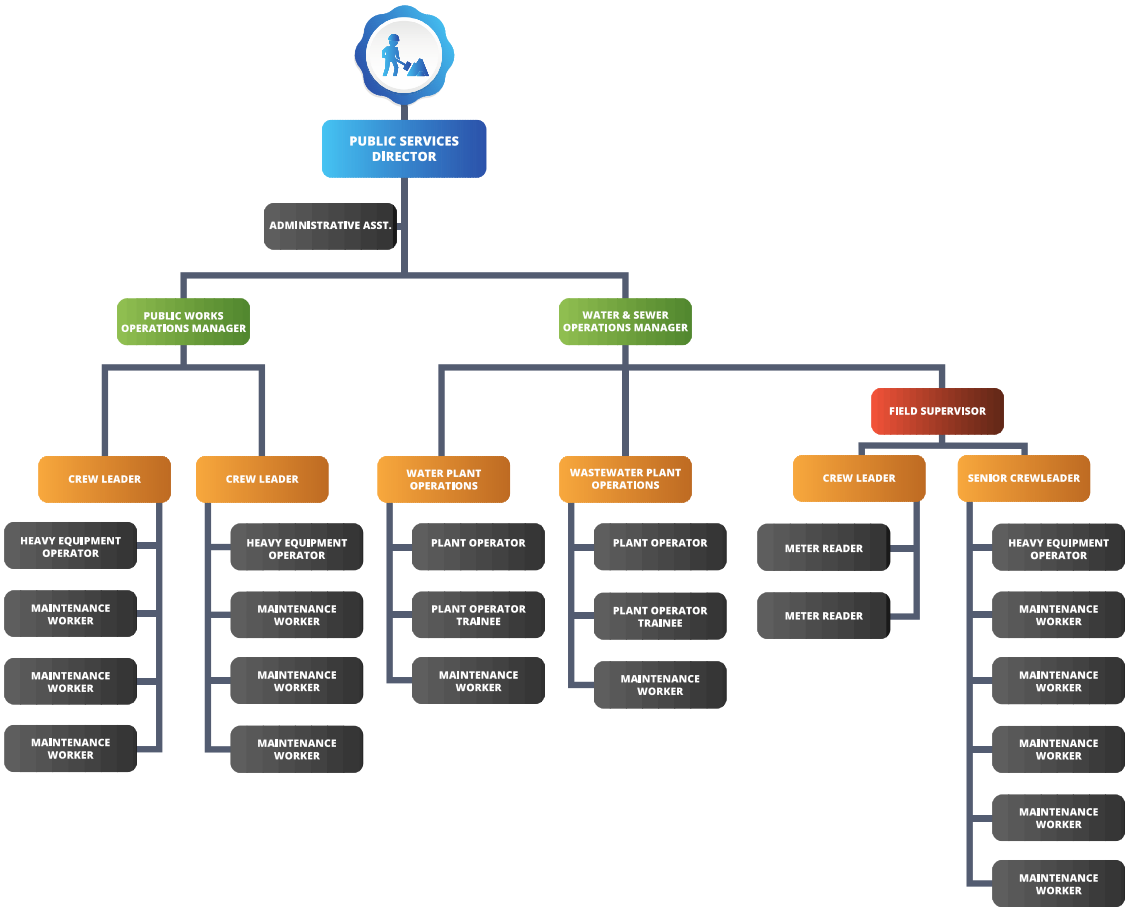
- Upgraded Crime Scene Equipment
- Upgraded Several Vehicles in Uniform Patrols Fleet
- Revised the Entire Standard Operation Procedure Manuel
- Upgraded the Field Training Process
- Raised Minimum Certified Officer Training to 120 Hours
- Held 2 Citizens Police Academy

- Held 1 Junior Police Academy
- Installed 25 FLOCK camera systems throughout the city
- Installed a new roof on the police department

Police Department		
Payroll & Employee Benefits:	$ 4,789,770.00	85%
Contract Services:	$ 537,395.00	9%
Supplies & Materials:	$ 336,651.00	6%
Total FY2021 Budget:	$ 5,663,816.00	100%



PUBLIC SERVICES





CHRIS HINDMAN
PUBLIC SERVICE DIRECTOR
https://fayetteville-ga.gov/city-departments/public-services/

STATEMENT OF SERVICE – PUBLIC WORKS

The City of Fayetteville Public Works mission is to provide safe passage of road ways and sidewalks:

- Mowing of all City right of ways
- All sidewalk maintenance and repairs
- Median landscapes
- Provide service for Mainstreet events
- Amphitheater lawn care and maintenance
- Lawn care for all City owned buildings
- Street drainage and repairs on City right of way
- Sign maintenance and repairs
- Parks in the City (4 parks)
- Cart path maintenance

The City of Fayetteville Public Works Department provides the maintenance of the roadways, sidewalks and the public aspects of the drainage system under the City's jurisdiction. We maintain the landscaped medians of the highways, cut grass on the shoulder of many roads, replace traffic control and street name signs on public streets to help keep Fayetteville a safe and attractive city.

GOALS

(Strategic Plan: "Neighborhoods")

1. Construct city-wide multi-use trails
    a. Work with the approved city-wide multi-use trail plan to procure funding options for implementing the plan

2. Construct new medians for Highway 85 (downtown area)
    a. Develop a Request for Proposals for construction of the medians
    b. Construct medians

(Strategic Plan: "Transportation")

1. Resurface 1 mile of roadway using LMIG funding
    a. Apply for the GDOT LMIG grant
    b. Choose 1 mile of roadway using the road evaluation software
    c. Approve construction services and resurface the chosen roads

2. Construct downtown street network
    a. Develop a Request for Proposals for the construction of the approved design
    b. Work with awarded contractor to construct the roadway

3. Resurface 5 Miles of Streets through the SPLOST program
    a. Choose 5 miles per year from the SPLOST list
    b. Work with the resurfacing contractor to resurface the roads per year

OBJECTIVES

- Work with the contractors once projects have been approved to construct the projects

PERFORMANCE MEASURES

WORKLOAD MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 Actual	2021 TARGET
Public Works Work Orders	825	830	820	830	830
Potholes Repaired	20	20	15	25	20
Miles of R/W Mowed	489	490	495	495	500

	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET

PRODUCTIVITY MEASURES					
% of Work Orders completed	99%	99%	99%	99%	99%

AUTHORIZED PERSONNEL

Authorized Positions	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Public Works Operations Manager	1	1	1	1	1
Maintenance Crew Leader	1	2	2	2	2
Heavy Equipment Operator	2	2	2	2	2
Maintenance Worker 2	6	6	6	6	6
Maintenance Worker 1	0	0	1	1	1

ACCOMPLISHMENTS PUBLIC WORKS

- Maintained ISO Rating 7 for Stormwater Flood Insurance Program
- Maintained compliance with the Watershed Protection Annual Report
- Maintained compliance with the National Pollutant Discharge Elimination Permit Compliance for Stormwater Discharge
- Resurfaced 1.04 miles of LMIG roadways and 4.02 miles of SPLOST roadways

Public Works		
Payroll & Employee Benefits:	$ 453,151.00	42%
Contract Services:	$ 167,380.00	16%
Supplies & Materials:	$ 451,192.00	42%
Total FY2021 Budget:	$ 1,071,723.00	100%



STATEMENT OF SERVICE – WATER & SEWER

The City of Fayetteville Water and Sewer Departments mission is to supply water to the City of Fayetteville residents for potable and firefighting uses and to treat and to dispose of the wastewater generated by the City of Fayetteville as per regulations set forth by all state and federal agencies.

The City of Fayetteville Water and Sewer Department provides water and wastewater treatment and disposal for City residents within the City's jurisdiction. The Water and Sewer Department manages all resources needed to operate and maintain the water and sewer systems. The City's water system is comprised of 108 miles of pipeline. The City's sewer system is comprised of 130 miles of pipeline and the operation of 26 pump stations.

GOALS

(Strategic Plan: "Infrastructure")

1. Evaluate and complete maintenance and repairs on sewer lines
    a. Perform camera operations each year on 1/5th of the collection system
    b. Repair any deficiencies found through the camera process

2. Construct Wastewater Treatment Plant upgrades
    c. Work with the consultant engineer and the awarded contractor to construct the plant upgrades
    d. Complete construction and begin operation of the wastewater plant

OBJECTIVES

- Continue to work with the engineers for each project to keep the projects on track on a monthly basis

- Once construction has been approved for a project, oversee the construction process on a monthly basis

PERFORMANCE MEASURES

WORKLOAD MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Number of gallons of wastewater treated MG	890	900	905	895	905

Number of gallons of water processed MG	270	285	282	285	300
Water/Sewer Work Orders	4860	4855	4865	4845	4890

PRODUCTIVITY MEASURES	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
% Completion rate of Utility Locates	100%	100%	100%	100%	100%
% of Work Orders completed	99%	99%	99%	99%	99%

Authorized Personnel

Authorized Positions	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 TARGET
Water/Sewer Operations Manager	1	1	1	1	1
Field Operations Supervisor	1	1	1	1	1
Wastewater Plant Operator	1.5	3	3	3	3
Senior Crew Leader	0	0	0	0	0
Water Plant Operator	1	1	1	1	2
Plant Maintenance Worker	0	0	0	0	2
Maintenance Crew Leader	2	1	1	1	1
Heavy Equipment Operator	1	1	1	1	1
Maintenance Worker 2	2	3	3	3	5
Maintenance Worker 1	0	0	2	2	0
Meter Reader	2	2	2	2	2

ACCOMPLISHMENTS WATER

- Maintained compliance with NPDES permit for the Whitewater Creek Water Pollution Control Plant
- Maintained compliance with EPD permits for groundwater and water plant operations
- Wastewater Plant construction has been constructed to 75% completion
- Replaced 1,177 non-functioning meter radio units in the field
- Repaired 312 water leaks and 9 water main breaks

Water Department		
Payroll & Employee Benefits:	$ 1,560,800.00	34%
Contract Services:	$ 1,423,561.00	31%
Supplies & Materials:	$ 1,552,062.00	34%
Total FY2021 Budget:	$ 4,536,423.00	100%



**Numbers only reflect the following categories, budget overall total is different

SECTION 7 – DOCUMENT-WIDE CRITERIA

Accounting System – The total set of records and procedures which are used to record, classify and report information on the financial statements and operations of an entity.

Accrual Basis of Accounting – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).

Ad Valorem Property Taxes – Taxes levied on an assessed valuation (40% of market value) of real and personal property, based on a valuation as of January 1 and a millage rate set by the City Council.

Appropriation – An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of government resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Asset – All the property such as cash, inventory and receivables that is owned by a business or government and may be applied to cover liabilities.

Audit – An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.

Balanced Budget – A budget in which revenues are equal to expenditures. Thus, neither a budget deficit nor a budget surplus exists. More generally, a budget has no budget deficit, but could possibly have a budget surplus.

Bond – A written promise to pay a sum of money on a specific date at a specified interest rate as authorized by ordinance and detailed in the bond document. Bonds are primarily used to finance capital projects.

Budget – A financial plan for a specific period of time that matches all planned revenues and expenditures with various City services.

Budget Adjustment – A legal procedure utilized by City staff to revise a budget appropriation. City staff has the authorization to adjust line item expenditures within a departmental budget but the City Council must approve any increase in the total budget for a department.

Budget Amendment –.is the mechanism used to revise the working **budget** of state-supported and auxiliary enterprises accounts to reflect changes that occur throughout the fiscal year. Once the working **budget** is completed, it can only be changed by **Budget Amendment**

Budget Calendar – The schedule of key dates or milestones which the City follows in the preparation, adoption and administration of the budget.

Budget Document – The instrument used by the City Manager to present a comprehensive financial plan to the City Council.

Budget Message – A general discussion of the proposed budget presented in writing as a supplement to the budget document usually included in the transmittal letter. The transmittal letter explains the

principal budget issues against the background of financial experience in recent years and presents recommendations made to the City Manager.

Budget Ordinance – The official enactment by the City Council legally authorizing City Officials to obligate and expend resources.

Budget Transfer – Amount transferred from one fund account to another

Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within limitations of available appropriations and available revenues.

Capital Asset – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget – A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of a complete annual budget which includes both operating and capital outlays. The capital budget should be based on a capital improvement program (CIP).

Capital Improvement Program (CIP) – a multi-year plan used to identify needed capital projects and coordinate their timing and methods of financing.

Capital Improvement Project – An item in excess of $5,000 for which the purchase, construction, or other acquisition will represent a public betterment to the community and add to the total capital assets of the City.

Capital Outlay – Includes outlays which results in the acquisition of or addition to fixed assets. The item must have a cost greater than $5,000 and have a useful life greater than three (3) years.

Capital Projects Fund – Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Cash Basis – A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Certificate of Deposit (CD) – A time deposit with a specific maturity evidenced by a certificate. Large denomination certificates of deposit are typically negotiable as to maturity and yield.

Collateral – Value of securities pledged to a specific amount or investment as supplemental security to the credit of the issuer or the broker. Collateral can be of a specific nature and priced at par or market value.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Debt – An obligation resulting from the borrowing of money or from the purchase of goods or services over a period of time. Legal definitions of debt vary from state to state and are determined by constitutional provisions, statutes, and court decisions.

Debt Limit – A maximum amount of debt that may be legally incurred. A debt limit usually only applies to general obligation debt and is most often expressed as a percentage of the taxable value of property in a jurisdiction.

Debt Service Fund – A fund used to account of money necessary for scheduled payment of outstanding debt, both principal and interest becoming due during the fiscal period, and contributions which may be required to accumulate monies for the future retirement of bonds.

Deficit – The excess of liabilities of a fund over its assets; the excess of expenditures over revenues during an accounting period.

Department – A major administrative unit of the City with overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation Expense – Depreciation of capital assets within the various enterprise funds.

Designated, Unreserved Fund Balance – Management's intended use of available expendable financial resources in governmental funds reflecting actual plans approved by the government.

Division – An administrative segment of the City, which indicates management responsibilities for an operation or a group of related activities within a functional area. Divisions are the basic units of the budget upon which departments are composed.

Downtown Development Authority (DDA) – A separate component unit of the City established to assist with commercial development.

Employee Benefits – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

Encumbrance – Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenses.

Exempt, Exemption, Non-Exempt – Amounts determined by State Law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment.

Expenditure – Decrease in net financial resources. Expenditures include current operating expenses requiring the present and future use of net current assets, debt service, capital outlays and intergovernmental grants, entitlement and shared revenues.

Expenses – Outflows or incurrences of liabilities from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or general operations.

Fayette County Board of Commissioners – A policy making, publicly elected board that oversees the County government.

Fayette County Board of Education (FCBOE) – A policy making board that oversees the Fayette County school system.

Fees – A charge by government associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees include user charges, building permits, etc.

Federal Emergency Management Agency (FEMA) – An agency of the Department of Homeland Security is tasked with responding to, planning for, recovering from and mitigating against disasters.

Fiscal Policy – The City government's policies with respect to taxes, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal Policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Fayetteville has specified August 1 to July 31 as its fiscal year.

Fixed Asset – Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery and furniture.

Function – A major class of grouping of tasks directed toward a common goal – such as executive, financial and administrative, and other general government. For the purposes utilized in budgetary analysis these categories were established by the State of Georgia and financial reports must be grouped according to those established functions.

Fund – A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of the activities performed, measurement of different objectives, and to facilitate management control.

Fund Balance – Refers to the excess of current assets over current liabilities.

Fund Equity (Enterprise Fund) – the non-capital portion of the fund's net assets.

FT/PT – Full-time/part-time

Fund Classifications – One of the three categories (governmental, proprietary, and fiduciary) used to classify funds.

Fund Type – One of the eleven classifications into which all individual funds can be categorized. Governmental Fund types include the general fund, special revenue funds, debt service funds, capital funds, and permanent funds. Proprietary fund types include enterprise funds, and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund – The general fund is one of the five governmental fund types and typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

General Government Function – These services are provided by the Legislative and Administrative branches in the management of governmental affairs.

General Obligation (G.O.) – Bonds sold to raise revenue for long-term capital financing needs. These bonds which pledge the full faith and credit of the City must be approved by voter referendum. The cost of financing is spread over the life of the improvement so that future users help to repay the cost of the improvement.

General Sales and Use Tax – A percentage tax imposed upon the sale or consumption of goods and/or services.

Government Finance Officers Association (GFOA) – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP (Generally Accepted Accounting Principles) for state and local government since its inception and sponsors the Distinguished Budget Awards Program and the Certificate of Achievement for Excellence in Financial Reporting Program.

Governmental Accounting Standards Board (GASB) – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Fund – an accounting system for recording resources whose use has been limited by the donor, grant authority, governing agency, or other individuals or organizations or by law.

Grant – A contribution by a government or other organization to support a particular function or program.

Hotel/Motel Tax – Tax levied on every person who rents, leases, or lets for consideration any temporary living quarters/accommodations, within the boundaries of the city limits and established by ordinance. The tax is used to fund the activities of the Main Street Tourism Fund.

Impact Fees – Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

Infrastructure – Basic installations and facilities (e.g. roads, bridges) upon which the continuance and growth of a community depend.

Insurance Premium Tax – A tax on the gross direct premiums received during the preceding year from policies of fire and casualty insurance issued upon property and business located within the State of Georgia. The tax is distributed based on census population numbers.

Intangibles – Tax levied on intangible personal property such as securities, mortgages and cash based on returns filed with the State of Georgia.

Intergovernmental Revenue – Revenues received from other governmental entities in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Interest Income – Revenue earned for the use of idle monies.

Internal Service Fund – Is a fund that is established to account for any activity that provides goods or services to other funds, departments or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

Interfund Transfer – Contributions and operating transfers of cash made between the various funds of the City.

Investment – Securities purchased and held for the production of income in the form of interest, dividends or base payments.

Lease Purchase – A method of acquiring high cost equipment or property and spreading the payments over a specified period of time.

Levy – To impose taxes for the support of government activities

Liability – Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date. This term does not include encumbrances.

Line-Item Budget – A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Liquidity – Ease with which a financial instrument can be converted to cash quickly with minimal loss of principal.

Main Street Tourism Fund (MSTF) – A non-profit 501 (c) (6) entity, a component unit of the City, established to operate the Villages Amphitheater as well as overseeing tourism events for the City.

Major Fund – Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount of all governmental and enterprise funds.

Millage Rate – The ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.

Mission Statement – A broad statement of purpose that is derived from organizational and/or community values and goods.

Modified Accrual Basis – The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.

National Pollutant Discharge Elimination System – A permit program, which controls water pollution by regulating point sources that discharge pollutants into the waters of the United States.

Non-major Governmental Fund – Special Revenue funds account for the proceeds of specific revenue sources (other than trusts for individual, private organization, or other governments or for major capital projects) that are legally restricted to expenditures for specified purposes.

Objective – Something to be accomplished in specific, well-defined, and measurable terms and is achievable within a specific period.

Operating Budget – The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, travel, fuel and capital outlay.

Operating Income – The excess of proprietary fund operating revenues over operating expenses.

Operating Revenues – Proprietary fund revenues that are directly related to the fund's primary service activity. The consist of user charges for services.

Operating Transfers – Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

Ordinance – A formal legislative enactment by the governing body of a City.

Organizational Chart – A chart representing the authority, responsibility, and relationships of divisional and departmental entities within the City organization.

Other Financing Source – An increase in current financial resources separate from revenues.

Other Financing Uses – A decrease in current financial resources separate from expenditures.

Performance Measures – Specific quantitative and qualitative measures of work performed as an objective of the department or cost center.

Personnel Services – Expenditures of gross salaries and wages paid to elected officials and both permanent and temporary employees; and amounts paid on behalf of employees that include social

security contributions, Medicare, retirement contributions, health insurance, dental insurance, life insurance, long-term disability, unemployment insurance, and workers' compensation.

Principal – The original amount borrowed through a loan, bond issue, or other form of debt.

Professional Services – Expenditures made for services performed by persons or firms with specialized skills; services purchased to operate, repair, maintain, and rent property owned by the City; and other purchased services.

Program Description – Describes the nature of service delivery provided at this level of funding. It clearly explains how service delivery will be.

Property Tax – Revenue generated from the annual levy of taxes on property owner.

Proprietary Funds – Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds. The City has no internal service funds.

Public Safety Function – This category provides for the citizens of the City of Fayetteville the security and safety of persons and property and includes the departments/divisions of emergency services, fire services, and law enforcement.

Purchase Order – A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Receivable – An asset account reflecting amounts owed from persons or organizations for goods or services provided by the entity. A type of receivable is Accounts Receivable.

Reserve – An account used to indicate that a portion of a fund's fund balance is legally restricted for a specific purpose or commitment and is, therefore, not available for general appropriation.

Revenue – The term designates an increase to a fund's asset which does not increase a liability, represent a repayment of an expenditure already made, represent a cancellation of certain liabilities or represent an increase in contributed capital.

Sales Tax – A general "sales tax" is levied on all merchandise sold on a retail basis by all persons or businesses selling merchandise in the City limits. Monies collected under authorization of this tax are for the use and benefit of the City.

Special Purpose Local Option Sales Tax (SPLOST) – A sales tax approved by voter referendum used in the City of Fayetteville for transportation projects.

Special Revenue Fund – A governmental fund type used to account for proceeds of specific revenue sources (other than from major capital projects) that are legally restricted to expenditure for specified purposes.

Taxes – Compulsory charges levied by a government for the purpose of financing the services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit.

Transportation Function – The safe and adequate flow of vehicles, travelers and pedestrians is included in this classification

Workload Indicators – Used in budgets to show, for example (1) the amount of work accomplished, (2) the efficiency with which tasks were completed, and (3) the effectiveness of a program

Undesignated, Unreserved Fund Balance – Available expendable financial resources in a governmental fund that are not the objective of tentative management plans.

Uniform Accounting System – The chart of accounts prescribed by the Office of the State Department of Audits that is designed to standardize financial information to facilitate comparison and evaluation reports

User Fees – The fees charged for direct receipt of public services

Vehicle Excise Tax – Tax levied on every person who rents, leases, or lets for consideration any vehicle

Yield (Return on Investments) – The rate of annual income returned on an investment, expressed as a percentage.

Zero-Based Budget – An operating, planning and budgeting process which

The Statistical Data Provided is from the City's FY 2019 Audited Financials

Demographic and Economic Statistics – Last Ten Fiscal Years 2010 – 2019

CITY OF FAYETTEVILLE, GEORGIA

DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS

Fiscal Year	Population (1)	Personal Income (thousands) (2)	Per Capita Personal Income (2)	Median Age (1)	School Enrollment (3)	Unemployment Rate (4)
2010	15,093	445,002	29,484	36.1	20,756	8.6
2011	15,945	423,356	26,551	36.1	20,607	8.3
2012	16,124	447,248	27,738	41.3	20,506	8.1
2013	16,060	482,330	30,033	41.6	20,317	7.7
2014	16,206	482,663	29,783	39.9	20,756	5.8
2015	16,725	502,302	30,033	40.2	20,054	4.9
2016	16,990	536,119	31,555	41.3	20,078	4.4
2017	16,705	547,289	32,762	41.7	20,238	5.2
2018	17,056	600,320	35,197	41.8	20,104	5.2
2019	17,459	601,166	34,433	41.8	20,520	3.4

Sources:

(1) City of Fayetteville records.
(2) Bureau of Economic Analysis, U.S. Department of Commerce.
(3) Fayette County Board of Education.
(4) Bureau of Labor Statistics, U.S. Department of Labor.

CITY OF FAYETTEVILLE, GEORGIA

FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES BY FUNCTION
LAST TEN FISCAL YEARS

	Fiscal Year									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Function										
General government	14	14	13	13	13	15	18	21	23	24
Judicial	2	2	2	2	2	3	3	3	2	3
Public safety										
Police	45	45	44	46	42	45	48	55	54	59
Fire	36	36	35	35	37	31	33	39	51	51
Public works	12	12	11	11	10	11	9	12	13	12
Housing and development	5	5	6	6	3	6	8	7	10	11
Main Street Tourism	2	2	2	2	2	2	1	3	4	3.5
Water and Sewer										
Water	10	10	10	7	10	10	10	11	14	17
Wastewater	10	10	7	6	2	3	3	3	3	2.5
Total	136	136	130	128	121	126	133	154	174	183

Source:
City of Fayetteville, Georgia records

CITY OF FAYETTEVILLE, GEORGIA

PRINCIPAL EMPLOYERS
CURRENT YEAR AND NINE YEARS AGO

	Fiscal Year 2019			Fiscal Year 2010		
Employer	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Fayette County Board of Education	-	-	-	2,921	1	25.13%
Fayette Hospital (Piedmont)	1,518	3	10.39%	1,256	2	10.81%
CGL Facility Management LLC						
Brent Scarborough & Company, Inc.	250	8	1.71%			
Wal-mart Stores, Inc	332	5	2.27%	338	4	2.91%
Kroger	327	6	2.24%	239	5	2.06%
Publix	265	7	1.81%	193	7	0
Lowe's				137	10	1.18%
Home Depot						
Lafayette Nursing Home				207	6	1.78%
Concrete Supply Company						
Fayette County Government	758	4	5.19%	720	3	6.20%
Fayette Medical						
Target				180	8	1.55%
Long Horn Steakhouse						
CITY OF FAYETTEVILLE	181	10	1.24%			
Amedisys Georgia LLC	2,529	1	17.31%			
Best Buy				139	9	0.012
SRC Ventures	1,520	2	10.40%			
Oliven Garden	209	9	1.43%			
Total	7,889		42.17%	6,330		54.48%

Source:
City of Fayetteville, Georgia records.

CITY OF FAYETTEVILLE, GEORGIA

OPERATING INDICATORS BY FUNCTION
LAST TEN CALENDAR YEARS

	Fiscal Year				
	2010	2011	2012	2013	2014
Function					
Mayor And Council					
Citizen contacts	5,000	5,000	4,600	4,600	4,600
Council meetings	26	26	25	25	24
Correspondence generated	100	100	80	65	70
Finance and Administration					
A/P checks processed	4,282	4,200	3,739	3,943	4,013
Business licenses processed	2,092	2,100	2,217	2,183	2,409
Utility bills generated	101,010	101,051	99,936	101,105	103,446
Information Technology					
Number of work orders received	600	600	600	600	665
Hits on City website per year	125,000	150,000	150,000	150,000	152,436
Municipal Court					
Citations processed	8,704	8,000	6,518	5,585	6,693
Cases adjudicated	9,131	9,000	5,301	4,845	5,096
Average inmates per month	14	12	9	5	5
Police					
Number of arrests	1,521	1,431	1,382	1,145	940
Number of traffic accidents	1,084	1,351	1,317	1,388	1,326
Citations/warnings issued	10,969	10,398	10,161	8,449	6,450
Fire					
Emergency calls	2,737	2,800	3,110	2,850	2,518
Hydrants maintained	1,300	1,315	1,261	1,280	642
Inspections completed	1,391	1,400	1,381	1,450	1,908
Public Works					
Miles resurfaced	1.5	1.5	1.3	1.5	0.0
Miles of cracks sealed	1.0	1.0	1.0	1.0	0.0
Miles of right of way mowed	465	465	352	390	386
Housing And Development					
Building permit inspections	2,294	2,300	2,300	2,398	3,286
Development plan applications	0	8	7	11	4
Erosion control inspections	461	460	427	460	409
Water And Sewer					
Water - gallons processed (X 1,000)	427,071	322,906	300,269	224,093	224,013
Wastewater - gallons processed (X 1,000)	630,894	637,203	543,576	548,332	713,125
New meter installations	13	15	14	139	71

Source:
City of Fayetteville, Georgia records.

Fiscal Year				
2015	2016	2017	2018	2019
4,598	4,600	4,780	4,659	4,679
27	25	24	24	24
75	76	70	74	N/A
4,678	3,515	3,513	6,243	4,212
2,500	2,459	2,379	2,718	2,935
103,049	103,405	98,404	98,451	104,632
600	600	1,700	2,011	2,710
400,990	430,850	577,917	500,108	533,384
5,727	7,954	5,209	5,372	9,088
5,909	7,610	253	7,371	7,701
3	2	3	3	3
1,330	1,430	1,102	1,183	1,174
1,149	1,556	1,634	1,567	1,449
7,262	7,901	6,990	7,637	9,032
2,689	2,889	3,237	3,203	3,379
1,287	1,287	1,304	1,336	1,347
1,364	1,280	1,969	2,045	2,057
0.0	0.0	0.0	3.0	5.0
0.0	1.0	1.0	1.0	1.0
410	470	490	495	498
2,303	2,727	3,613	4,524	4,862
10	12	0	15	13
193	237	383	356	833
215,760	210,840	265,000	212,304	308,395
743,425	905,662	825,538	846,761	898,152
51	62	37	45	67

CITY OF FAYETTEVILLE, GEORGIA

CAPITAL ASSET STATISTICS BY FUNCTION
LAST TEN FISCAL YEARS

	Fiscal Year									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Function/Program										
General Government										
Phone system	1	1	1	1	1	1	1	1	1	1
Computer system	1	1	1	1	1	1	1	1	1	1
Buildings	2	2	2	2	2	2	2	2	2	2
Police										
Station	1	1	1	1	1	1	1	1	1	1
Fire										
Stations	2	2	2	2	2	2	2	2	2	2
Fire trucks	3	3	4	4	4	4	5	6	8	8
Public Works										
Parks	5	5	5	5	5	5	5	5	5	5
Highways/streets	63.30	63.30	63.30	63.30	63.30	63.30	66.30	66.30	64.30	64.30
Building	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.05
Bridge	1	1	1	1	1	1	1	1	1	1
Traffic signals	3	3	3	3	3	3	3	3	3	3
Cemetery	1	1	1	1	1	1	1	1	1	1
Lake	3	3	3	3	3	3	3	3	3	3
Component Units										
Buildings	4	4	4	4	4	4	4	4	6	7
Museum Collection	1	1	1	1	1	1	1	1	1	1
Water And Sewer										
Buildings	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Lift stations	24	24	24	24	24	24	26	26	26	26
Miles of sewer lines	126	126	126	126	126	126	129	130	131	131
Miles of water lines	108	108	108	108	108	108	108	109	109	109
Manholes	2,798	2,798	2,798	2,798	2,798	2,798	2,848	2,863	2,870	2,880
Stormwater detention	1	1	1	1	1	1	1	1	1	1
Lake	1	1	1	1	1	1	1	1	1	1
Wells	3	3	3	3	3	3	3	3	3	3

Source:

City of Fayetteville, Georgia records.

CITY OF FAYETTEVILLE, GEORGIA

WATER SUPPLY BY SOURCE
LAST TEN CALENDAR YEARS
(IN THOUSAND GALLONS)

	Fayette County		System Well/Water Plant			
Calendar Year	Volume	Percent	Volume	Percent	Total Usage	Percent Change
2010	118,314	23.0 %	395,035	77.0 %	513,349	2.1 %
2011	149,076	31.6	322,906	68.4	471,982	(8.1)
2012	196,070	39.5	300,269	60.5	496,339	5.2
2013	248,780	52.8	222,129	47.2	470,909	(5.1)
2014	265,770	54.3	224,013	45.7	489,783	4.0
2015	263,918	55.0	215,760	45.0	479,678	(2.1)
2016	287,590	57.7	210,840	42.3	498,430	1.8
2017	301,247	58.7	212,304	41.3	513,551	3.0
2018	251,776	50.3	248,446	49.7	500,222	(2.6)
2019	234,363	43.2	308,395	56.8	542,758	8.5

Source: City of Fayetteville, Georgia records.

CITY OF FAYETTEVILLE, GEORGIA

WASTEWATER TREATMENT PLANT AVERAGE FLOW
LAST TEN CALENDAR YEARS
(IN MILLION GALLONS PER DAY)

Calendar Year	Average Daily Flow MGD	Average Weekly Peak Flow MGD
2010	1.73	1.90
2011	1.63	1.88
2012	1.46	1.65
2013	1.61	2.40
2014	1.85	1.80
2015	2.04	1.98
2016	2.34	N/A
2017	2.28	N/A
2018	2.34	N/A
2019	2.46	N/A

Note: The City's sewerage system consists of a modern secondary wastewater treatment facility, 24 pumping stations and approximately 122 miles of collector and transmission lines. The Whitewater Creek wastewater treatment plant was expanded and upgraded in 1992 to 3.75 MGC and in 2008 to 5.0 MGC through 2003 Water and Sewer Bonds and a GEFA Loan.

Source: City of Fayetteville, Georgia records.

CITY OF FAYETTEVILLE, GEORGIA

WATER AND SEWER CUSTOMERS
LAST TEN CALENDAR YEARS

Calendar Year	Number of Water Customers	% Increase Water Customers	Number of Sewer Customers	% Sewer to Water Customers
2010	6,615	0.5 %	8,035	121.5 %
2011	6,607	(0.1)	8,027	121.5
2012	6,628	0.3	8,083	122.0
2013	6,720	1.4	8,196	122.0
2014	6,769	0.7	8,202	121.2
2015	6,856	1.3	7,122	103.9
2016	6,891	0.5	7,170	104.0
2017	6,820	(1.0)	7,212	105.7
2018	7,023	3.0	7,472	106.4
2019	7,017	(0.1)	7,559	107.7

Source:
City of Fayetteville, Georgia records.

CITY OF FAYETTEVILLE, GEORGIA

WATER AND SEWER USER FEES AND CHARGES

In accordance with the requirements of Rule 15c-2-12 promulgated by the Securities and Exchange Commission ("SEC"), the City has covenanted to disclose the following annual financial information.

User fees are set by the Mayor and Council to recover independently the cost of providing water and sewerage service, to pay principal and interest on debt obligations of the System and to general reserves for emergencies and expansion of the System. The Mayor and Council last adopted a schedule for rates, tolls, assessments and fees charged by the System in August 2009. The City has covenanted in the Ordinance to revise and adjust such schedules of rates, fees and charges for water sewerage services and facilities to the extent necessary to produce funds at least equal to the amount necessary to: 1) operate and maintain the System on a sound businesslike basis but before provision for depreciation or amortization; 2) produce an amount equal to 115% of the Debt Service Requirement for the then current Sinking Fund Year; 3) create and maintain in the Debt Service Reserve Fund an amount equal to the Debt Service Reserve Requirement; and 4) make the payments then required to be made into the Renewal and Extension Fund.

The minimum water and sewer bill is based on the first 2,000 gallons of water usage. In addition to the charges for water and sewerage usage, the City charges a connection fee for new water and sewer services based upon the size of water meter as indicated in the following table:

Meter Size	Meter Charge	Installed	Tap	Sewer	Total for Water and Sewer
5/8 - 3/4"	$ 900	Y	$ 400	$ 1,479	$ 2,779
1"	1,200	Y	400	2,464	4,064
1.5"	1,500	Y	400	4,928	6,828
2"	2,000	Y	400	7,885	10,285
3"	2,500	N	-	14,785	17,285
4"	7,800	N	-	24,642	32,442
6"	10,540	N	-	49,283	59,823
8"	14,000	N	-	78,854	92,854

Based on the current rate structure and average residential water of usage of 6,500 gallons per month, the average water bill for a residential customer is approximately $30.97 per month. The average residential sewer bill is approximately $33.03 per month.