



**State of the City  
January 21, 2014  
Mayor Lionel Jordan**

Ladies and Gentlemen of the City Council and my fellow citizens of Fayetteville, I am proud to announce that the state of our City is sound.

Fayetteville is a unique community with a rich history and a wonderful story. I love this City, and I love to tell our story.

Our achievements and successes this year have been the result of an excellent partnership between my administration and our City Council and the dedication and the efforts of our outstanding staff and City employees.

Among our shared principles and goals receiving special focus this year have been: (1) to spend wisely and save taxpayers' money while increasing public services; (2) making City services more convenient for our residents; (3) increasing public information about and awareness of those public services; and (4) assuring the inclusion of all residents in the benefits of the services and projects that enhance the quality of life in our community.

Internally, we have made special efforts to secure state and federal funding, reduce waste, improve sustainability, update infrastructure, and maintain a safe and productive working environment for our employees.

Fayetteville is blessed with a strong municipal workforce. One City employee who frequently praised the fact that he was a City of Fayetteville employee was Judge Rudy Moore, Jr. Judge Moore honorably served with distinction as the Fayetteville Municipal Judge and then the Fayetteville District Court Judge for over 22 years, until his death on April 11, 2013. We recognize his service to Fayetteville tonight as we look at 2013 and lead into 2014. We also recognize Fayetteville District Court staff who banded together and took a positive approach to dealing with this immense loss while succeeding in the many transitions that occurred in an already-existing high-volume work environment.

Fayetteville is growing, the number of jobs here are consistently on the rise, and we are nationally recognized for our community's innovative initiatives. The University of Arkansas has dramatically increased enrollment and is further establishing itself as one of the top public research and academic institutions in the nation, while the City and University's relationship continues to strengthen. We have the best schools in the State, our medical facilities are outstanding, we are blessed with excellent local businesses and a loyal customer base that supports our local economy, and we are in the midst of one of Fayetteville's most rapid expansions of infrastructure in our history.

We focus on becoming a community of livable neighborhoods that meets present needs without compromising the ability of future generations to meet their needs. Despite our rapid growth resulting in increased demand for public services, we have been good stewards of the taxpayers' money and again adopted a balanced budget, reduced our outstanding debt, and strengthened our financial reserve funds.

Economic growth is reflected in total sales tax collections up 3.8% compared to 2012 as of the end of October. Based on the strong operating results of 2012, the City Council approved a salary package based on a 2013 survey of the market, which works to assure that job compensation for our municipal workers is more consistent with the marketplace.

The Fayetteville economy continues to recover from the great recession of 2008, and we are optimistic of continued economic vitality. We added over 800 new private sector jobs in 2013. Existing manufacturing firms have announced planned investments of more than 50 million dollars in plant and equipment expansions and upgrades, which will result in additional good-paying jobs for our residents. Another sign of our continued economic recovery from the recession of 2008 is that 805 building permits were processed last year, more than 2,800 mechanical, electrical and plumbing permits were processed; and over 20,000 inspections were made—which is a 151% increase from 2012.

911 calls increased last year by 13.44%, and calls for service increased 2%. There has been a 6% increase in calls for fire service over last year and a 20% increase in calls for service since 2010. We have had a continued increase in the number of calls for fire service, which amounts to a 54% increase from 2003 through 2013, such that the Fayetteville Fire Department is handling close to 3,000 more calls each year—an addition of 8 calls per day. But, even with that increase, the Fayetteville Fire Department still makes house calls, including free fire inspections and installation of free residential fire alarms.

Our Fire Department is working to expand awareness of the benefits of public safety service, focusing on an increase in diversity in our fire service workforce. Our community fire education program engaged 7,400 children and 2,600 adults last year in education programs. We held our first Fayetteville

Family Fire Safety Day, and expanded and improved the fire training program with over 17,000 staff-hours of formal training in 2013.

The Police Department has expanded recruiting efforts through various resources and is dedicated to reaching high caliber recruits, including additional women and minorities. The agency is partnering with community and academic organizations, which it believes to be rich in potential candidates. Police Administrators earned their Certificate of Leadership in the UA Diversity and Inclusion program. CALEA Accreditation is just one example of the Fayetteville Police Department's commitment to its pursuit of professional excellence.

We are the only city in Arkansas to have adopted the 2009 International Energy Conservation Code for residential construction, including a HERS rating, which serves as the model for the State.

The Fayetteville Municipal Airport took the Fixed Base Operation in house last year. Our airport was the third-busiest airport in the State of Arkansas last year. We hosted the Air Race Classic and the Annual Cross Country Air Race for Women Aviators, and twice during the year we hosted the Commemorative Air Force's flying bombers.

Our citizens voted to authorize bonds to expand the Walton Arts Center and develop the Fayetteville Regional Park, and we selected the company to provide design and engineering services for the Regional Park Master Plan.

We made many improvements to our parks in 2013, including renovation of the concession and restroom at Walker Park Baseball Complex, Wilson Park Tennis Court Renovation that included ADA accessible parking and access in conjunction with the project, Mount Sequoyah Gardens Improvements and ADA accessible parking and access and replacement of the existing asphalt entry drive, and completion of the Wilson Park Pool Renovation. Working with regional partners, we also instituted our advanced wayfinding signage program.

A major initiative undertaken in 2013 was the migration of our old and outdated email system to a new system to help standardize technology and equipment at the City. We instituted technological improvements to enhance communication internally and between the City and the public and to make customer payment options more efficient and user-friendly. We instituted a paperless agenda item management system in 2013. Moreover, Fayetteville was named the Number 2 Digital City in the Nation for our population category at the National League of Cities Conference.

Our Transportation Division started a program to supplement the traditional asphalt overlay process by utilizing a method called Micro Surfacing, a more cost-efficient and time-efficient way to resurface roadway pavement. In 2013, approximately 4.7 miles of City streets were resurfaced using this new

method, and 6 miles of hot mix asphalt was applied for a total of almost 11 miles of pavement resurfacing. We installed new drainage infrastructure, curb and gutter, sidewalks, retaining walls, and approximately 11,000 feet of sidewalk were constructed City wide. Several other infrastructure projects included video detection upgrades at Sycamore and College, Drake and Garland, Leverett and Maple, and Shepherd and College.

We replaced a failing bridge at Martin Luther King, Jr. Boulevard between East Avenue and South College Avenue, and renovated the old Railroad trestle bridge and the installation of the adjacent tunnel structure under the existing Railroad overpass for the Tsa-La- Gi Trail. We have continued to facilitate sidewalk connectivity in Fayetteville to enhance walkability. Moreover, the City Council addressed public concerns by enacting new booting/wheel clamp regulations for private parking lots.

We constructed 5.5 miles of new trails in 2013—the highest mileage total in the history of our trails program. This includes approximately 3.8 miles constructed by approximately 5.2 million dollars in grant funding. We began construction of the Highway 71B flyover bridge project and completed construction on Cato Springs Road, the City's first roundabout, and Highway 265 between Mission and Joyce Boulevards. We continued development of the new Drainage Criteria Manual, which will include a Chapter on Low Impact Development and new requirements for water quality and protection of property downstream from developments.

In 2013, staff provided approximately 30 tours to nearly 500 people at our waste water treatment plants, the Woolsey wetland, and the Biosolids Management Site. Attendees included students from elementary, middle, and high schools; college students; educators; bird watchers; and other professionals. In July, Arkansas Audubon designated Woolsey Wet Prairie as Arkansas's 32<sup>nd</sup> Important Bird Area (IBA). With less than 1% of our state's original wetland prairies remaining, this milestone highlights Woolsey's value as a natural resource not only in Northwest Arkansas but statewide. Adjacent to the Woolsey Wet Prairie, we also initiated a plan for restoration of the historic Woolsey Farmstead.

We completed the Lake Sequoyah dredging project and performed dam maintenance at Lake Fayetteville, Lake Sequoyah, and Lake Wilson; and performed a record high amount of hydrant maintenance and upgrades. The City Council approved form-based code amendments, which will make the use of more traditional town development patterns, mixed use, and pedestrian friendly development more developer-friendly and feasible. This includes modification to accommodate recent market demand for single family homes on smaller lots.

Several city events benefitted our community, including the tree and shrub give-away at the annual Celebration of Trees, National Kids to Parks Day

Parkapalooza, Fest-of-All, Yvonne Richardson Community Center 2<sup>nd</sup> annual Celebrate Our Kids Banquet that raised \$30,000 for the Center, the Senior Giving Tree, Lights of the Ozarks and the new Ozarks Holiday Walk, and our many City recreational opportunities.

Over 30,000 people participated in recreation events through our Parks and Recreation Department programs last year. The Yvonne Richardson Community Center was able to make major facility renovations to the Center through grants and donations from many community donors. We have installed park, trail, and parking lot interpretative signage and location maps of each park. We expanded Adult Recreation Programming to offer more recreational opportunities for adults, including a new *Incrediball League*, as well as nearly doubling participation levels in Adult Coed Kickball and Volleyball.

Our Community Development Block Grant program last year led to 17 housing rehabilitation projects, assistance to 146 residents with transportation needs, and 7 grant awards to non-profit entities. Ranger's Pantry garnered 17,000 pounds of dog and cat food that helped 677 dogs and cats stay with their families. We instituted the Energy Efficiency & Weatherization Kit program and have already distributed 377 weatherization kits.

We also completed the final Wedington Corridor Plan, sold the old Tyson Mexican Original plant site and we plan to bank that money for additional community advancement, and worked on a master plan for the East Gate Plaza area with input from the public.

In 2013, we celebrated the 20<sup>th</sup> anniversary of the City of Fayetteville Television Center. We continued our Television Center upgrades, including more cost-efficient service at higher technical quality for viewers and we are providing higher quality Internet streaming for both The Government Channel and Public Access Television, as well as improving the usability of the studio production area. We enhanced Public Access services by expanding class offerings to both basic and advanced levels and expanded hours of operation.

City Media Services designed, specified, and installed a remote recording system in Room 326 that improved meeting coverage, increased safety for staff assigned to meeting coverage, and decreased staff time necessary to record and prepare meeting video for distribution. New Digital Signage displays to enhance civic awareness of city services were added at the Solid Waste Division building and the New Accounts area of City Hall.

Our outstanding Fayetteville Public Library continues to increase its collections and its services to the public. This has been the fifth consecutive year of increased participation in the Fayetteville Public Library's summer reading program, workshops, speakers, and events. The Library acquired new digital services to increase accessibility, including a music downloading service,

digital magazines, and downloadable audio-books; all in addition to growing ebook collections and offering iPads, eReaders and laptops for checkout.

In 2013, well over half-a-million people visited our public library, there were over 1.3 million online visits to the library last year, there were 1,467 library programs with over 70,000 program attendees, over 1.2 million physical materials were checked out, and there were over 100,000 digital downloads.

Animal Services successes are notable, including a reduction in the euthanasia rate to 7%, and we increased the amount of pets returned to owners by 8% over 2012. Staff also initiated free training and behavior classes for the public. The public is instrumental in these successes, and we thank the many residents who gave so many homeless animals a loving home last year.

The people of Fayetteville are our greatest asset, and we are blessed with many residents who contribute to our community in a variety of ways—whether it is volunteering time with the City of Fayetteville or local non-profits, or contributions to strengthening our school district, the University of Arkansas, or one of our hospitals. Our citizen innovation rests in our minds, our hands, and our hearts. Fayetteville, Arkansas, last year was again recognized as a Volunteer Community of the Year in Arkansas—making it the fifth year in a row that the People of Fayetteville have been honored with that recognition to dedicated public service. Last year over 38,000 volunteers contributed over 657,000 hours of service and made a volunteering economic impact of over fourteen and a half million dollars. The USAA and the U.S. Chamber of Commerce Foundation’s Hiring Our Heroes program announced the top 10 “Best Places for Veterans: Jobs” list with Fayetteville earning the number 7 ranking.

### **Wise Money Management**

In our ongoing efforts to save taxpayer money, we have engaged in extensive research and filed applications for Grants to fund the fire department, purchase wildland firefighting protective gear, receive cost recovery for Hazardous Materials incident responses, and engaged in an Interlocal Agreement for hazmat service fees. The Fire Department received an Assistance to Firefighters Grant from the Federal Emergency Management Agency, a Forcible Entry Simulator Equipment and Training Grant Award from Firehouse Subs Public Safety Foundation, a Carbon Monoxide Alarms Equipment Grant Award from Kidde Corporation, a Firewise Community grant, and joint receipt of a grant from the Arkansas Fire Prevention Commission for the Youth Fire Intervention Taskforce.

The Police Department saved approximately \$100,000 of its 2013 overtime budget by utilizing time trades and creative scheduling and staffing procedures, as well as the receipt of approximately \$200,000 in reimbursed salaries and overtime expenses for special events. The Police Department was also recently

awarded a COPS Hiring Program Grant for the funding of three police officers, which includes a four-year 75/25 matching grant for a maximum of \$375,000 by the Department of Justice. These officers will be utilized to expand our School Resource Officer (SRO) program, and they will be responsible for providing security and crime prevention services to our schools. Through an award of a \$198,000 2013 STEP Grant, the Police Department worked over 822 hours of patrol directed toward impaired driving and provided funding to the department's Community Oriented Policing Division to take part in a number of presentations and community events during which 215 child safety seats were given to citizens who otherwise could not afford them.

Even small changes bring cost savings, such as our conversion of seven mowers to propane, which saved over \$5,200 last year. City of Fayetteville Parks and Recreation has a superior volunteer program and volunteer network that worked on a variety of projects that included trash pick-up, wood debris removal, invasive vegetation removal and planting of native trees, shrubs and grasses. Parks and Recreation volunteers logged over 7000 hours last year, equivalent to \$132,000 and 875 work days.

We received a total of \$381,000 in grant funding for construction of active transportation infrastructure, received a \$260,000 Transportation Alternatives Program grant through the Northwest Arkansas Regional Planning Commission to create a bikeway, and received an \$81,000 grant from the Arkansas Highway and Transportation Department's Safe Routes to Schools Program for construction of a sidewalk and trail bridge over Clabber Creek. We received a \$40,000 grant from the Endeavor Foundation for the construction of three bikeways that link the Razorback Greenway to public parks and schools.

The City received a \$10,000 matching and \$15,000 in-kind Grant from the Curbside Value Partnership, which was used to kick off the Recycle Something marketing campaign. We received a \$30,000 ADEQ/Boston Mountain Recycling Grant for indoor recycling containers for apartments, a \$25,000 ADEQ/Boston Mountain E-Waste Recycling Grant for continuation of the e-waste coupon redemption program, and a \$1,000 Keep America Beautiful Cigarette Litter Prevention Program for Dickson Street.

Production of in-house, high-level television spots for our Recycle Something campaign saved the City well over \$40,000. We managed completion of an energy efficient lighting upgrade at Fire Station 2, which will save \$1000 per year in electricity cost. And, our purchase of Utility Bill Management Software will better enable the City to track our utility usage.

The City received approximately \$1.3 million in new federal aid transportation funding for 2013. Other grants include a State of Arkansas Historic Preservation Grant from the Governor's Office for \$1,200 and a \$100,000 award by the National Endowment for the Arts for a pedestrian and

art-centered redesign of School Avenue. In the removal of the Tyson industrial facility on Huntsville Road, we saved over \$100,000 by selling the building in an on-line auction rather than paying a contractor to remove the structure, and our Utilities Department saved over \$268,000 by using in-house design and construction management staff.

An energy-efficient upgrade to the second level of the Meadow Street Parking Deck netted a rebate check of almost \$4,000. Staff is also continuing the upgrade project of rebuilding, powder coating, and reassembling all parking meter housings. Performing this work in-house resulted in a total savings of over \$20,000. The sale of obsolete meter bodies through GovDeals resulted in over \$57,000, which was \$42,000 more than through normal metals recycling methods.

### **Recognition and Honors**

Fayetteville can tout many honors in the last year, and I will highlight a few. First, two long-time volunteers with the City of Fayetteville were recognized this past year for their excellence — Jim Cherry was awarded the honor of Arkansas State Soccer Association Volunteer of the Year, and Dave Bowman received the honor of Arkansas Recreation and Parks Association Individual Volunteer of the Year.

We have several City staff who have been elected to state association leadership positions. The City Clerk of Fayetteville, Sondra Smith, is the President of the Arkansas City Clerks, Recorders, and Treasurer's Association. City Fleet Director Jessie Beeks is President of the Arkansas Public Fleet Managers Association. Harlan Henson is President of the Backflow Prevention Association of Arkansas. Fire Chief David Dayringer is President of the Northwest Arkansas Metropolitan Fire Chiefs Association. Vel Moses is Secretary-Elect of the Code Officials of Arkansas.

The Southeast Fayetteville Community Center received the Arkansas Recreation and Parks Association Group Volunteer of the Year in 2013. Last year, the City was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Governmental Financial Officers Association. The City was also awarded a Distinguished Budget Presentation Award for its 2013 Budget from the Governmental Financial Officers Association. This is the 24<sup>th</sup> consecutive year that these two awards have been made to the City and demonstrate the meritorious work performed by the City's Accounting and Budgeting Divisions.

The City won the Arkansas Recycling Coalition Government Recycler of the Year Award. The Arkansas Wildlife Federation in cooperation with the National Wildlife Federation presented the City of Fayetteville with the 2013 Rex Hancock Wildlife Conservationist of the Year Award for outstanding contributions to the

wise use and management of the Nation's natural resources. The City of Fayetteville Fleet division was again awarded recognition as one of the 100 Best Fleets in North America.

Fayetteville received four honorable mention recognitions in the *Arkansas Business* 2013 City of Distinction Awards—these honors recognize Fayetteville for our Center of Excellence in the Workforce Development category; our Streamside Protection Ordinance and Low Impact Development Manual in the Green/Energy Conservation Initiatives category; Block Avenue improvements in the Main Street, Downtown and Historic Preservation category; and our City staff's work on our City website is honored in the category of Technological Advancements.

YRCC received a Community Service Award from The Kappa Kappa Chapter of Alpha Phi Alpha Fraternity, Inc. Underwood's Fine Jewelers chose YRCC as one of their Fab Five organizations. Wilson Park was awarded the best public park by Citiscapes Magazine and Gulley Park was a runner up; Wilson Park Tennis Courts were a runner up for the best tennis courts in Northwest Arkansas by Citiscapes Magazine; and The Fayetteville Multiuse Trail network was voted the Best Municipal Trail System in Northwest Arkansas by Citiscapes Magazine.

The City of Fayetteville has been awarded national America in Bloom honors, including five blooms in 2013 and special recognition for environmental efforts. Last year was the eighteenth year that Fayetteville has been honored as a Tree City USA, and we received the Outstanding Achievement Award by the U.S. Conference of Mayor's Livability Awards Program for our City's BioSolids Program.

The Fayetteville Public Library was awarded the 2013 Best of the Best Library Winner by NWA Media and the 2013 Best of Northwest Arkansas Best Library by Citiscapes Magazine. The Fayetteville Historic Commission awarded the Mayor's Award for Outstanding Service in Historic Preservation to The Government Channel for *The Fayetteville History Minute* series.

The Fayetteville Police Department was successful in achieving a national accreditation last year from the Commission on Accreditation for Law Enforcement Agencies. Last year our Central Dispatch Center received Project 33 Recertification with the Association of Public Safety Communications Officials and is currently the only dispatch center in Arkansas to be Project 33 certified.

The City of Fayetteville was awarded a Keep America Beautiful/UPS Foundation Community Tree Planting Grant to establish a community orchard for local consumption in an underserved area. At the time of the application in early 2013, Arkansas ranked 1<sup>st</sup> in the nation in percentage of food insecure households, and 37% of Washington County children were food insecure. This

project was approved by the City Council, and the apple, pear, and pecan orchard will be planted in February 2014.

### **Ecological Measures**

We continue to work in ways responsible to improving our environment by integrating sustainability efforts throughout our organization, knowing that even multiple small measures count up for overall ecological success. The use of water fountains and reusable bottles, adding hybrid vehicles to our fleet, increasing the use of electronic documents to reduce paper waste, establishing an employee Sustainability Working Group, performing an energy upgrade at our city's television center, installing Save-A-Watt timers at City facilities, and participating in a building energy audit through the GreeNWays initiative all add up for savings for our City and taxpayers.

In exchange for easements for the Frisco Trail Southern Extension, the City crews demolished a concrete block building owned by the Farmer's Cooperative and over 700 tons of concrete slabs and blocks from the building were crushed and recycled as base material on site. The City of Fayetteville was actively involved in the E-cycle Clean-up and coordinated a community campaign with the State of Arkansas to encourage the recycling of electronic equipment, and we actively engage in reuse options through our auction program that, in turn, puts more money in the municipal system for additional public service needs.

Our water treatment plant's beneficial reuse of treated effluent through irrigation kept approximately 66.2 pounds of phosphorus from entering the White River. This program kept nearly 98% of biosolids from being put in a landfill and reduced a total of 200,000 fewer miles in truck travel than 2010. We sold approximately 2,460 tons of fertilizer, collecting almost \$40,000.

Our trail and sidewalk crews saved topsoil to reuse and our overlay crew reclaimed approximately 3,000 tons of asphalt millings that were sold back to the vendor and used in the production of new asphalt. Our street sweeping program resulted in approximately one million pounds of debris collected last year to reduce pollution entering the storm water system, and brush and tree limb trimmings are chipped and reused as mulch in landscaped areas.

Fleet converted four pickups to propane, with small pickups saving 36% over gasoline and bigger trucks saving 20% over diesel and 33% over gasoline. Our conversion of 11 units to propane will displace 5,135 gallons of gasoline and 4,526 gallons of diesel each year, and 64,400 fewer pounds of greenhouse gases will be emitted. Central Dispatch has changed their dispatch log review to an electronic process. The use of electronic measures over paper ones just in our Police Department has resulted in a 12% reduction in their paper usage, and

this and other departments' procedural changes to digital instead of paper have enhanced public service and accessibility.

The Fayetteville City Council passed an ordinance creating Arkansas's first Property Assessed Clean Energy District for the entire city. The City worked with many stakeholders on Uniform Development Code upgrades supporting urban agriculture, installed 41 Bicycle Racks last year along Dickson Street and in and around the Downtown Square, and partnered with Feed Fayetteville to collect 1,428 pounds of food for our community members in need.

We added additional Green Your Life programs that are broadcast on the Fayetteville Government Channel, installed the first electric vehicle charging station in a parking lot near City Hall, and we developed the "Recycle Something" campaign to increase community commitment to recycling. We opened the new Marion Orton Recycling Drop Off Center last year, increased service levels for the Apartment Recycling Program, and expanded the Commercial Glass Recycling Program in the Entertainment District. Habitat for Humanity of Washington County received over 14,000 square feet of insulation donated by Owens Corning based upon the amount of glass the City of Fayetteville recycled from this Commercial Glass Recycling Program.

## **2014**

This year, the City of Fayetteville will be adding a new content management system that will not only improve our City's website, but improve our work product and ability to continue to assure an informed citizenry. We will be increasing public awareness of programs, services, events and other offerings. We have added and will continue to add more public services on our City's website and increase outreach to the public through social media. The City's website will add a "My Government Services" site this year that will be an interactive map allowing users to pinpoint services available to a specific address.

We will be replacing the outdated audio-visual and presentation technology in City Hall meeting rooms and converting the City of Fayetteville Television Center from a standard definition analog video system to a High Definition SDI system. We will also conduct an intensive campaign to further increase awareness and use of Public Access Television services.

The Fayetteville Public Library made an offer for the old city hospital site and in 2014 will begin the Master Plan Phase II design and public input activities. The Library will also be replacing 145 aging public use computers and upgrading its public internet services.

The City will increase sidewalk production in 2014, continue excellence in needed infrastructure improvements and additions, establish and implement a plan for Boulevard Median Maintenance, identify additional priority drainage projects, implement measures to best manage storm water run-off, and further develop our Traffic Coordination System through the use of more sophisticated control and monitoring elements.

We plan to convert additional Fleet to propane, explore electric or hybrid vehicles to patrol the City's Multi-use Trail System, and consider hybrid or other alternative fuel vehicles when replacing or expanding vehicle fleet. We will continue to work with the University of Arkansas to move forward on the goal of rebuilding Fire Station 2, create a carbon monoxide detector program, have a courtroom automation and security system upgrade, and conduct the Regional Park design and engineering.

Construction of the Fayetteville Regional Park is predicted to begin during the 4<sup>th</sup> Quarter of 2014. Parks and Recreation has the framework in place for a Tennis Program for youth and adults to be implemented in phases in 2014. Lake Fayetteville Softball Complex will be updated, including correction of field drainage, improved irrigation and turf, and updated restrooms and concession stand. Improved parking at Veterans Memorial Park is also planned.

We will begin construction of the Entertainment District Spring Street parking deck and will complete the Wastewater Long Range Master Plan and Collection System Model. We will continue updating the City's Growth and Development Policies, including City Plan 2030 and adopted neighborhood master plans, update the City's Downtown Design Standards, evaluate new zoning districts for parks and open space, evaluate a new smaller-scale Institutional Zoning District for neighborhood-scale institutional uses, audit our codes for sustainable practices and rules, and evaluate future neighborhood plan locations and other long range planning programs.

Fayetteville continues to grow and prosper. We are a destination city—one in which people desire to stay and raise a family. Fayetteville is, simply, a great place to live, work, study, play, and raise a family. The biggest challenge facing us is the state of increased public service demands and resulting increase in workload and staff time. While our population has grown, and we have added many new programs and services, we have held the line on costs. The question is how long our existing numbers of employees can keep that pace. Our staff has done a superior job of employing creative measures and time balancing to meet the needs of all our residents, but a well-functioning government always looks to make sure that we have proper staffing to serve our City and public. We will be looking next year at our workload-to-staffing ratio to further assess the public service needs of Fayetteville.

We will increase our energy efficiency of city buildings and identify additional cost-effective opportunities and potential incentives, and our Utility Bill Management Software will better enable the City to track utility usage for over 400 monthly City utility accounts.

We will move toward the next complete neighborhood planning process and continue to evaluate the feasibility on The Houses at Willow Bend project—an environmentally sensitive, energy efficient, owner occupied, affordable housing project located in an infill neighborhood with convenient access to work, education and cultural amenities. The City will put a plan in place for increasing diversion of materials from the waste stream and will be expanding our trash and recycling facility.

In 2014, we will begin construction on the Van Asche Drive Extension, design plans for the Rupple Road extension, and complete the restoration of the Maple and Lafayette Street Historic Bridges. We will construct 4 miles of trails, open all Fayetteville segments of the Razorback Regional Greenway, and complete revisions to the Drainage Criteria Manual and the Minimum Street Standards. We will complete the West Fork of the White River stream restoration project, will begin the EPA Wetlands stream assessment project, and apply for the FEMA Community Rating System to reduce flood insurance costs to residents.

Partners for Livable Communities designated Fayetteville in the Top Ten nationally for “America’s Most Livable Communities” for cities under 100,000 population. It is clear why Fayetteville ranks on several lists as a top city in the nation, including Livability.com’s ranking of Fayetteville as the 63<sup>rd</sup> top livable city in the United States, as well as the 9<sup>th</sup> top college town. Parade Magazine highlighted Fayetteville, Arkansas, as one of the most beautiful cities in the nation, and *Southern Living* selected Fayetteville as one of “The South’s Best College Towns” for 2013. During the 2013 International Compassion Games, Fayetteville came in first in the Random Acts of Kindness category, placed fifth with the number of volunteers participating, and fifth in the number of hours showing compassion.

Ours is truly a great city, a historic city, a vibrant and academic city, an innovative city, an environmentally-conscious and compassionate city, and a city in which our people make us who we are. As Walt Whitman wrote so well, “A great city is that which has the greatest men and women, where the citizen is always the head and ideal,” and where elected public officials are their faithful agents and servants.