



# **GOVERNING BODY**

**THE HONORABLE T. CHET MANN, MAYOR**

**MAYOR PRO TEM REBECCA WYHOF SALMON**

**COUNCIL MEMBER JAMES G. WILLIAMS**

**COUNCIL MEMBER JIMMY HAIRE**

**COUNCIL MEMBER BYRON M. BUCKELS**

**COUNCIL MEMBER CHARLES TAYLOR**

**COUNCIL MEMBER SAMUEL P. GASKINS**

**COUNCIL MEMBER NORMAN C. POST III**

**SUBMITTED TO:  
THE MAYOR AND THE CITY COUNCIL**

**BY**

**Hal Hegwer  
City Manager**

**Beth T. Kelly  
Director of Financial Services**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sanford**

**North Carolina**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Sanford, North Carolina for its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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## **CITY OF SANFORD HISTORY**

The Town of Sanford was incorporated in Moore County on February 11, 1874 - 31 years before the creation of Lee County. The stimulus for growth provided by Sanford, along with the towns of Broadway and Jonesboro led to the birth of Lee County in 1907. Lee County was formed with portions of Moore and Chatham Counties, the county seat being a point equal-distance between Sanford and Jonesboro.

Sanford itself sprung up from the crossing of the Western and Chatham Railroads. These rails are now known as the Atlantic and Western and Seaboard Coastline. Colonel C. O. Sanford was chief civil engineer of the now Seaboard Coastline and Sanford is named in his honor. At one point near the turn-of-the-century, citizens debated changing the name of Sanford to Scottsville in honor of Major John W. Scott, but the name Sanford held. In 1947 the name Sanford survived the merger with Jonesboro. The area of Jonesboro became known as Jonesboro Heights. It is ironic that with the decline of the retail hub in Downtown Sanford, two distinct city centers have re-emerged. To this day Jonesboro Heights, as it is now known, retains a special identity and gives Sanford the unique pleasure of having two downtowns.

With the merger of the two incorporated towns of Jonesboro and Sanford a new municipal charter was adopted and the official name became the City of Sanford. The city was governed by seven aldermen living in separate residence wards until 1991 when the city's wards were redesigned into five wards with two aldermen being elected at-large.

The City of Sanford is operated under the council-manager form of government, which was adopted in 1944. Policymaking and legislative authority is vested in a City Council consisting of seven council members and a Mayor who are elected in odd-numbered years. The city manager is employed by the council and is responsible to the City Council for the administration of all affairs of the municipality. The city manager appoints the department heads and supervises and coordinates the activities of the departments.

Sanford enjoys steady growth. In 1880 the population was 236; in 1900, 1,044; in 1920, 2,977; in 1940, 4,960, in 1950, after the merger of the Town of Jonesboro, 10,013. In the late 1950's, growth became more suburban in character. Taking advantage of municipal water and sewer lines, development occurred just outside the city limits, and population growth became a function of annexation. In 1960 the population was 12,252; in 1970, 12,028; and in 1980, 14,773. Rapid development in the 1980's was contained in the city's extra-territorial jurisdiction, but this development did not begin to be annexed into the city until the 1990's. The 1990 population was only 14,755 as a result of this phenomenon. The 1991 population was 18,125; the 1994 population was 20,385; and the 2000 population was in excess of 23,000. Lee County as well as the City of Sanford have seen direct growth resulting from staff changes at Fort Bragg, a military base located in Fayetteville, North Carolina just southeast of Lee County. The city's current population is over 29,000 residents.

During fiscal year 2004-05 the city purchased the county water system from Lee County. The city now provides water to more than 17,900 city and county residents as well as sewer service to approximately 9,600 city and county residents. In 2017, the city entered into an agreement with Chatham County to sell bulk water for the new Chatham Park Development. The city expanded the Wastewater Treatment Plant in 2014 which increased capacity from 6.8 to 12 million gallons daily. With this expansion, the city has the capability of providing sewer to areas outside Lee County. In 2017, the city entered into an agreement with Chatham County to provide sewer to the Moncure Megasite. This megasite, when fully developed, could bring thousands of jobs to our area.

Voters approved a \$14.5 million bond referendum in 2013 for sidewalk, streetscape, greenway, and parks and recreation improvements within the city. The first phase of these bond projects include sidewalk and streetscape improvements within Downtown Sanford and Jonesboro in the amount of \$8.5 million. Construction is complete on this first phase and residents are now able to enjoy the amenities they chose to support. The city will issue another \$2 million in bond debt to complete the park project in this fiscal year. Council chose to postpone the issuance of debt for the greenway project until a later date.

# Community Profile

- ☐ Population
- ☐ Landscape
- ☐ Economic Characteristics
- ☐ Family Income
- ☐ Current Tax Rates
- ☐ Education/Hospital
- ☐ Climate

Lee is one of 100 counties in North Carolina situated in the geographic center of North Carolina. It is on the divide of the Coastal Plains to the east and the Piedmont to the west. The City of Sanford (Lee County Seat) is approximately forty-five (45) miles south of Raleigh and Durham. Approximately one hundred fifty (150) miles to the east is the Atlantic Ocean, and one hundred sixty (160) miles to the west are the Appalachian Mountains. It is an economically diverse community.

**Current Population**

*2017 Census Estimates*

City of Sanford	29,313
Town of Broadway	1,262
Lee County	60,430

**Population Projections**

Lee County in 2030	60,726
Lee County in 2037	61,124

**Economic Characteristics**

Median Age	37.4 years
Average Household Size	2.58 people

Bond Rating for City of Sanford

- Fitch AA
- Moody's Aa3
- NC Municipal Council <sup>1</sup> 84

Bond Rating for Lee County

- Standard & Poor's AA-
- Moody's Aa3

**Family Income**

Median Household	\$46,402
Per Capita	\$22,389

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<sup>1</sup> The NC Municipal Council works closely with the Local Government Commission, a division of the North Carolina State Treasurer's office, which has statutory responsibility for debt issued by local governments in North Carolina. This council assists the local issuers in improving their credit quality and to improve their access to capital for essential municipal projects.

**Landscape**

Land Area*	254.96 sq. miles
Population Density	234.0 persons/sq. mi.
Urban Area (City of Sanford)	49 percent
Rural Area (Outside City)	51 percent
Latitude	35° 28'
Longitude	79° 07'



**Climate**

Average Temperatures	
January	37° F
June	76° F
Average Annual Rainfall	51 inches
Average Annual Snowfall	6 inches

**Current Tax Rates**

Lee County	\$0.795 per \$100 valuation
Sanford	\$0.62 per \$100 valuation
Broadway	\$0.49 per \$100 valuation

*Example: A house valued at \$100,000 would pay \$620 per year in city taxes and \$795 per year in county taxes.*

**Education**

Public High Schools	3
Public Middle Schools	3
Public Elementary Schools	7
Private K-12 Schools	3
Montessori Schools	1

Central Carolina Community College

Access available to:

University of North Carolina at Chapel Hill, Duke University, North Carolina State University, Campbell University, North Carolina Central University, Fayetteville State University, and Sandhills Community College

**Hospital**

Central Carolina Hospital	137 beds and 100 physicians
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**Water System Daily Capacity**

Sanford	12,000,000 gallons per day
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**Waste Water System Capacity**

Sanford	12,000,000 gallons per day
Broadway	145,000 gallons per day

**General Information**

Power - Progress Energy and Central Electric Membership

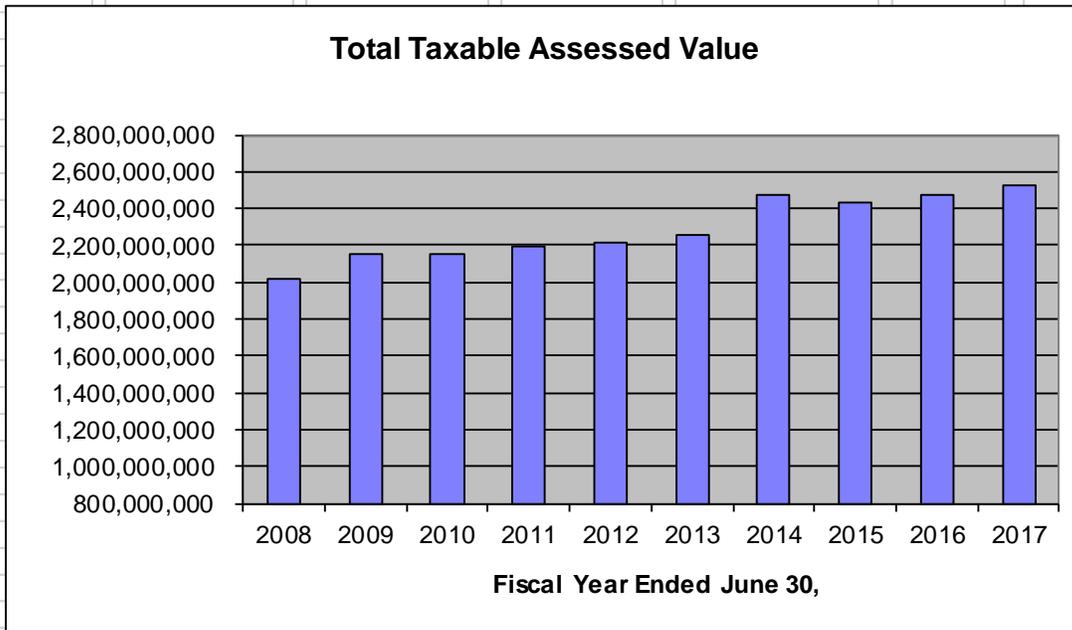
Gas - PSNC Energy

Fiscal Year Ended June 30, 2017

CITY OF SANFORD, NORTH CAROLINA DEMOGRAPHIC AND ECONOMIC STATISTICS LAST TEN FISCAL YEARS						
Calendar Year	Population	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2008	27,271	643,131,993	23,583	38.00	9,304	7.0%
2009	27,806	636,117,862	22,877	38.00	9,579	14.8%
2010	28,178	632,229,786	22,437	38.00	9,545	12.5%
2011	28,249	N/A	N/A	N/A	9,565	11.9%
2012	28,198	593,144,930	21,035	37.20	9,871	11.8%
2013	28,670	623,715,850	21,755	37.00	9,585	11.2%
2014	28,862	626,767,192	21,716	38.00	9,697	8.1%
2015	29,116	619,064,392	21,262	38.00	9,944	7.9%
2016	28,802	620,855,912	21,556	37.30	9,936	6.0%
2017	29,267	636,352,381	21,743	37.30	9,981	4.8%
Sources of Information:						
Population information provided by the North Carolina Office of State Budget and Management						
Personal income and median age provided by United States Census Bureau						
School enrollment provided by NC School Report Cards						
Unemployment rate provided by North Carolina Department of Commerce Division of Employment Security						

Fiscal Year Ended June 30, 2017

CITY OF SANFORD, NORTH CAROLINA						
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY						
LAST TEN FISCAL YEARS						
Fiscal Year Ended June 30,	Real Property	Personal Property	Utilities	Total Taxable Assessed Value	Total Direct Tax Rate	Assessed Value as a Percentage of Actual Value
2008	1,520,181,596	441,051,810	56,121,257	2,017,354,663	0.54	100.00%
2009	1,590,534,730	502,030,951	56,571,637	2,149,137,318	0.54	93.94%
2010	1,596,056,195	503,155,504	53,650,278	2,152,861,977	0.54	95.77%
2011	1,617,354,027	524,799,038	51,607,449	2,193,760,514	0.54	96.60%
2012	1,608,945,658	553,086,452	50,526,305	2,212,558,415	0.54	98.50%
2013	1,658,374,237	552,791,412	49,831,105	2,260,996,754	0.54	98.37%
2014	1,757,667,113	671,166,645	47,978,665	2,476,812,423	0.54	99.33%
2015	1,766,911,283	621,920,459	47,521,925	2,436,353,667	0.60	99.00%
2016	1,784,972,909	639,868,257	53,642,667	2,478,483,833	0.60	98.00%
2017	1,807,543,431	664,271,235	57,138,500	2,528,953,166	0.60	97.86%



Source: Lee County Tax Office

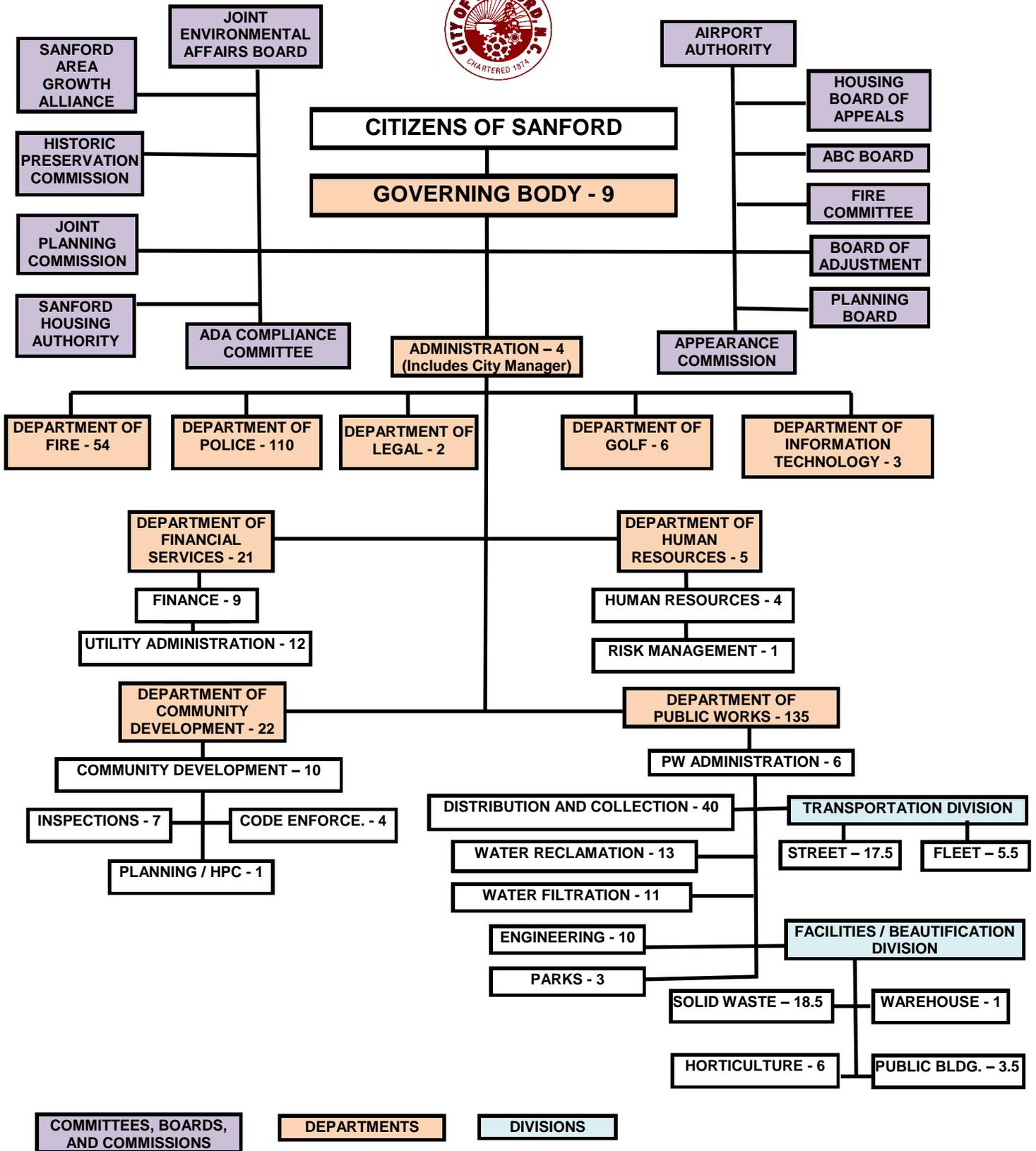
Fiscal Year Ended June 30, 2017

CITY OF SANFORD, NORTH CAROLINA						
PRINCIPAL PROPERTY TAXPAYERS						
JUNE 30, 2017 COMPARED TO JUNE 30, 2007						
	2017			2007		
	Taxable Assessed	Rank	Percentage of Total City Taxable Assessed	Taxable Assessed	Rank	Percentage of Total City Taxable Assessed
Taxpayer	Value		Value	Value		Value
Coty, Inc.	\$ 109,739,074	1	4.37%	\$ 51,981,803	1	2.98%
Frontier Spinning Mills	92,923,354	2	3.70%	29,010,023	4	1.66%
Simpson & Simpson	69,539,203	3	2.77%	49,493,983	2	2.84%
Magneti Marelli USA, INC.	44,083,853	4	1.75%	26,903,701	5	1.54%
Static Control	35,137,447	5	1.40%	22,303,186	7	1.28%
Moen	32,143,275	6	1.28%	34,772,463	3	1.99%
Pentair	26,575,023	7	1.06%			
Tyson Foods	23,484,672	8	0.93%	16,411,676	10	0.94%
Central Carolina Hospital/ AMISUB	23,451,033	9	0.93%	21,340,839	8	1.22%
Postoak Sanford	20,420,500	10	0.81%			
Alltel Carolina, Inc.				24,654,040	6	1.41%
The Oaks				20,124,400	9	1.15%
<b>Total</b>	<b>\$ 477,497,434</b>		<b>19.00%</b>	<b>\$ 296,996,114</b>		<b>17.01%</b>
Source: Lee County Tax Office						

Fiscal Year Ended June 30, 2017

CITY OF SANFORD, NORTH CAROLINA					
PRINCIPAL EMPLOYERS					
JUNE 30, 2017 COMPARED TO JUNE 30, 2007					
	2017		2007		
<b>Employer</b>	<b>Employees</b>	<b>Rank</b>	<b>Employees</b>	<b>Rank</b>	
Lee County Schools	1000+	1	1000+	1	
Pilgrim Pride Corporation	1000+	2	1000+	3	
Coty LLC	500-999	3	500-999	5	
Static Control Components, Inc	500-999	4	500-999	4	
Pentair Water Pool & Spa, Inc.	500-999	5	500-999	6	
Caterpillar Inc.	500-999	6			
Central Carolina Community College	500-999	7			
Belcan Staffing Services	500-999	8			
DLP Partner Central Carolina	500-999	9			
Frontier Spinning Mills Inc.	500-999	10			
American Cyanamid Co			1000+	2	
The Pantry Inc.			500-999	7	
Amisub of North Carolina Inc.			500-999	8	
Tyson Mexican Original Inc.			500-999	9	
Moen Incorporated			500-999	10	
Source: NC Department of Commerce					

# CITY OF SANFORD ORGANIZATIONAL CHART



## **CITY OF SANFORD PROGRAM POLICIES**

**SECURITY** – The citizens of the City of Sanford must be provided with a feeling of personal security and property protection. The City Council and the city will continue to improve its citizens feeling of security by improving existing public safety programs and exploring new and more effective ways of delivering public safety services.

**MASTER PLANNING AND ZONING** - Our neighborhood, whether composed of single or multiple family dwellings and our industrial community must be stabilized, strengthened and controlled. To promote an attractive, harmonious community, preserve natural resources and promote a sound tax base a comprehensive land use development program, economic incentive program, code enforcement, zoning and minimum housing will be maintained.

**TRANSPORTATION** - The development and implementation of a road improvement program to include maintenance and expansion will assist in meeting increased traffic demands with emphasis on particular land use configuration. To ensure transportation needs are met, the city will continue to update and modify the thoroughfare plan for the city.

**UTILITIES** - The Governing Body continues to stress as one of its major goals the providing of adequate, safe water and wastewater collection and treatment to its residential and industrial users. To ensure water and sewer programs meet the needs of both existing and future customers, continuous study and analysis of utility operations will be maintained.

**FINANCIAL PLANNING** – To ensure a sound financial position, a comprehensive, well-integrated financial plan composed of long and short-term elements will be maintained. Five-year analysis of operations and capital planning will be integrated as an ongoing management tool.

**DEVELOPMENT OF STAFF** - To ensure the city attains and keeps well-qualified productive workforce, a competitive wage; salary and benefit plan will be monitored and maintained.

### **FY 2018-2019 MAJOR GOALS**

The goals of the City of Sanford have been adopted to strengthen the relationship between service priorities and delivery of service. The goals and key budget principles on which the budget was developed do not vary considerably from past budgets. The City strives to maintain competitive tax rates while continuing to provide a high quality of service to the citizens of Sanford.

Long term goals involve expanding the city's tax base and creating new jobs by assisting private developers and economic development allies with difficulties that may occur in the development process. Continue to construct and improve upon the voter approved bond projects (i.e. streetscape, greenway, sidewalks, and parks). These projects are expected to significantly improve Sanford's sense of place and quality of life, and they are expected to be a catalyst for economic development within the city.

Within the context of the city's goals we have established specific goals at the departmental level. Departmental goals and objectives are stated within each department's budget. Departmental goals will be monitored by the Administration and Governing Body to ensure that major city goals are being accomplished.

*NOTE: The City of Sanford major accomplishments for FY 17-18 are included in an appendix beginning on page 233.*

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PO Box 3729

Sanford, NC 27331-3729

**City of Sanford**

(919) 777-1110

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**MEMORANDUM**

TO: The Honorable Mayor Mann and City Council Members

FROM: Hal Hegwer, City Manager

DATE: May 15, 2018

SUBJECT: Proposed Annual Operating Budget Fiscal Year 2018-2019

In accordance with Chapter 159-11 of the North Carolina General Statutes, I am pleased to submit the City of Sanford's proposed budget for Fiscal Year (FY) 2018-2019.

Each year, the proposed budget reflects the current City Council's established vision and priorities, which are job creation, "Destination Sanford," quality of place, and community pride. As you review the proposed budget, keep in mind that these items were used to anchor the City's objectives and prioritize spending.

In FY 2016-17, we completed the streetscape and sidewalk bond projects. For the coming year, we are excited to begin the second phase of the voter-approved bond projects, which includes greenway and park initiatives. These projects provide Sanford with quality of place and are a source of community pride; however, they create significant fiscal challenges that affect our budget in many ways. We must absorb a new debt payment and add personnel to accommodate operational expenditures of the new facilities, while maintaining a fund balance consistent with our adopted policy. Though the economy is extremely positive, our revenue growth is inadequate to supply the revenue required for these expenditures. To overcome this hurdle, we must rely on our limited revenue options.

Cooperation between local governments continues to be successful, paving the way for greater support by the private sector. A strong example of this progress is Central Carolina Enterprise Park (CCEP), our public-private initiative with Lee County

Government and private investors. We are excited about the imminent announcement of our first tenant in CCEP and the benefits we will receive from increased jobs and investment. To attract additional industry to CCEP and promote economic growth, construction will soon begin on a spec building. For FY 2018-19, the budget includes lease payments on this building until it is purchased.

In 2017, the North Carolina General Assembly adopted North Carolina Session Law 2017-202, Senate Bill 552 to establish a city-wide occupancy tax. This tax enables our city to focus on travel and tourism to establish Sanford as a destination, which will help us attract visitors, residents, and businesses. The City Council has created and appointed the Sanford Tourism Development Authority (Sanford TDA) to steer these efforts. The Sanford TDA has selected a consultant to market the Sanford area.

The City of Sanford must invest in its employees to recruit and retain competent, educated, and qualified workers in today's competitive job market. Salaries and benefits are two major components of recruitment and retention. Therefore, the proposed budget includes a cost-of-living increase of 1.5 percent of salary that takes effect on the July 12, 2018 pay date. The performance and merit program is funded at 2 percent of total salary. Providing exceptional health care benefits for City of Sanford employees continues to be a priority. Based on medical claims for FY 2017-18, the proposed budget includes a 5-percent increase in employee premiums, to replenish and strengthen our reserve funds. There is no additional increase proposed for dependent population premiums. An incentive program geared toward maintaining healthy habits will be initiated this year as part of our efforts to promote employee wellness.

## **GENERAL FUND OVERVIEW**

In the General Fund, our two main sources of revenue are ad valorem property taxes and sales taxes. These two sources comprise 72 percent of the total projected General Fund revenue for FY 2018-19. Ad valorem tax and sales tax revenues will increase this year by \$1,429,850, or 6.9 percent, due to growth and a proposed tax rate adjustment. Though tax revenues have shown positive growth, they alone cannot offset the costs of the City's new endeavors and the maintenance of existing assets.

## **GENERAL FUND REVENUES**

The City continues to feel the effects of the 2013 sales tax distribution methodology change. In an effort to compensate for stagnant sales tax revenues, and to provide reliable revenue sources, I propose some adjustments to the General Fund fee structure.

Repair and maintenance of City streets are critical, especially in response to damages caused by inclement winter weather. Street improvements are also necessary

to instill the quality of place prioritized by City Council. In the past, we have relied on state shared revenues provided by the Powell Bill to assist with street infrastructure needs, but this is no longer a reliable source of revenue. I recommend the inclusion of a \$30 municipal vehicle fee per registered vehicle to fund these improvements. Under North Carolina General Statute, up to \$5 per vehicle may be used for any general purpose and the remainder of the fee must be used for public street infrastructure. Based on the 23,000 City-registered vehicles, the \$30 fee would generate approximately \$690,000. As proposed, \$5 would be budgeted for capital and the remaining \$25 would be allocated to street maintenance and related construction. The implementation of this fee will reduce our reliance on borrowing for street maintenance and improvements.

The FY 2018-19 budget raises the sanitation fee by \$15 per residence. Sanitation includes the collection and disposal of garbage, recycling, limbs, and bulk trash – services that keep debris off our City streets and boost our community pride. The proposed change will increase the current rate from \$225 to \$240. Based on the figure of 8,900 current customers, the change will increase annual revenues by \$133,500 and fund approximately 95 percent of the total cost of providing the service.

Perhaps most importantly, I recommend that our tax rate be adjusted by \$0.04 to \$0.64 per \$100 assessed valuation. The tax adjustment will not only positively affect our property tax revenues, but it will also increase our sales tax revenues by increasing our levy, which is factored into the sales tax distribution equation. At this time, a tax increase is crucial to continue with improvement projects while making debt payments and maintaining our fund balance. The proposed increase will generate an additional \$1,020,268 in property tax and \$60,000 in sales tax revenues for FY 2018-19.

## **GENERAL FUND – FUND BALANCE**

Fund balance should be used to pay for capital items and should not be used for recurring expenditures. In FY 2014-15, as required by our bond rating agencies, we adopted a fund balance policy. The policy states that when the available fund balance falls below 25 percent of the closing year's General Fund operation budget, we must create a plan of action to restore the available balance to an acceptable level. The policy sets a target rate of 30 percent.

The average fund balance percentage for populations of our size is 56.07 percent of operating costs. Meanwhile, as shown in the chart below, our available fund balance at the end of FY 2016-17 was 24.10 percent, or \$7,334,502. By the end of FY 2017-18, our fund balance is anticipated to increase by approximately \$3 million, correlating to 32 percent of operating costs. This increase is due to installment purchase reimbursements of \$2.5 million from the first phase of bond projects.

### City of Sanford Historic Fund Balance

Fund Balance	2017	2016	2015	2014	2013	2012	2011
Available (FBA)	\$7,334,502	\$8,829,983	\$7,784,597	\$7,619,273	\$8,937,266	\$9,411,869	\$9,386,394
Change in Fund Balance Available	(\$1,495,481)	\$1,045,886	\$165,324	(\$1,317,993)	(\$474,603)	\$25,475	(\$1,370,528)
Unit FBA%	24.10	31.82	29.40	32.94	36.27	39.65	37.86
Group Average FBA %	56.07	53.95	54.43	50.03	49.97	51.11	49.77

\*Source: North Carolina Department of State Treasurer

\*FBA is a percentage of net expenditures.

### GENERAL FUND EXPENDITURES

The City of Sanford’s annual budget ordinance segregates governmental functions within the General Fund into seven categories: General Government, Public Safety, Transportation, Sanitation, Community Development, Cultural & Recreation, and Debt Service. This is our first budget to include the Cultural & Recreation category. Significant changes in the General Fund expenditures are outlined below.

**General Government** – This category includes Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Technology, Legal, Public Buildings, Central Office, Fleet Maintenance, Horticulture, and Other Contributions. The Golf Department has been reassigned to the newly created Cultural & Recreation category.

Several operating transfers and contributions to specific organizations are included in the General Fund for FY 2018-19. Staff received a total of \$58,000 in funding requests from Family Promise of Lee County, the Lee County Arts Council, the Railroad House, and the Temple Theatre. This year’s recommended contributions are the same as last year: \$18,000 to the Temple Theatre, \$2,700 to the Lee County Arts Council, and \$2,700 to the Railroad House. Other contributions include \$175,781 to meet the contractual obligations of incentive grants.

There is an expected budgetary increase of 1.9 percent, or \$109,794, from last year’s revised budget. This increase is primarily the result of expenses related to CCEP and includes lease payments for the proposed spec building. The goal is for this building to showcase CCEP’s desirable location and amenities to entice industry to the area and drive economic development.

For the past several years, the City has invested in the Sanford Area Growth Alliance (SAGA), a public-private initiative designed to spur job growth and position Sanford/Lee County as a visible, recognizable, and desirable place to locate industry. This year, SAGA requested an additional \$30,000. However, due to our fiscal limitations,

staff recommends that this year's contribution remain the same as the prior year at \$179,000.

In General Government, major capital expenditures include \$18,500 for a backup server and a \$25,000 contribution to the capital reserve fund for park improvements. As of July 2018, the balance in the capital reserve fund will be approximately \$200,000.

**Public Safety** – This category includes Police, Fire, and Inspections. The Public Safety budget is projected to increase by \$106,460, or 0.7 percent, from FY 2017-18.

In Police, major capital expenditures include \$324,594 to replace 13 patrol vehicles, in accordance with the City's routine two-year replacement schedule. An additional vehicle in the amount of \$40,000 will be funded through drug forfeiture revenue. This year's budget also includes \$10,000 to replace our P2C server, \$3,500 for a faster network switch, and \$3,500 for a projector.

Expenditures for Fire are budgeted to decrease as compared to FY 2017-18. This is primarily due to a reduction in capital outlay associated with the purchase of a new fire pumper truck in FY 2017-18. The FY 2018-19 budget includes purchases related to the firefighter cancer awareness and prevention initiative, which addresses high cancer rates among firefighters. We have budgeted \$35,000 for a washer extractor, drying cabinet, and storage for turnout gear. We acknowledge the importance of employee health especially among those whose exposure to carcinogens and other toxins while in the line of duty may have long-lasting repercussions.

**Transportation** – This category includes Street Maintenance and Street Capital Improvements, which are needed to bolster community pride and maintain our quality of place. The budget includes \$600,000 for street resurfacing. Additionally, \$100,000 is budgeted for sidewalk replacement, curb and gutter maintenance, and catch basin repairs. Debt payment in the amount of \$181,840 is included to repay funds for street resurfacing.

**Sanitation** – This category encompasses our Solid Waste Division and Sanitation Services. Funding for this category is decreased by \$110,088, or 3.9 percent, versus FY 2017-18. There is an overall decrease for this category because there is no capital outlay for this year.

Due to a consumer price index adjustment, there will be a 2.1 percent increase in our payment to Waste Industries. In response, I propose a \$15 increase to the current sanitation fee. As proposed, the new sanitation fee will total \$240 and will be paid annually by property owners.

**Community Development** – This category includes Community Development, Code Enforcement, the Buggy Company building, and Planning/Historic Preservation. There will be an overall increase in this category of \$43,105, or 2.5 percent, versus FY

2017-18. The budget includes \$10,000 for the public arts initiative, \$35,000 for wayfinding signage, \$75,000 toward Unified Development Ordinance (UDO) updates, and \$112,580 to support a community initiative to end homelessness. Expenses in this category are necessary for the City to foster quality development, establish quality of place, and exhibit community pride.

As the City Council is aware, our soon-to-be-adopted Land Use Plan establishes a vision and blueprint for community growth. However, the Land Use Plan alone does not provide the details necessary to manage and implement this vision. Rather, the UDO sets development rules and regulations. As such, we need to update our UDO to establish the tools necessary to achieve our vision. We need improved design standards to ensure that new projects (commercial buildings, apartments, single-family subdivisions, etc.) are built in the manner envisioned in the new Land Use Plan. Staff suggests that we overhaul the UDO with the help of a third-party consultant to produce the most thorough and inclusive results. Based on the experience of similarly sized communities, we anticipate that this will be, at a minimum, a two-year project. As proposed, half of the cost would be paid during FY 2018-19.

In recognition of homelessness and its detrimental effects on our community, we have increased the Community Development Department's budget by \$112,580 to assist with the homelessness initiative. Major components of this initiative include rapid-rehousing and improvements to the Bread of Life Ministries, Sanford's only designated low-barrier emergency shelter. The budget allocates \$35,180 for rapid re-housing, a program that helps individuals and families quickly exit homelessness and return to permanent housing. Another \$58,000 is earmarked to fund heating, air, and plumbing improvements at the Bread of Life Ministries shelter. By providing aid on the front end, we can assist those who are struggling to move beyond homelessness while also investing in how our community looks and feels to those who visit.

**Cultural & Recreation** – This newly created category includes the Golf Department and the Parks Department.

The Golf Department budget reflects a 31.5 percent decrease that is primarily due to the purchase of golf carts in the prior year. An increase in the department's operating budget is mainly due to a full year of installment purchase debt for golf carts and mowers.

This budget creates a Parks Department in response to the second phase of the voter-approved bond projects. We have acquired a portion of Kiwanis Family Park to provide desired recreational amenities, including a splash pad. The Parks Department will be responsible for the management and maintenance of this new amenity as well as existing city parks and greenways. This budget funds three full-time employees and multiple seasonal employees for half of the fiscal year.

Both the Sanford Municipal Golf Course and the improved Kiwanis Family Park serve to make Sanford a destination in the region.

**Debt Service** – This category includes principal, interest, and fees paid or accrued on bonds and notes. This budget includes \$1,382,296 for debt related to streetscape installment purchases, the bonds issued for streetscape and sidewalk projects, and future bond issuance debt for parks and greenways.

### **UTILITY FUND OVERVIEW**

The FY 2018-19 budget is influenced by several Utility Fund projects, which will address aging infrastructure and add new infrastructure to accommodate growth. These improvements are crucial to support economic development and job creation.

Investment in other regional interlocal projects position us to leverage our assets to provide additional revenue while lowering our unit cost. For example, Chatham County purchases water from us with the capability to reach 1.5 million gallons of water a day. We must add waterline infrastructure to meet Chatham County's needs and provide more redundancy for the existing industrial park, as well as prepare for future industrial demand associated with Central Carolina Enterprise Park. This project is estimated to cost approximately \$3.5 million and will be completed within FY 2018-19.

Another interlocal agreement between the City of Sanford and Chatham County prepares the Moncure Megasite to serve as a regional economic catalyst. The Megasite has a total of 2,500 acres and 8 million square feet of buildable space. When fully developed, the Megasite could bring thousands of jobs to our area. The City will provide sanitary sewer for a total cost of approximately \$11 million. We were awarded a \$4 million grant from the Golden LEAF Foundation for the project. The City and Chatham County have agreed to split the remaining cost. Construction on the project is anticipated to begin in early fall.

The City of Sanford and Lee County were jointly awarded a \$1.5 million Golden LEAF Foundation grant to extend sewer service to the Raleigh Executive Jetport to further promote economic development. This project will be bid and awarded with the Moncure Megasite sewer line and is also slated for construction in early fall.

We anticipate sufficient revenue to meet our FY 2018-19 obligations without raising utility rates. However, without revenue growth, future rate increases will be necessary. Our revenue bond covenants require that we maintain a debt service ratio minimum of 1.0, which means that our system has exactly enough money from its operating revenues to pay the annual debt service after all operating expenses have been paid. Failing to meet our dictated ratio could result in a downgrade in our bond rating and affect future borrowing costs. The City's projected debt service coverage ratio for total debt for FY 2018-19 is 1.6.

There are a few changes to Utility Fund personnel. We must add a contract/purchasing specialist position within Utility Fund Administration to ensure accountability and compliance due to new purchasing requirements and an increase in Utility Fund capital projects. The new position will help track, budget, and account for all Utility Fund capital construction projects and procurement processes. Within the Engineering Department, a vacant drafting technician position has been frozen and a civil engineer II position has been funded. This new position will be responsible for managing capital projects in the Utility Fund as the workload continues to grow.

### **UTILITY FUND REVENUES**

Utility Fund revenues for FY 2018-19 are estimated at \$22,031,220 (excluding loan proceeds and appropriated retained earnings). This is an increase of \$1,204,596, or 5.8 percent, as compared to FY 2017-18. Primarily, the additional revenues are associated with moderate growth in consumption and our wholesale water agreement with Chatham County. We anticipate continued revenue associated with leachate disposal the entire fiscal year.

### **UTILITY FUND EXPENSES**

Utility Fund expenses will increase by \$571,264, or 2.2 percent, compared to the FY 2017-18 budget. This increase is primarily related to capital projects in the new fiscal year. We continue to commit \$500,000 each for water and wastewater system rehabilitation. Utility Fund capital purchases include \$782,300 for vehicles and equipment.

Major budget expenses include:

- \$2.5 million - NC 42 Waterline Relocation
- \$1 million - Water & Wastewater System Rehabilitation
- \$750,000 - Cool Springs Water Tank Rehabilitation
- \$700,000 - Sewer Rehabilitation Project

The following have been budgeted through capital projects and construction will begin this fiscal year:

- \$11 million - Moncure Megasite Sewer Line Extension
- \$3 million - Hawkins Avenue Waterline Extension
- \$2 million - Airport Sewer Line Extension
- \$1 million - Amos Bridges Road Waterline Extension

## **MUNICIPAL SERVICE DISTRICT**

The proposed Municipal Service District budget for FY 2018-19 is \$141,262, which reflects a 10.4 percent decrease compared to FY 2017-18. The difference in this year's budget is mainly due to a decrease in contractual services. The budget includes \$20,000 for facade improvements and \$28,884 for advertising. The General Fund contribution to the Municipal Service District will increase by \$1,697 compared to FY 2017-18. I recommend that the current year tax rate of \$0.11 per \$100 assessed valuation remain the same.

### **SUMMARY**

This budget reflects City Council's vision and priorities by focusing on quality of place, "Destination Sanford," and community pride while making Sanford more attractive for job creation. Our commitment to service delivery (including sanitation, street maintenance, and public safety) strengthens our quality of place and builds community pride. An overhaul of our Unified Development Ordinance provides a regulative tool to ensure that development meets the Council's vision.

The Sanford Tourism Development Authority and the Municipal Service District promote and support community events that establish Sanford as a destination. Likewise, the amenities provided by the new Cultural and Recreation function set Sanford apart. Our wayfinding signage gives Sanford a unique sense of place for residents and visitors. When combined with the arts initiative, these improvements cultivate a deep sense of community pride and nurture business development and job creation. Funding Central Carolina Enterprise Park and the Sanford Area Growth Alliance, as well as investing in our infrastructure, is crucial to further facilitate industrial growth and economic development.

When you consider this budget, remember that it addresses one fiscal year. The budget serves as a small snapshot of the City of Sanford at this point in time, though decisions made now will have long-lasting impact. The budget requires significant revenue enhancements to fulfill the City Council's vision and priorities. This vision cannot be supported solely through natural revenue growth, and therefore requires that we raise additional revenue.

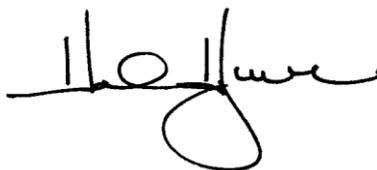
In summary, this budget accomplishes the following:

- 1) Maintains adequate funding for public safety services
- 2) Raises revenue to accommodate debt and operational services related to bond projects
- 3) Raises revenue to minimize our reliance on debt to fund street infrastructure repairs and improvements
- 4) Invests in a community initiative to end homelessness
- 5) Invests in a vision and tools to implement smart growth
- 6) Invests in utility infrastructure for regional cooperative endeavors.

I would like to thank Mayor Mann and the Sanford City Council for their leadership, guidance, and input into this budget. I would also like to thank Financial Services Director Beth Kelly and her staff for their efforts in preparing this budget. The City of Sanford is blessed with a dedicated and engaged workforce, and I am proud to be part of such an organization.

Please feel free to call me if you have any questions regarding the Proposed Annual Operating Budget for Fiscal Year 2018-19.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Hal Hegwer". The signature is written in a cursive style with a large loop at the bottom.

Hal Hegwer, City Manager

**FY 18-19 Changes To Budget Ordinance from Originally Presented to Council**  
**Option 5 - 2 Cent Tax Increase, No Sanitation Fee Increase, and \$30 Vehicle Fee**

	<i>AMOUNT PRESENTED TO COUNCIL ON 5/15/18</i>	<i>CHANGES</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
<b>GENERAL FUND</b>				
<b>EXPENDITURES</b>				
Governing Body	324,329	318,979	(5,350)	Do not fund merit; fund COLA at 2%; do not fund intern
Administration	361,429	354,253	(7,176)	Do not fund merit; fund COLA at 2%; do not fund intern
Human Resources	284,311	282,628	(1,683)	Do not fund merit; fund COLA at 2%
Risk Management	53,410	53,037	(373)	Do not fund merit; fund COLA at 2%
Finance	784,099	773,122	(10,977)	Do not fund merit; fund COLA at 2%; do not fund desks; reduce professional services
Information Technology	395,230	386,621	(8,609)	Do not fund merit, fund COLA at 2%; reduce supplies and contractual services
Legal	186,242	183,663	(2,579)	Do not fund merit; fund COLA at 2%; reduce other fees, postage, supplies, dues and subscriptions, and miscellaneous
Community Development	1,331,781	1,251,829	(79,952)	Do not fund UDO; do not fund merit; fund COLA at 2%
Public Building	744,316	723,144	(21,172)	Do not fund city hall improvements; reduce Duke Progress increase; reduce contractual services; do not fund merit; fund COLA at 2%
Police	10,478,341	10,425,192	(53,149)	Do not fund merit; fund COLA at 2%; reduce maintenance auto, and kennel supplies. Do not fund projector or Faster network switch.
Fire	4,911,491	4,875,436	(36,055)	Do not fund merit; fund COLA at 2%; do not fund weight machine
Inspections	549,309	548,277	(1,032)	Do not fund merit; fund COLA at 2%
Code Enforcement	256,832	256,245	(587)	Do not fund merit; fund COLA at 2%
Planning / HPC	155,529	145,022	(10,507)	Do not fund merit; fund COLA at 2%; do not fund public art
Street	2,624,338	2,418,395	(205,943)	Do not fund merit; fund COLA at 2%; reduce Duke Progress increase; remove Sanford Municipal Building, Colon Road interchange and Stonehenge subdivisions monthly charges; remove one time charges for Sanford Municipal Building and Colon Road interchange; remove hand rail install at 152 Charlotte Avenue; remove erosion control for Valley Road; and reduce landfill charges.
Street Capital	881,840	781,840	(100,000)	Reduce street paving to a total of \$575,000; reduce sidewalks/curb/gutter to a total of \$25,000
Solid Waste	1,513,001	1,495,578	(17,423)	Do not fund merit; fund COLA at 2%; reduce maintenance auto and contractual services
Debt	1,382,296	1,082,296	(300,000)	Postpone Greenway issuance

**FY 18-19 Changes To Budget Ordinance from Originally Presented to Council  
Option 5 - 2 Cent Tax Increase, No Sanitation Fee Increase, and \$30 Vehicle Fee**

	<i>AMOUNT PRESENTED TO COUNCIL ON 5/15/18</i>	<i>CHANGES</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
Golf	743,355	738,354	(5,001)	Do not fund merit; fund COLA at 2%; reduce maintenance building and tournament expense
GF Contributions	1,395,080	1,359,454	(35,626)	Do not fund Capital Reserve for parks; increase SAGA by \$30,000 (total of \$209,000); reduce CCEP contribution by \$40,626 (only fund 6 months spec bldg.)
Fleet Maintenance	531,739	526,929	(4,810)	Do not fund merit; fund COLA at 2%; reduce supplies
Horticulture	759,715	738,266	(21,449)	Do not fund merit; fund COLA at 2%; do not fund zero turn mower; reduce contractual services for greenway
Parks	204,998	203,981	(1,017)	Do not fund merit; fund COLA at 2%
<b>TOTAL EXPENDITURE ADJUSTMENTS</b>			<b>\$ (930,470)</b>	
<b>GENERAL FUND</b>				
<b>REVENUE</b>				
Ad Valorem Tax	15,127,149	14,617,015	(510,134)	2 cent tax increase
Sales Tax	2,394,731	2,364,731	(30,000)	Ad valorem tax 2 cent tax increase
Park Revenue	-	4,000	4,000	Splash pad revenue
Consolidated Planning Services	508,810	475,060	(33,750)	Lee County's portion of UDO
Sanitation Fee	2,172,000	2,036,250	(135,750)	No sanitation fee increase
Fund Balance	283,136	58,300	(224,836)	Reduce fund balance
<b>TOTAL REVENUE ADJUSTMENTS</b>			<b>\$ (930,470)</b>	

**FY 18-19 Changes To Budget Ordinance from Originally Presented to Council  
Option 5 - 2 Cent Tax Increase, No Sanitation Fee Increase, and \$30 Vehicle Fee**

	<i>AMOUNT PRESENTED TO COUNCIL ON 5/15/18</i>	<i>CHANGES</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
<b>UTILITY FUND</b>				
<b>EXPENSES</b>				
Administration	2,437,564	2,434,690	(2,874)	Do not fund merit; fund COLA at 2%
Warehouse	142,231	141,957	(274)	Do not fund merit; fund COLA at 2%
Engineering	808,234	804,462	(3,772)	Do not fund merit; fund COLA at 2%
Public Works Administration	666,079	663,412	(2,667)	Do not fund merit; fund COLA at 2%
Water Filtration	2,494,323	2,475,809	(18,514)	Do not fund merit; fund COLA at 2%; reduce Duke Progress increase
Water Reclamation	2,793,001	2,750,484	(42,517)	Do not fund merit; fund COLA at 2%; reduce Duke Progress increase
Distribution and Collection	5,458,567	5,447,324	(11,243)	Do not fund merit; fund COLA at 2%
<b>TOTAL EXPENSE ADJUSTMENTS</b>			<b>\$ (81,861)</b>	
<b>UTILITY FUND</b>				
<b>REVENUE</b>				
Retained Earnings	1,804,602	1,722,741	(81,861)	Reduce retained earnings
<b>TOTAL REVENUE ADJUSTMENTS</b>			<b>\$ (81,861)</b>	

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**ANNUAL BUDGET ORDINANCE  
FOR FISCAL YEAR 2018-2019**

**BE IT ORDAINED** by the City Council of the City of Sanford, North Carolina in regular session assembled:

Section 1: The following amounts are hereby appropriated for the operation of the City's government and its activities for the fiscal year beginning July 1, 2018 and ending June 30, 2019 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$31,175,627	\$31,175,627
Enterprise Fund	27,003,961	27,003,961
Municipal Service District	<u>141,262</u>	<u>141,262</u>
<b>TOTAL BUDGET</b>	<b><u>\$58,320,850</u></b>	<b><u>\$58,320,850</u></b>

Section 2: That for said fiscal year there is hereby appropriated out of all funds:

**SCHEDULE A: GENERAL FUND**

(Includes Interfund Reimbursements)

**GENERAL GOVERNMENT**

Governing Body	318,979
Administration	354,253
Human Resources	282,628
Risk Management	53,037
Elections	0
Finance	773,122
Information Technology	386,621
Legal	183,663
Public Building	723,144
Central Office	19,080
GF Contributions	1,359,454
Fleet Maintenance	1,086,929
Horticulture	738,266

**PUBLIC SAFETY**

Police	8,778,955
Dispatching Services	1,184,231
Police – 911 Surcharge	462,006
Fire	4,875,436
Inspections	548,277

**TRANSPORTATION**

Street	2,418,395
Street Capital Imp.	781,840

**SANITATION**

Solid Waste	1,495,578
Sanitation	1,234,006

**COMMUNITY DEVELOPMENT**

Community Development	1,251,829
Code Enforcement	256,245
Planning / Historic Preservation	145,022

**CULTURAL AND RECREATION**

Parks	203,981
Golf	738,354

**DEBT SERVICE**

1,082,296

**SUBTOTAL GENERAL FUND EXPENDITURES**

31,735,627

Less Departmental Charges (Fleet Maintenance)

(560,000)

**TOTAL GENERAL FUND EXPENDITURES**

31,175,627

**TAXES- AD VALOREM**

Current Year Taxes	14,617,015
Prior Year Taxes	80,000
NC Vehicle Tax	1,197,121
NC Vehicle Tax - Penalties	8,000
Penalties Less Discounts	45,000
Payments in Lieu of Taxes	45,000

**OTHER TAXES**

Vehicle Fees	690,000
Privilege License	2,600
Cable Franchise – Video Programming	185,366
Disposal Tax	19,275
Local Sales Tax – Article 39	2,364,731
Local Sales Tax – Article 40	1,107,129
Local Sales Tax – Article 44	958,472
Local Sales Tax – Article 42	1,167,365

**LICENSE AND PERMITS**

City Permits	300,000
County Permits	250,000
Broadway Permits	8,000
Fire Permits / Fines	35,000

**INVESTMENT INCOME**

Interest Income	140,000
Interest on Assessments	350
Powell Bill Interest Income	100

**INTERGOVERNMENTAL REVENUES****UNITED STATES OF AMERICA**

Federal Drug Forfeiture	54,000
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**STATE OF NORTH CAROLINA**

Electricity Sales Tax	1,824,099
Natural Gas Sales Tax	71,934
Telecommunication Sales Tax	160,335
Beer and Wine Tax	61,922
N.C. DOT Mowing Agreement	28,086
Powell Bill	792,330
NC Electronics Management Fund	2,200

**OTHER LOCAL GOVERNMENTS**

Consolidated Planning Services	475,060
911 Surcharge Reimbursement	462,006
911 Dispatch	357,536
Lee County Inspection Contract	21,744
Financial Services – Broadway	3,500
Receipt Lee County – Buggy Factory	18,302
Clearwater Drive Fire Service	43,000

**SALES AND SERVICE**

Sale of Material	4,000
Sale of Compost Materials	22,000
Sale of Capital Assets	150,000
Sale of Non-Capital Assets	5,000
Sanitation Fees	2,036,250

**GOLF**

Green Fees – Annual	50,000
Green Fees – Daily	190,000
Cart Fees	230,000
Driving Range Fees	15,000
Tournament Fees	11,500
Pro Shop	55,000
Concessions	30,000

**OTHER**

Court Cost Fees	6,000
Park Revenue	4,000
ABC Revenue	160,000
Street Paving Charges	225,000
Parking Revenue	4,000
Miscellaneous	150,000
Assessments	3,000
Tower Consultant Fee	8,000
Civil Violation	750
Employee Computer Purchase	50,000
Airport Loan Reimbursement	40,000
Insurance Proceeds	20,000

<b>TRANSFERS IN – SPECIAL REVENUE</b>	51,249
<b>APPROPRIATED FUND BALANCE</b>	58,300

**TOTAL GENERAL FUND REVENUE** 31,175,627

**SCHEDULE B: ENTERPRISE FUND****UTILITY FUND****DEBT SERVICE**

Debt Service	6,551,843
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**OTHER**

Utility Fund Contributions	219,931
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**PUBLIC UTILITIES**

UF Administration	2,434,690
Engineering	804,462
UF PW Administration	663,412
Distribution and Collection	5,447,324
Water Filtration	2,475,809
Water Reclamation	2,750,484
Water Capital Imp.	3,964,049
Sewer Capital Imp.	1,550,000
Warehouse	346,957

**SUBTOTAL UTILITY FUND EXPENSES** 27,208,961

Less Departmental Charges (Warehouse) (205,000)

**TOTAL UTILITY FUND EXPENSES** 27,003,961

**USER CHARGES**

Water Charges	11,162,984
Sewer Charges	9,305,536

**INVESTMENT INCOME**

Interest Income	80,000
Interest on Assessments	100

**OTHER**

Taps and Connections	145,000
Sewer Surcharge	13,600
Sludge Charge	46,000
Monitoring Fee	80,000
Charges on Past Due Accounts	140,000
Oil and Grease Fees	20,000
Sales Other Funds	27,000
Non Compliance Fees	1,000
Sale of Capital Assets	45,000
Sale of Non-Capital Assets	0
Miscellaneous	5,000
Meter Rental	3,000
Rental Income	74,000
After Hours Fees	7,500
NSF Charges	5,500

**INTERGOVERNMENTAL REVENUES****UNITED STATES OF AMERICA**

Build America Bonds Rebate	870,000
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**INSTALLMENT PURCHASE PROCEEDS**

3,250,000

**RETAINED EARNINGS**

1,722,741

**TOTAL UTILITY FUND REVENUE** 27,003,961**TOTAL ENTERPRISE FUND** 27,003,961**SCHEDULE C: MUNICIPAL SERVICE  
DISTRICT FUND****OTHER**

Municipal Service District Fund	141,262
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	<b>TOTAL MUNICIPAL SERVICE DISTRICT EXPENSES</b>	141,262
 <b>TAXES AD VALOREM</b>		
Current Year Taxes	62,097	
Motor Vehicle Tax	1,970	
 <b>INVESTMENT INCOME</b>		
Interest Income	900	
 <b>OTHER</b>		
Contribution from General Fund	56,697	
 <b>FUND BALANCE APPROPRIATION</b>	 19,598	
	 <b>TOTAL MUNICIPAL SERVICE DISTRICT REVENUE</b>	 141,262
	 <b>TOTAL ALL FUNDS</b>	 <b>\$58,320,850</b>

Section 3: There is hereby levied for the fiscal year ending June 30, 2019, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2018 for the purpose of raising the revenue from current year's property tax as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation.

TOTAL RATE PER \$100 VALUATION   \$.62

Section 4: There is hereby levied for the fiscal year ending June 30, 2019, the following rate of taxes on each \$100 assessed valuation of property in the Municipal Service District defined as the Central Business District listed as of January 1, 2018 for the purpose of raising the revenue from current year's property tax as set forth in the foregoing estimate of revenue and in order to finance the foregoing appropriation. The revenue raised will be used to support the improvement of the properties in the Municipal Service District, to manage the development of Downtown Sanford as the primary economic, cultural, and social center of the community, to educate the community on the unique assets and historical significance of the downtown area, to promote and stimulate the improvement of these assets, to implement the building improvement program, to address issues of parking, streetscape and safety in the Central Business District, to improve the area and to carry out other programs and activities approved by the City Council to support and promote the downtown area.

TOTAL RATE PER \$100 VALUATION   \$.11

Section 5: There is hereby levied for the fiscal year ending June 30, 2019, on each registered motor vehicle and each registered trailer within the City of Sanford, a tax of \$30 for the purpose of raising revenue in order to finance street paving and the foregoing appropriations.

TOTAL RATE OF \$30 PER MOTOR VEHICLE AND TRAILER

Section 6: Privilege licenses and franchise taxes for the privilege of conducting specified businesses and professions within the City of Sanford are hereby levied at the rate established and authorized and adopted by the City Council of the City of Sanford on May 6, 1975.

Section 7: Building permits, inspection fees, fire fees, GIS fees, planning fees, compost facility fees, solid waste collection and disposal fees, beer and wine fees, water and wastewater rates are hereby levied at the rate established and shown on the attached schedules. All fees and rates are effective July 1, 2018 unless otherwise stated on the schedule.

Section 8: Fees for Solid Waste Collection and Disposal shall hereby be collected according to the provisions of North Carolina General Statutes 160A-314.1 that allows for the collection of said waste fees by any manner by which real and/or personal property taxes are billed and collected.

Section 9: The Finance Officer is authorized to transfer budgeted amounts within the departments but any revisions that alter total expenditures must be approved by the City Council through legislative action. All budget amendments must be reported in a public meeting of the City Council and made a matter of record in the minutes.

Section 10: Copies of the Budget Ordinance shall be furnished to the Finance Officer of the City of Sanford to be kept on file by them for their direction in the collection of revenue and expenditure of amounts appropriated.

Adopted this the 11th day of June, 2018.

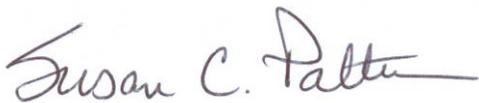


T. Chet Mann, Mayor

ATTEST:



Bonnie Davis, City Clerk



Susan C. Patterson, City Attorney

**CITY OF SANFORD**

**RATE SCHEDULE FOR FISCAL YEARS 2018-2019**

**RATES EFFECTIVE JULY 1, 2018**

**Water Utility Rates**

<b>Residential</b>			<b>Non-Residential</b>		
<b>Monthly Consumption Level</b>	<b>Inside City</b>	<b>Outside City</b>	<b>Monthly Consumption Level</b>	<b>Inside City</b>	<b>Outside City</b>
Minimum Charge for up to 3 ccf (\$ / month)	\$14.61	\$29.21	Minimum Charge for up to 3 ccf (\$ / month)	\$14.61	\$29.21
Over 3 ccf (\$ / ccf)	\$4.43	\$8.83	3 ccf to 8 ccf (\$ / ccf)	\$4.43	\$8.83
			Over 8 ccf (\$ / ccf)	\$2.88	\$5.74

*1 ccf = 100 cubic feet = 748 gallons*

**Sewer Utility Rates**

<b>Monthly Consumption Level</b>	<b>Inside City</b>	<b>Outside City</b>
Minimum Charge for up to 3 ccf (\$ / month)	\$15.61	\$23.41
Over 3 ccf (\$ / ccf)	\$5.20	\$7.80

*1 ccf = 100 cubic feet = 748 gallons*

**Sewer Only Rates**

<b>Monthly Consumption Level</b>	<b>Inside City</b>	<b>Outside City</b>
Flat Fee	\$32.26	\$46.87

**Industrial Surcharge Rates**

<b>Strength Parameter</b>	<b>Proposed Rate (\$/1,000 lb)</b>
BOD	\$145 / 1,000 lb in excess of 250mg/l
TSS	\$220 / 1,000 lb in excess of 200 mg/l
Oil & Grease	\$200 / 1,000 lb in excess of 40 mg/l

**CITY OF SANFORD**  
**RATE SCHEDULE FOR FISCAL YEARS 2018-2019**  
**RATES EFFECTIVE JULY 1, 2018**

<b>Industrial Pretreatment Monitoring Fee Development</b>	
Pretreatment Monitoring Fee Development	Fee
Pretreatment Monitoring Fee	\$1,188.00/Event

<b>Miscellaneous Charges</b>	
Processing Fee For Returned Checks	\$25.00
Late Fee	\$5.00
Administrative Fee	\$15.00
Additional fee for Reconnection after hours	\$25.00

<b>Sanitation Fee</b>	
Annually	\$225.00

<b>Vehicle Tax</b>	
Annually	\$30.00 per vehicle and trailer

**CITY OF SANFORD**  
**BEER AND WINE FEES FOR FISCAL YEARS 2018-2019**  
**RATES EFFECTIVE JULY 1, 2018**

<b>Beer and Wine Fees</b>		
Malt Beverage (Beer)	Wine	Total
For On Premise - \$15.00	For On Premise - \$15.00	\$30.00
Off Premise - \$ 5.00	Off Premise - \$10.00	\$15.00

**FEE SCHEDULE, SANFORD / LEE COUNTY**

**PLANNING AND DEVELOPMENT**

**FISCAL YEAR 2018-2019**

**Sanford / Lee County Board Applications**

Petition for Zoning Text Amendment	\$300
Petition for Zoning Map Amendment	\$500
Petition for Conditional Zoning Map Amendment	\$750
Variance Application	\$500
Special Use Application	\$500
Additional Fee for review of application for Special Use Permit for telecommunications tower per Section 5.33.8 of Unified Development Ordinance	\$4,000
Appeals	\$500

**Plan Review / Administrative Approvals**

Plan Review (Commercial / Industrial) – 1 <sup>st</sup> and 2 <sup>nd</sup> submittals	\$500 plus \$2.00 per 1,000 square feet of Gross Floor Area
Plan Review (Multifamily) – 1 <sup>st</sup> and 2 <sup>nd</sup> submittals	\$500 plus \$2.00 per dwelling unit
Preliminary Plat (Major Subdivision) – 1 <sup>st</sup> and 2 <sup>nd</sup> submittals	\$200 plus \$10 per lot
Final Plat (Major Subdivision)	No charge
Minor Subdivision Plat	\$50
Plan/Plat Resubmission – 3 <sup>rd</sup> submittal and all subsequent submittals thereafter (fee to be paid separately for each submittal)	½ of the original fee
Zoning Verification Letter	\$25

**Annexations and Street Closings**

For annexation and street closing petitions, property owners are responsible for costs associated with advertising, recording fees, and required mail notifications. The property owners, or their agent, for newly petitioned annexed areas shall be responsible for paying the rezoning fee, as set forth in this schedule, to assign zoning to the annexed area.

**Compost Facility Fee Schedule  
FY 2018-2019**

<b>Material</b>	<b>Price Per Pickup Load</b>	<b>Price per 2 ½ Cu. Yd. Loader Bucket for Larger Truck Loads</b>
Woodchips	\$15.00*	\$25.00*
Leaf Compost	\$15.00	\$25.00
Unscreened Compost with Clay Mixture	\$5.00	\$10.00
Screened Leaf Compost	\$25.00 when available	\$45.00 when available

Delivery by the City of Sanford will be \$40.00 per truckload within the city limits and \$65.00 per truckload outside the city limits but within the county. These charges are in addition to material cost.

\*Special volume pricing periodically to decrease stockpile. \$1.75 per cubic yard on purchases of 500 cubic yards or more.

## Septage Hauler Policy

Domestic Waste – waste that is domestic in character and comes from a residence

Commercial Waste – waste that is domestic in character and comes from a location other than a residence

Industrial Waste – waste that contains processed water and may include domestic waste

The City will not accept industrial waste except under special circumstances as approved by the wastewater plant superintendent and after the wastewater has been extensively tested at the industry's cost.

Note: The City of Sanford does not take any septage from outside the County of Lee.

The following are the septage hauler prices for the **2018-2019 fiscal year**:

Domestic	\$30 / 1,000 gallons
Commercial	\$65 / 1,000 gallons
Industrial	Minimum \$85 / 1,000 gallons (actual cost may vary)



**City of Sanford FY 18-19 Rates for the  
Installation of Hydrant Meters for Contractors**

<b>Hydrant Meter Size</b>	<b>Deposit Fee</b>	<b>Plus Daily Rental Fee</b>
3/4"	\$200.00	\$1.00 per day (per calendar year)
1"	\$400.00	\$1.00 per day (per calendar year)
2 1/2"	\$1,500.00	\$2.00 per day (per calendar year)

Contractor is to notify the City of Sanford when hydrant meter is to be installed and removed. There will be a \$70.00 setup / relocation fee for the initial hydrant meter installation and for each additional relocation of the meter. Water usage as well as any applicable rental fees or setup / relocation fees will be deducted from deposit fees. Deposit will be forfeited if the City does not retrieve meter.

**City of Sanford FY 2018-2019  
Water and Sewer Tap Rates**

<b>Residential</b>	<b>Tap Size</b>	<b>Rate</b>
<i>Inside and Outside</i>		
Water	¾"	\$950
Water Meter Set	¾"	\$125
Sewer	4"	\$1,250
Sewer Retaps:		
If have existing cleanout		No Fee
If city install cleanout		\$200
<b>Commercial and Industrial</b>	<b>Tap Size</b>	<b>Rate</b>
<i>Inside and Outside</i>		
Water		At Cost \$950 Minimum
Sewer		At Cost \$1,250 Minimum
Meter Set	¾"	At Cost \$125 Minimum
Meter Adjustment		At Cost \$75 Minimum

Anything other than residential is classified as a business. Example: Churches, Offices and Industries.

Property being served may be subject to additional fees based on location and "prevailing front footage rate". Contact the City Engineer for particulars.



# SANFORD FIRE DEPARTMENT

POST OFFICE BOX 3729  
SANFORD, NC 27331-3729

OFFICE: 919-775-8316

FAX: 919-775-7018

## FEE SCHEDULE

<b>Permits</b>	\$	50.00 each
Any required permits listed in Section 105 of the NC Fire Prevention Code (Unless otherwise noted)		
<b>Hazardous Materials</b>	\$	100.00 each
As required by table 105.6.20 Of the NC Fire Prevention Code		
<b>Routine Maintenance Inspections</b>	\$	N/C
<b>Fire Code Violations *</b>	\$	75.00 each
*(No charge if violations have been corrected by the scheduled re-inspection date)		

## Construction Reviews/Inspections

<b>Plan Reviews **</b>	\$	50.00 each plus \$ 0.02 per sq. ft.
<b>Certificate of Occupancy</b>	\$	N/C
<b>Fire Protection Systems</b> (New and Renovations)		
<b>Sprinkler Systems **</b>	\$	50.00 plus \$ 0.02 per sq. ft.
<b>Standpipes **</b>	\$	50.00 plus \$ 0.02 per sq. ft.

<b>Fire Alarm Systems **</b>	\$	<b>50.00</b> plus \$ 0.02 per sq. ft.
<b>Hood Systems **</b>	\$	<b>75.00.</b>
<b>Paint Booths **</b>	\$	<b>100.00</b>
<b>Other Extinguishing Systems **</b>	\$	<b>100.00</b>
<b>Re test</b>	\$	<b>100.00</b> each

\*Fire Code violations are per each Code section that is not compliant. i.e. multiple exit signs out of service equals 1 violation, multiple fire protection systems out of service equals multiple violations.

\*\*Construction permits for all Fire Protection systems shall be subject to the plan review fees noted above. All construction permits include first acceptance test as may be required. Re-test will be additional.

Permits will be renewed based upon the State mandated inspection schedule. All required permit fees are valid until change of occupancy use, ownership and/or tenant, or until revoked due to non-compliance.

#### Other Permits/Fees

<b>Exhibits and Trade Shows</b>	\$	<b>25.00</b> each or \$ <b>250.00</b> annually
<b>Liquid or Gas Fueled Vehicles/Equipment</b> (In assembly buildings)	\$	<b>25.00</b> each
<b>Parking in Fire Lane</b>	\$	<b>50.00</b> each
<b>Temporary Membrane Structures</b> (Tents, Canopies and Air Supported Structures)	\$	<b>50.00</b> each
<b>Burning Permits</b> (Land Clearing only)	\$	<b>75.00</b> each
<b>ABC Inspections</b>	\$	<b>100.00</b> each
<b>Amusement Buildings</b>	\$	<b>100.00</b> each
<b>Carnivals/Fairs</b>	\$	<b>100.00</b> each
<b>Combustible Dust Producing Operations</b>	\$	<b>100.00</b> each
<b>Covered Mall Buildings</b>	\$	<b>100.00</b> each
<b>Explosives</b>	\$	<b>100.00</b> each
<b>Fireworks Displays</b>	\$	<b>100.00</b> each Plus Stand by Personnel
<b>Flammable/Combustible Liquids</b> (Only mandated according to NC Fire Prevention Code)	\$	<b>100.00</b> each
<b>Fumigation/Insecticide/Fogging</b>	\$	<b>100.00</b> each
<b>Private Fire Hydrant Removal</b>	\$	<b>100.00</b> each
<b>Spraying/Dipping</b>	\$	<b>100.00</b> each
<b>Tank Removal/Installation</b>	\$	<b>100.00</b> each
<b>STANDBY PERSONNEL</b>	\$	<b>40.00</b> per hour per Firefighter plus <b>250.00</b> per engine

Minimum of 4 men Engine Company, billed for each hour or portion thereof.

**Any work started prior to proper permits being issued is subject to a \$100 fine or a 100% penalty (Permit fees x 2), whichever is greater.**

**FINES**

<b>Open Burning Without Permit</b>	<b>\$</b>	<b>100.00</b>	each
<b>No Key Holder Response</b>	<b>\$</b>	<b>100.00</b>	each
<b>Nuisance Alarms</b>			
<b>4<sup>th</sup>. Alarm***</b>	<b>Commercial \$</b>	<b>250.00</b>	<b>Residential \$ 50.00</b>
<b>5<sup>th</sup>. Alarm and over***</b>	<b>Commercial \$</b>	<b>500.00</b>	each <b>Residential \$ 75.00</b>

**\*\*\*3 Nuisance alarms per calendar year at no charge.**

**Nuisance alarms** = any alarm caused by mechanical failure, malfunction, or an alarm activated by a cause that cannot be determined. *Essentially, any alarm, which occurs as a result of a condition that is not normal, or the intended operation of the system.*

**LIFE SAFETY VIOLATIONS**

<b>1<sup>ST</sup>. Offense</b>	<b>\$</b>	<b>150.00</b>
<b>2<sup>nd</sup>. Offense</b>	<b>\$</b>	<b>300.00</b>
<b>3<sup>rd</sup>. Offense</b>	<b>\$</b>	<b>1,000.00</b>

**Life safety violations include any locked, blocked or otherwise impeded means of egress, any deficiencies or impairments, in any fire suppression, detection and or notification devices and or systems, or any other violation that in the opinion of the Fire Code Official may be harmful to any building occupants including but not limited to overcrowding.**

**HAZARDOUS MATERIALS / CONFINED SPACE / TRENCH RESCUE  
EMERGENCY RESPONSE FEES**

<b>RESPONSE UNITS</b>	<b>Inside City Limits Response</b>	<b>County Response</b>
Engine	\$150.00 per unit / per hour	\$250.00 per unit / per hour
Ladder Truck	\$150.00 per unit / per hour	\$250.00 per unit / per hour
Equipment Truck	\$100.00 per unit / per hour	\$150.00 per unit / per hour
1 <sup>st</sup> Response Trailer	\$75.00 per unit / per hour	\$75.00 per unit / per hour
Brush Truck / Tow Vehicle	\$75.00 per unit / per hour	\$75.00 per unit / per hour
Shift Commander	\$35.00 per unit / per hour	\$35.00 per unit / per hour
Additional Command / Chief Office Response	\$35.00 per unit / per hour	\$35.00 per unit / per hour

Above fees include personnel, insurance, and fuel cost. Minimum charge of 2 hours and charged at ½ hour increments thereafter.

**PERSONNEL**

Paid Personnel:

(Includes Fire Marshal, Firefighters, Law Enforcement, etc. not included with equipment in above section	1.5 x hourly rate
Support Personnel from other departments	At cost

**RESPONSE SUPPLIES**

Ropes, haul systems, harness, PPE	Normal re-supply fee
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**REHAB SUPPLIES**

Food, drinks, snacks, etc.	At Cost
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**RENTAL EQUIPMENT**

Trucks, backhoes, etc.	At Cost
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**EQUIPMENT / SUPPLIES NOT LISTED**

Any Equipment / Supplies not listed, but used specifically on the response	At Cost
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**CONTAMINATED / DAMAGED EQUIPMENT**

The party responsible for the incident shall also be financially responsible for replacement of any routine or specialized equipment that becomes contaminated or damage during response, containment, abatement, and recovery efforts.

\*\*\*\*\*These are minimum charges. If actual costs exceed these minimums, the responsible party shall be liable for any additional cost.

Note: Any fees collected for services provided by the City of Sanford will be retained by the City and any fees collected for services provided by other agencies or entities will be remitted to said agencies or entities upon collection.

## BUILDING PERMIT FEES RESIDENTIAL

<b>RESIDENTIAL (New)</b>	<b>Includes all Single Family Dwellings, Duplexes, and Townhouses.</b>
Building Permit Fee:	Square Footage up to 1500 sq. ft.: \$240 Basic Fee.
	Square Footage over 1500 sq. ft.: Multiply by \$0.20 + \$240.00 (Basic Fee)
	North Carolina Licensed General Contractors add \$10.00 Homeowner Recovery Fund. (G.S.§ 87-15.6).

<b>RESIDENTIAL (Modular Homes)</b>	<p>Additional permits shall be obtained for porches, basements, garages and additional structural alterations to the modular home in accordance with the appropriate fee schedule. Please be aware that separate permits are required for electrical, mechanical and plumbing.</p> <p>In accordance with G.S.§ 87-1 and F.S.§ 143-139.1: any person, firm or corporation that undertakes to erect a modular building must have either a valid NC General Contractors License or provide a \$5,000 Surety Bond.</p>
Building Permit Fee:	1500 sq.ft. or Less - \$135.00
	1501 - 2000 sq. ft. - \$170.00
	2001 sq.ft. and Up - \$205.00

<b>MANUFACUTRED HOMES</b>	<b>Manufactured Home Setup Fee only. Refer to Electrical, Plumbing and Plumbing Fee Schedule for other permits.</b>
Single-Wide	\$50.00 each
Double-Wide	\$70.00 each
Triple-Wide	\$85.00 each

<b>OTHER RESIDENTIAL CONSTRUCTION</b>	<b>Includes all Residential Additions.</b>
Building Permit Fee:	<p>Square Footage shall be used to calculate building permit fees. Estimated Cost of Construction is determined at \$80/sq. ft. for Heated Space, \$40/sq. ft. for Unheated Space and \$25/sq. ft. for Unheated Porches, Shelters or Decks.</p> <p>Building permit fee shall be calculated by: \$2.50 per \$1,000 of Estimated Cost of Construction (<i>from calculation above</i>).</p> <p>Minimum Building Permit Fee is \$60.00.</p>

<b>OTHER RESIDENTIAL CONSTRUCTION</b>	<b>Includes all Residential Renovations, Repairs, and Other Residential Construction not listed elsewhere.</b>
Building Permit Fee:	<p>Permit Fee is Calculated based on Applicants Estimated Cost of Construction. (Bid, quote, or estimate must be provided with permit application).</p> <p>Building permit fee shall be calculated by: \$2.50 per \$1,000 of Applicants Estimated Cost of Construction.</p> <p>Minimum Building Permit Fee is \$60.00.</p>

## BUILDING PERMIT FEES COMMERCIAL

<b>COMMERCIAL (New)</b>	<b>50,000 Square Feet and Less.</b>	
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below;</p> <p>Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$4</p>	
	Assembly	\$100
	Business	\$85
	Educational	\$100
	Factory/Industrial	\$100
	Hazardous	\$100
	Institutional	\$120
	Mercantile	\$100
	Residential	\$100
	Storage	\$50 Heated \$45 Unheated
	Utility and Miscellaneous	\$50 Heated \$45 Unheated
	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types

<b>COMMERCIAL (New)</b>	<b>50,001 Square Feet and More.</b>	
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by:</p> <ol style="list-style-type: none"> <li>1. Multiplying the first 50,000 square feet of the total building gross square footage by the cost per square foot for Type of Occupancy listed below.</li> <li>2. Multiplying the square footage in excess of 50,000 square feet by the cost per square foot for Type of Occupancy listed below and add to figure from above.</li> </ol> <p>Permit Fee = Estimated Cost of Construction (from 1 above), divided by \$1,000, multiplied by \$4  <i>Plus</i>            Estimated Cost of Construction (from 2 above), divided by \$1,000, multiplied by \$1.</p>	
	Assembly	\$100
	Business	\$85
	Educational	\$100
	Factory/Industrial	\$100
	Hazardous	\$100
	Institutional	\$120
	Mercantile	\$100
	Residential	\$100
	Storage	\$50 Heated \$45 Unheated
	Utility and Miscellaneous	\$50 Heated \$45 Unheated
	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types

**BUILDING PERMIT FEES  
COMMERCIAL (continued)**

<b>COMMERCIAL (New)</b>	<b>Modular Units.</b>	
Building Permit Fee:	Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below;  Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$4	
	Assembly	\$100
	Business	\$85
	Educational	\$100
	Factory/Industrial	\$100
	Hazardous	\$100
	Institutional	\$120
	Mercantile	\$100
	Residential	\$100
	Storage	\$50 Heated \$45 Unheated
	Utility and Miscellaneous	\$50 Heated \$45 Unheated
	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types

<b>OTHER COMMERCIAL CONSTRUCTION</b>	<b>Includes all Commercial Renovations, Repairs, and Other Commercial Construction not listed elsewhere.</b>	
Building Permit Fee:	Permit Fee is Calculated based on Applicants Estimated Cost of Construction. (Bid, quote, or estimate must be provided with permit application). Building permit fee shall be calculated by: \$4.00 per \$1,000 of Applicants Estimated Cost of Construction. Minimum Building Permit Fee is \$60.00.	

**BUILDING PERMIT FEES  
MISCELLANEOUS**

<b>MISCELLANEOUS BUILDING PERMITS</b>	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. \$60.00
Change of Occupancy Permit	\$60.00 each
Daycare Permit	\$75.00 each
Demolition Permit	\$90.00 Permit Fee plus Post \$500 Bond (Cash, Certified Check or Money Order per permit).
Footing/Foundation Permit	\$60.00 each
Malt Beverage License Inspection	\$60.00 each
Moving Building Permit	\$90.00 Permit Fee plus Post \$500 Bond (Cash, Certified Check or Money Order per permit).
Swimming Pool (For Setbacks Only)	\$60.00 each
Outdoor Advertising Sign (For Lee County Only)	\$90.00 each
Other Signs	\$60.00 each

## ELECTRICAL PERMIT FEES

<b>RESIDENTIAL</b>	
<b>RESIDENTIAL (New):</b> Basic Fee \$135.00 (up to 200 Amps) Basic Fee <i>plus</i> \$20.00 per each 100 Amps over 200 Amps	
<b>RESIDENTIAL (Renovations) (Maximum Fee \$135.00):</b> Basic Fee \$60.00 <i>plus</i> any of the following that apply: \$5.00 per Special Outlet (Dryer/Electric Stove/Etc) \$25.00 per subpanel	
<b>RESIDENTIAL (Room Additions) (Maximum Fee \$135.00):</b> Basic Fee \$60.00 <i>plus</i> Room Additions - \$40.00 per Room Addition. <i>plus</i> \$5.00 per Special Outlet (Dryer/Electric Stove/Etc). <i>plus</i> \$25.00 per subpanel.	
<b>MANUFACTURED HOME</b>	Basic Fee \$55.00 each
<b>MODULAR HOMES</b>	\$75.00 each
<b>COMMERCIAL</b>	
0-200 Amps	\$115.00 plus \$5.00 per Special Outlet, plus \$40.00 per subpanel
201-400 Amps	\$135.00 plus \$5.00 per Special Outlet, plus \$40.00 per subpanel
401-600 Amps	\$145.00 plus \$5.00 per Special Outlet, plus \$40.00 per subpanel
601-800 Amps	\$165.00 plus \$5.00 per Special Outlet, plus \$40.00 per subpanel
801-1000 Amps	\$175.00 plus \$5.00 per Special Outlet, plus \$40.00 per subpanel
1001-2000 Amps	\$255.00 plus \$5.00 per Special Outlet, plus \$40.00 per subpanel
2001 & Up AMPS	\$330.00 plus \$5.00 per Special Outlet, plus \$40.00 per subpanel
<b>*Special Outlets - 30 Amp/240 Volt or Greater*</b>	
<b>MISCELLANEOUS ELECTRICAL PERMITS</b>	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. \$60.00
Conditional Power Fee	\$60.00
Fire Alarm	\$60.00
Electrical for Mechanical Change Outs	\$40.00
Power Restoration	\$60.00
Accessory Building	\$60.00
Service Change (Up to 100 amps)	\$60.00
Service Change (125-200 Amps)	\$75.00
Signs	\$60.00
Special Outlets	\$60.00 Minimum Fee plus \$5.00 each (Special Outlets - 30 Amp/240 Volt or Greater)
Swimming Pool Grounding	\$60.00
Temporary Power Pole	\$60.00

## MECHANICAL PERMIT FEES

<b>RESIDENTIAL</b>	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. \$60.00
Gas Heating Unit w/ A/C Unit (2 Separate Units/1 System)	\$75.00 per system
Gas Pack	\$70.00 each
Heatpump	\$75.00 each
Single Air Conditioning Unit	\$60.00 each
Single Heating Unit <i>(Gas Furnace, Electric Heat, Etc.)</i>	\$60.00 each
Gas Accessories. <i>(Gas Logs, Fireplace, Dryer, Range, Grill, Space Heater, Lights, Woodburning Inserts, Etc.)</i>	\$50.00 each
Gas Piping/Pressure Test	\$40.00 / 1 <sup>st</sup> Unit \$8.00 per additional unit
Air Handler or Outdoor Condenser - Change Outs (not heat pumps)	\$60.00 each unit
Ductwork Additions	\$60.00 Basic Fee
<b>COMMERCIAL</b>	
<b>Basic Fee</b>	<b>*\$60.00 plus any of the following that apply:</b>
Boilers	*(Up to 15 tons) \$9.00 per ton (16 tons and up) Total above <i>plus</i> \$3.00 per ton thereafter
Chillers:	*(Up to 15 tons) \$9.00 per ton (16 tons and up) Total above <i>plus</i> \$3.00 per ton thereafter
Gas Pack:	*(Up to 15 tons) \$9.00 per ton (16 tons and up) Total above <i>plus</i> \$3.00 per ton thereafter
Heat Pump:	*(Up to 15 tons) \$9.00 per ton (16 tons and up) Total above <i>plus</i> \$3.00 per ton thereafter
Refrigeration:	*(Up to 15 tons) \$9.00 per ton (16 tons and up) Total above <i>plus</i> \$3.00 per ton thereafter
Gas Appliances	*\$3.00 per 10,000 BTU's
Gas Heating Unit	*\$3.00 per 10,000 BTU's
Gas Heating Unit w/ A/C Unit (2 Separate Units/1 System)	*\$3.00 per 10,000 BTU's
Gas Piping/Pressure Test	*\$40.00 / 1 <sup>st</sup> Unit \$8.00 Per Additional Unit
Air Handler or Outdoor Condenser - Change Outs (not heat pumps)	\$60.00 each unit
Ductwork Additions	\$60.00 Basic Fee
Canopy Hood <i>(does not require licensed contractor)</i>	*\$60.00 each

(For calculation purposes:     • Horsepower to BTU: 1 HP = 33,475 BTU  
                                           • 12,000BTU = 1 Ton)

## PLUMBING PERMIT FEES

<b>RESIDENTIAL (New)</b>
Basic Fee \$60.00 plus \$25.00 for every Full Bath \$20.00 for every Half Bath
<b>RESIDENTIAL (Modular Homes)</b>
Basic Fee \$60.00 plus \$5.50 for water line \$5.50 for sewer line Unfinished Baths require a separate permit at the time of Fit Up.
<b>RESIDENTIAL (Manufactured Homes)</b>
Basic Fee \$50.00
<b>OTHER RESIDENTIAL CONSTRUCTION</b>
Basic Fee \$60.00 plus \$5.50 per fixture ( <i>see plumbing permit application</i> ).
<b>COMMERCIAL (New)</b>
Basic Fee \$60.00 plus \$5.50 per fixture ( <i>see plumbing permit application</i> ).
<b>COMMERCIAL (Modular)</b>
Basic Fee \$60.00 plus \$5.50 for water line \$5.50 for sewer line
<b>MISCELLANEOUS PLUMBING PERMITS</b>
Basic Fee \$60.00 plus \$5.50 per fixture ( <i>see plumbing permit application</i> ).

## RECORD RESEARCH

Permit Activity Computer Printouts	\$100.00
Archives/History Research (Per Permit)	\$20.00 per hour.
Copies (per page)	\$0.35per page

## **SPECIAL NOTES**

### **1. FAILURE TO SECURE PERMIT**

Failure to obtain the appropriate permit before construction begins shall result in a 100% penalty (double fees). Commencement of or proceeding with any work of which a permit is required by the State Building Code or any other state or local laws (shall include digging footings or moving manufactured homes on site). (G.S. § 153A-357, G.S. § 160A-417; G.S. § 153A-354, G.S. § 160A-414; G.S. § 153A-352, G.S. § 160A-412).

### **2. ISSUANCE OF PERMITS**

**Individual trades are responsible for purchasing their respective permits (no blanket permits are issued).**

**If a building permit is required for any job, the building permit must be issued prior to issuance of any trade permits.**

All approvals from other regulatory agencies (local, state, and federal) must be documented (i.e. zoning approval, erosion control, historic district, environmental health, etc.) before building permits will be issued. (G.S. § 153A-357, G.S. § 153A-363, G.S. § 160A-417, G.S. § 160A-423).

It is the contractor's responsibility to meet all requirements of license limitations when making application for permits. (G.S. § 87-14, G.S. § 87-21(e), G.S. § 87-43.1, G.S. § 87-58, G.S. § 153A-134, G.S. § 153A-357, G.S. § 160A-194, G.S. § 160A-417).

The Permit Coordinator will notify the applicant at which time the permit is prepared for issuance and the cost of the permit.

### **BUILDING PERMITS**

The North Carolina Building Code requires that a permit be issued for "The construction, reconstruction, alteration, repair, movement to another site, removal, or demolition of any building or structure;" Accessory Buildings with any dimension greater than twelve (12) feet are required to meet the provisions of the North Carolina Residential Code for One- and Two-Family Dwellings.

"No permit ...shall be required for any construction, installation, repair, replacement, or alteration costing Five Thousand Dollars (\$5,000) or less in any single family residence or farm building unless the work involves: the addition, repair, or replacement of load bearing structures;"

- Building permits will be issued to a properly licensed North Carolina General Contractor.  
OR
- To the owner of the property on which the building is to be built and occupied by said owner for at least twelve (12) months following completion (no rental property). Volume I-A, G.S. 87-1.  
OR
- To an individual when a general contractor's license is not required. The cost of the undertaking cannot exceed thirty thousand dollars (\$30,000).  
Permits will be issued personally to the license holder of record only. A bonafide employee of the licensee will be allowed to obtain permits upon submittal of the "Authorization for Permit Application by Employee of Licensed Contractor Form".

General Contractors Licensing Limitations: If the estimated cost of construction from the fee schedule exceeds a contractor's license limitations a copy of the original bid, quote or estimate will be required prior to permit issuance.

HOMEOWNER RECOVERY FUND:

Pursuant to 887-15.6 (b), whenever a general contractor applies for the issuance of a permit for the construction of any single-family residential dwelling unit or for the alteration of an existing single-family residential dwelling unit, a (\$10.00) fee shall be collected from the general contractor for each dwelling unit to be constructed or altered under the permit. The City of Sanford shall forward four dollars (\$9.00) of each fee collected to the Board of General Contractors, on a quarterly basis and the city may retain one dollar (\$1.00) of each fee collected. The Board shall deposit the fees received into the General Fund.

ELECTRICAL PERMITS

Electrical permits are required for “The installation, extension, alteration, or general repair of any electrical wiring, devices, appliances, or equipment.”

**Electrical permits are issued to a North Carolina properly licensed North Carolina Electrical Contractor**  
**OR**

Property owners requesting to perform electrical work upon their own property when such property is not intended at the time for rent, lease, or sale will be required to take and pass an electrical exam prepared by this office. (G.S. § 87-43.1 *Exceptions*).

Permits will be issued personally to the license holder of record only. A bonafide employee of the licensee will be allowed to purchase permits upon submittal of the Authorization for Permit Application by Employee of Licensed Contractor Form.

Temporary Service Poles

Temporary Service Poles Inspections are to be made in conjunction with the footing or foundation inspection (permit fee is waived with new building construction only). In order to erect a temporary pole prior to or after the footing or foundation inspection or for renovations or additions, an electrical permit for the temporary pole must be obtained (see fee schedule).

MECHANICAL PERMITS

**Mechanical permits are required for “The installation, extension, alteration or general repair of any heating or cooling system;”**

- **Mechanical permits are issued to a properly licensed North Carolina Mechanical Contractor**  
**OR**
  - To the owner of the building that occupies the building provided that the permit holder performs the work themselves (no rental property or commercial projects). Volume I-A, G.S. 87-21(a)(5)(ii).

NOTE: Mechanical change-outs and/or relocation of mechanical units require an electrical permit as described above.

Permits will be issued personally to the license holder of record only. A bona fide employee of the licensee will be allowed to purchase permits upon submittal of the Authorization for Permit Application by Employee of Licensed Contractor Form.

Grease Canopy Hoods do not require a licensed contractor.

## MANUFACTURED HOME PERMITS

A licensed Dealer or Setup Contractor must obtain Manufactured Home Permits. The owner is allowed to obtain a manufactured home permit only if they are actually setting up the home themselves.

Any manufactured home moved to the site prior to issuance of the necessary permits required will be removed from the site until such time that the proper permits are approved and issued.

Manufactured home plumbing permits are required for setup contractors who will complete the plumbing connections underneath the home only. A North Carolina licensed plumbing contractor will be required to obtain a separate permit to make utility connections (water/sewer).

## MODULAR PERMITS

A building permit is required for modular homes.

In accordance with G.S. 87-1 and G.S. 143-139.1, any person, firm or corporation that undertakes to erect a modular building must have either a valid North Carolina General Contractors License or provide a five thousand dollar (\$5,000) surety bond for each modular building to be erected.

The permit fee is for the modular setup (footing, foundation, and final). Additional building permits shall be obtained for porches, basements, garages, and additional structural alterations to the modular unit in accordance with the permit fee schedule. A separate permit is required for electrical, mechanical and plumbing permits.

NO TEMPORARY SERVICE WILL BE AUTHORIZED FOR ANY MODULAR CONSTRUCTION.

## PLUMBING PERMITS

Plumbing permits are required for "The installation, extension, alteration or general repair of any plumbing system;"

- Plumbing permits are issued to a properly licensed North Carolina Plumbing Contractor
- OR**
- To the owner of the building that occupies the building provided that the permit holder performs the work themselves (no rental property or commercial projects). G.S. 87-21(a)(5)(ii).

Permits will be issued personally to the license holder of record only. A bona fide employee of the licensee will be allowed to purchase permits upon submittal of the "Authorization for Permit Application by Employee of Licensed Contractor Form".

Manufactured home plumbing permits are required for setup contractors who will complete the plumbing connections underneath the home only. A North Carolina licensed plumbing contractor will be required to obtain a separate permit to make utility connections (water/sewer).

## **RENTAL PROPERTY**

Electrical, Mechanical and Plumbing Permits will not be issued to the owners of rental property.

- **Rental Property – Building Permits**

Building Permits will be issued to the owner or an unlicensed General Contractor where the cost of the undertaking is less than \$30,000. Projects valued at \$30,000 or more require that the permit be issued to a North Carolina Licensed General Contractor only. (G.S. § 87-1).

- **Rental Property – Electrical Permits**

Electrical Permits will be issued to North Carolina Licensed Electrical Contractors only. (G.S. § 87-43.1 (5a) ).

- **Rental Property – Mechanical Permits**

Mechanical Permits will be issued to North Carolina Licensed Mechanical Contractors only. (G.S. § 87-21 (a)(5)(ii) ).

- **Rental Property – Plumbing Permits**

Plumbing Permits will be issued to North Carolina Licensed Plumbing Contractors only. (G.S. § 87-21 (a)(5)(ii)).

## **RENEWING EXPIRED PERMITS:**

If any permit expires or is revoked, or if any other permit issued by the inspection department becomes invalid because of no activity, the applicant must apply for a new permit to be issued and pay the appropriate fees.

In order for the requirement that additional fees be paid for re-issuance of an expired permit be waived, the owner/contractor must show proof of work being performed on the job (i.e., valid receipts for labor, materials etc., during the period in which no inspections were performed.) (G.S. § 153A-354, G.S. § 160A-414).

## **PERMIT REFUNDS**

Permit fees are non-refundable, unless no work has been performed and no inspections have been made. (G.S. § 153A-354, G.S. § 160A-414).

## **POSTING BONDS**

Bonds are required to be posted for moving permits and demolition permits for the City of Sanford. Bonds may be posted in the form of cash, certified check or money order, at the time that a Demolition or Moving Permit is issued. Bonds are non-transferable.

### **3. POSTING OF PERMIT CARDS:**

Permit cards must be posted and building plans must be available at all times at the jobsite, or the inspection will not be performed and a \$60 re-inspection fee will be charged.

#### 4. INSPECTIONS

The General Contractor or the person that the Building Permit was issued to must make all inspection requests. (Footings, Foundations, Rough-Ins, Insulation, and Final for C.O.). Electrical, Plumbing & Mechanical Contractors will be responsible to notify the General Contractor when ready for Rough-In, Final, and other inspections.

**\*\*NOTE:** When a construction project requires all four disciplines, i.e., Building, Electrical, Plumbing and Mechanical installations, each discipline will be inspected simultaneously, during one inspection trip. Inspection requests should not be made unless each discipline is ready for a rough-in inspection. A minimum of one (1) day notice is required for all inspections.

All inspections must be called in by the correct address and permit number.

Building Permit Cards must be posted and building plans must be available at the jobsite or the inspection will not be performed and a **\$60 PENALTY FEE WILL BE CHARGED.**

Inspection results will be provided at all jobsites. Passed inspections will be indicated with the appropriate section of the permit card posted on the jobsite. Failed inspections will be identified with the posting of a orange "NOTICE" card accompanied by a "NOTICE OF ADDITION OR CORRECTIONS" sheet. The Inspector will provide these two documents on the jobsite with the permit card. (G.S.§ 153A-352 and G.S.§ 160A-512).

Calls to the inspection department concerning the status of inspections are discouraged. Check permit card at jobsite for inspection results.

Priorities for daily inspections will be as follows:

1. Concrete pours. (i.e. footing and slabs).
2. Open ditches that are a potential danger to the public. (i.e. water & sewer lines and underground electrical)
3. Foundations.
4. Restoration of Electrical Service to existing buildings.
5. Mechanical Change-Outs / Repairs during extreme weather conditions.

#### RE-INSPECTION FEES

The Inspections Department will perform one follow-up inspection to ensure that corrections have been made. Additional inspections shall be termed "re-inspections". A fee of \$60 shall be paid prior to any re-inspection trip. Temporary service poles not inspected in conjunction with footing or foundation inspections will be considered a re-inspection. There will be a \$60.00 re-inspection fee charge if a scheduled inspection is not ready when the inspector arrives on the jobsite.

Any inspection that requires that the owner provide access (i.e. Building, Electrical, Mechanical and Plumbing) the re-inspection fees will be as follows:

- 1<sup>st</sup> Inspection Trip – No Charge. Door Hanger will be left instructing owner to schedule an inspection.
- 2<sup>nd</sup> Inspection Trip, and subsequent trip will result in a \$60 Re-Inspection Fees per Re-Inspection Trip until Inspection is approved. Contractor will be responsible for paying Re-Inspection Fees prior to any Re-Inspections.

## **CITY OF SANFORD FINANCIAL POLICIES**

The City of Sanford's budgetary and financial policies set forth basic guidance for the fiscal management of the city. Most of the policies represent long standing principles and traditions with its legal framework outlined in both the General Statutes of N. C. and the city Code of Ordinances. These policies though general in statement are the controlling element in the city's financial stability. Summarized below are major financial policy strategies.

### **Operating Budget Policies**

Pursuant to the North Carolina General Statutes Article 159-11 the city will adopt a balanced budget, which provides a work program and an operational plan for the ensuing year. The city will maintain a program of budgetary controls to ensure adherence to the budget. Any revisions that alter total expenditures / revenues of the adopted budget must be approved by the City Council through legislative action. Monthly financial statements will be prepared for department heads and management with quarterly reports prepared for the City Council to assist in the monitoring of actual revenues, expenditures and budgeted amounts. Comprehensive financial data will be compiled to include user rate studies, capital improvement programs and forecasting or projections of financial status. These reports are imperative for long-term financial planning.

The city will retain an independent accounting firm to perform an annual financial and compliance audit in accordance with general accepted accounting practices as outlined by the Governmental Accounting, Auditing, and Financial Reporting (GAAFR). In conjunction with the independent audit an internal audit will be conducted to determine if the city is managing and utilizing its resources in an economical and efficient manner. The internal audit will also determine if the desired program goals are being achieved and if the objectives established by the City Council are being met.

### **Revenue Policy**

The city will maintain a diversified and stable revenue program to protect it from short-term fluctuations of any one-revenue source. As a part of the normal budget process, the city will review and estimate revenues in an objective and realistic manner. The city discourages the use of one-time revenue for ongoing expenditures. Attempts will be made to secure additional revenue sources to offset any reductions of federal or local funding. The city will re-evaluate annually all user charges at a level related to the cost of providing these services. The Enterprise Fund will adhere to the full utility concept, which allows each user to contribute revenues proportional to the level of service received. This concept requires that income be sufficient to maintain a self-supporting financial status. The General Fund will be compensated by the Utility Fund for general and administrative services provided such as finance, personnel as well as repairs to city streets.

### **Investment Policy**

The city will continue to monitor the cash flow of all funds on a regular basis to insure maximum investment of idle cash. The criteria for selecting an investment will include safety, liquidity and yield. The city will invest only in quality issues that comply with the North Carolina Budget and Fiscal Control Act and the city's Investment Policy adopted by the Governing Body. A copy of the city's Investment Policy can be found in the supplementary section of this document. Each month an investment report will be prepared for review by the finance director and administration.

### **Reserve Policy**

The city will maintain operating reserves categorized as appropriated contingency and revenue reserve. The appropriated contingency will not exceed five percent of all other appropriations within the same fund. General Fund and Utility Fund contingency appropriation totals \$100,000 each fund. The revenue reserve is established to provide for any unforeseen revenue losses and allows flexibility in the balanced budget process. The General Fund balance effective June 30, 2017 was \$7,279,653. General Fund balance available for appropriation was \$7,279,653 or 25.7% of General Fund expenditures. Council approved a formal fund balance policy in December 2014 stating that General Fund balance should be held to an amount equal to thirty percent (30%) of net General Fund expenditures.

The city anticipated sufficient revenue to meet our FY 18-19 obligations without having to adjust water and sewer rates. However, without revenue growth, future rate increases may be necessary. The Utility Fund shows a net income before capital contributions and transfers of \$1,383,428 for the year compared with a net income before capital contributions of (\$534,078) for the prior year. The Utility Fund continues to operate profitably. Bulk water contracts with surrounding local governments and the purchase of the Lee County water system in 2004-05 have strengthened the financial position of this fund. Revenue bonds were issued in December of 2010 to expand the Wastewater Treatment Plant capacity from 6.8 to 12 million gallons daily. With this additional capacity, the City has entered into an agreement with Chatham County to provide sanitary sewer to the Moncure Megasite. Once completed, this site could bring thousands of jobs to our area.

### **Debt Policy**

The city takes a planned approach to the management of its long-term outstanding debt and makes an effort toward funding from internally generated capital, when appropriate. The city will consider the use of long-term debt financing only when it meets the following criteria:

- The financing period is no longer than the estimated life of the improvement.
- The cost of the improvement including the interest is positive.
- The improvement will benefit both current and future citizens of the city.

The city will limit the total of all general obligation bonds issued to no more than eight percent of the total assessed valuation. The city will follow a policy of full disclosure on every financial report and bond prospectus.

The city may utilize the authority granted within the General Statutes for lease or installment purchases when deemed appropriate. Specific procedures and policies will be adhered to.

### **Capital Improvement Policy**

The city will maintain a Capital Improvement Program, which will be reviewed and updated annually. Since capital improvements involve large sums of capital and long-term commitments, each capital project will be carefully analyzed before it becomes a component of the program. The city takes a systematic approach to capital improvement programming to ensure that any personnel services or operating costs affected by capital spending decisions are included in the appropriate operating budget. The city will protect and maintain its capital investments in order to reduce replacement cost.

### **Performance Measurement Policy**

The City shall create / revise a Strategic Plan that identifies the priorities of the city for the next five years. Annually, each department shall develop departmental performance measures that support achieving successful results with the City Manager's office. Goals should be related to core services of the department and should reflect customer needs. The measures should include effectiveness, efficiency, demand and workload. Department directors shall establish performance measures for each division or program within their department to monitor and project program performance. The City's strategic business planning and budgeting decisions will be based on a number of advanced statistical analyses and economic and financial modeling.

### **Other Post Employment Benefits (OPEB) Funding Policy**

The city has established an OPEB funding policy with an initial investment of \$1,175,500 into the State Treasurer's OPEB trust fund. This funding is based on the annual required contribution (ARC) normal cost provided by the actuary for fiscal year ended June 30, 2016. In subsequent fiscal years the city plans to fund 10% of the ARC normal cost in addition to the pay-as-you-go-amount for current retirees as of June 30, 2017. Funding for the OPEB trust will occur when funds are available from the general and utility funds based on the number of employees (per budgeted positions) in each fund for the year of funding.

## **Long-Term Financial Health**

All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements.

## **Forecasts**

Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will be updated annually and focus on a three-year horizon.

## **BUDGET PROCESS**

The budget is the single most important document presented to the City Council. The budget is primarily intended to establish policy determination but it also serves the citizens by providing an understanding of the city's operating fiscal programs. It reflects the city's commitment to maintain necessary services, improving quality of service and keeping the impact of taxes to the citizens at a minimum.

The city operates under an annual budget ordinance adopted in accordance with the provisions of the Local Government Budget and Fiscal Control Act. The budget ordinance is the legal basis of the budgetary accounting system and the standard by which proposed expenditures are measured. The balanced budget ordinance must be adopted prior to the beginning of the fiscal year. The ordinance is subjected to public inspection and a public hearing prior to adoption. The budget is considered balanced when estimated net revenue equals appropriations.

The city manager is authorized to transfer budgeted amounts within the departments but any revisions that alter total expenditures must be approved by the City Council through legislative action. All budget amendments must be reported in a public meeting of the City Council and made a matter of record in the minutes.

The preparation of the budget not only requires structured guidelines but also the participation and cooperation of many participants and a carefully scheduled series of events. The city in the formulation of the budget follows the following summarized budget cycle.

## **BASIS OF BUDGETING**

The budget is prepared using the modified accrual method of accounting for all funds. This accounting approach recognizes revenues when they become measurable and expenditures at the time liabilities are incurred. The General, Municipal Service District Fund, and Capital Project Funds are presented in the financial statements on this same basis. The Utility Fund is presented in the financial statements on the full accrual basis of accounting. Under the full accrual basis of accounting, revenues are recognized in the accounting period when earned and expenses are recognized in the period they are incurred. All monies received and expended must be included in the annual operating budget ordinance and/or the appropriate capital or grant ordinances. Any operational appropriations that are not expended shall lapse at year-end.

## **ACCOUNTING BASIS**

The basis of accounting refers to when revenues and expenditures or expenses are recorded in the accounts and reported in the financial statements. The City's Annual Financial Report shows the status of the City's finances in conformance with generally accepted accounting principles (GAAP). In most cases this conforms to the way the City prepares its budgets. Exceptions are as follows:

- 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.
- Depreciation recorded for proprietary funds on an accrual basis, eliminated for budget purposes.

## **FORMULATE HISTORICAL DATA**

During the first phase of the budget process the accumulation of past financial information is prepared by the finance staff. The data concerning expenditures is segregated by operational departments to be used by department heads and management for performance evaluation and projection of resources required to meet departmental objectives.

## **CAPITAL IMPROVEMENT BUDGET**

Departments are required to submit capital improvement project(s) requests in amounts greater than \$50,000. These requests are compiled in one document and reviewed with Finance and the requesting department head. Departments discuss these requests in detail with council at the annual retreat. Long term city goals and/or projects are formulated by the City Council.

## **PREPARATION OF DEPARTMENTAL REQUEST**

Estimating departmental expenditures is the primary responsibility of the department head. When budgeting expenditures the basic requirements are to request sufficient funding to adequately operate the department and to request funding at the lowest reasonable level in order to achieve the departmental goals and objectives.

## **CONSOLIDATE PRELIMINARY BUDGET**

The departmental requests are submitted to the Finance Department in order to consolidate the individual departmental requests and the revenue projections into an overall budget. At this point the focus of attention shifts from the departmental basis to the fund basis. Departmental capital outlay requests are analyzed in coordination with the Capital Improvements Program and the formal budget reviews begin.

## **EVALUATE SERVICE PRIORITIES AND OBJECTIVES**

The evaluation of service priorities and objectives is an important step in developing a fiscal plan, which will achieve the city's program of service for the ensuing year. The budget document should reflect the service priorities of the Governing Body and Citizens of Sanford. The service needs of the community are determined by the citizens' opinion surveys, public hearings and feedback through the City Council. A comprehensive review of service needs compared to departmental goals and objectives will be analyzed by the city manager.

## **BALANCE PROPOSED BUDGET**

After the city's program of service priorities have been established, a balanced plan for funding must be formulated. Through careful assessment of funding requirements and financing elements a proposed budget document is organized into final format and submitted to the City Council for legislative review.

## **LEGISLATIVE REVIEW**

The City Council reviews the budget thoroughly with the city manager and finance director during special work sessions. The legislative board reviews departmental goals and objectives at this time to ensure their adherence to city goals and policies. A copy of the proposed budget with recommended legislative changes will be filed with the city clerk for public inspection and a public hearing will be scheduled prior to the formal adoption of the budget.

## **BUDGET ADOPTION**

The adoption of the annual operating budget is the culmination of exhaustive reviews of budget proposals by department heads, Administration, and the Governing Body. Adoption of the budget by the Governing Body establishes the legal authority to incur expenditures in the ensuing fiscal year.

## **AMENDING ADOPTED BUDGET**

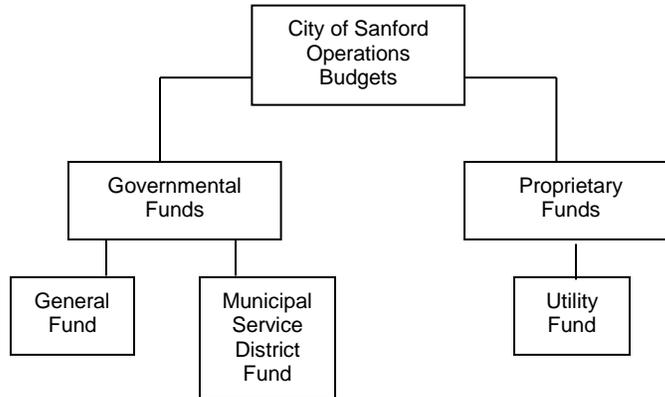
Any revisions that alter total expenditures / revenues of the adopted budget must be approved by the City Council through legislative action. All budget amendments must be reported in a public meeting of the City Council and made a matter of record in the minutes. The city manager has the authority to transfer budgeted amounts within the department as long as the total departmental budget does not exceed the council approved budget.

## City Of Sanford Budget Preparation Calendar

December 19, 2017	CIP	Memo/instructions and CIP form transmitted to departments
January 19, 2018	CIP	CIP request forms due from department managers
January 31, 2018	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments
February 7, 2018	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 21, 2018	FY 18-19 Budget	Prepare and transmit FY 18-19 departmental request information to department heads
March 2, 2018	FY 17-18 Budget	Year end revenue estimates consolidated and reviewed
March 2, 2018	Year End Estimates	Year end departmental expenditure estimates consolidated and reviewed
March 2, 2018	CIP	Finalize prioritization of projects and assignment of revenues
March 8 – 9, 2018	City Council Retreat	Mid Pines Inn
March 14, 2018	FY 18-19 Budget	Departmental budget requests for FY 18-19 due from departments
March 26, 2018	FY 18-19 Budget	Need insurance estimate numbers from HR
April 9, 2018	FY 18-19 Budget	City manager and department heads begin review of department requests
April 16, 2018	FY 18-19 Budget	Finalize 18-19 revenue projections
April 16, 2018	FY 18-19 Budget	Need final insurance numbers from HR
April 23, 2018	FY 18-19 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 15th council meeting
April 25, 2018	FY 18-19 Budget	Review preliminary budget with department heads at staff meeting
May 15, 2018	FY 18-19 Budget	Present budget to council and publish public hearing notice (publish at least ten days prior to public hearing)
May 22 and 29, 2018	FY 18-19 Budget	Budget work sessions
June 4, 2018	FY 18-19 Budget	Budget work session
June 5, 2018	FY 18-19 Budget	Public hearing (first scheduled meeting in June)
June 11, 2018	FY 18-19 Budget	Adopt budget (special called meeting)
June 19, 2018	FY 17-18 Budget	Present cleanup amendment to council for FY 17-18
July 1, 2018	FY 18-19 Budget	Present adopted budget to departments prior to this date

## BUDGET FORMAT

The accounts of the city are organized on the basis of funds or account groups of which each is considered a separate accounting entity. Government resources are allocated in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. This segregation of revenues and costs allows close monitoring of attributable accounts to provide insurability that certain funds are self-supporting and that revenues, which are earmarked by law for specific purposes, are identifiable. The City of Sanford's operating budget consists of three funds: General Fund, Utility Fund, and Municipal Service District Fund.



### Major Budgetary Funds

The **General Fund** accounts for the revenues and expenditures of all city departments except those required to be accounted for in other funds. It includes most tax revenues and such services as public safety, general government, streets, sanitation, cultural and recreation, and community development. These services and functions are financed primarily by property tax, other taxes, and intergovernmental revenues.

The **Utility Fund** accounts for the City's water and sewer system operations. This fund operates in a manner similar to private business enterprises. The costs of providing water and sewer services to its customers on a continuing basis are financed primarily through user charges.

### Non-Major Funds – Governmental

The **Municipal Service District Fund** accounts for the activities of the Central Business Tax District set up to assist in revitalization of the downtown area. This fund is used to account for a special tax levied on property located in the central business district of the City. The levy is restricted to improvements of the central business district.

## Departments by Fund

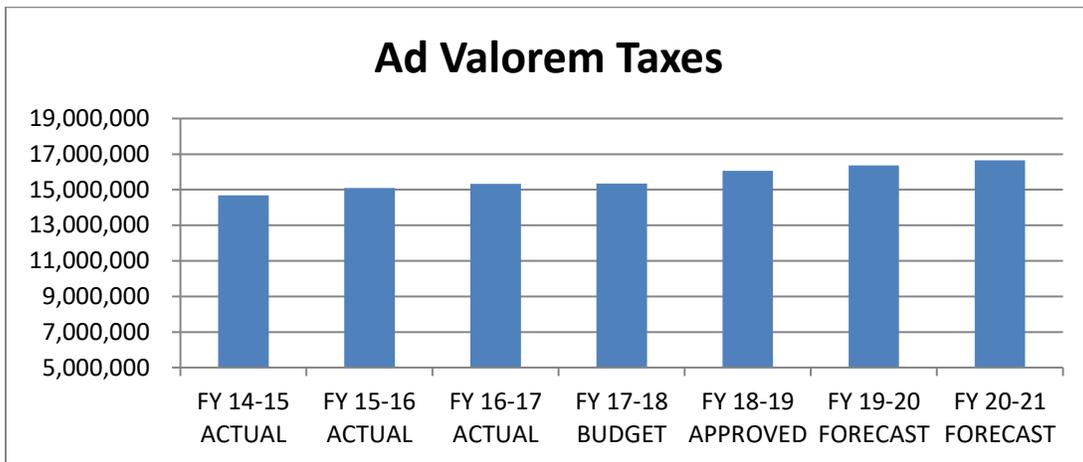
<b>Department</b>	<b>Fund</b>
Administration	General
Billing	Utility
Central Office	General
Code Enforcement	General
Community Development	General
Debt Service	General / Utility
Distribution and Collection	Utility
Downtown/HPC	General
Elections	General
Engineering	Utility
Finance	General
Fire	General
Fleet Maintenance	General
General Fund Contributions	General
General Services	General
Golf	General
Governing Body	General
Horticulture	General
Human Resources	General
Information Technology	General
Inspections	General
Legal	General
Parks	General
Police	General
Public Building	General
Public Works Administration	Utility
Risk Management	General
Sanitation	General
Sewer Capital Improvements	Utility
Sewer Construction & Maintenance	Utility
Solid Waste	General
Municipal Service District	Municipal Service District
Street	General
Street Capital	General
Utility Fund Administration	Utility
Utility Fund Contributions	Utility
Warehouse	Utility
Water Reclamation	Utility
Water Capital Improvements	Utility
Water Construction & Maintenance	Utility

## REVENUES

Revenues are shown by sources and by funds. Accurate revenue estimates are dependent upon correct classification because factors, which affect individual revenues, do not affect each source uniformly. Revenue projections can be made more accurately when revenues are segregated by source and controlled accordingly. The economy, weather, and other factors play a part in revenues received. Management reviews historical data and projects revenues based on facts, however, some factors are unpredictable.

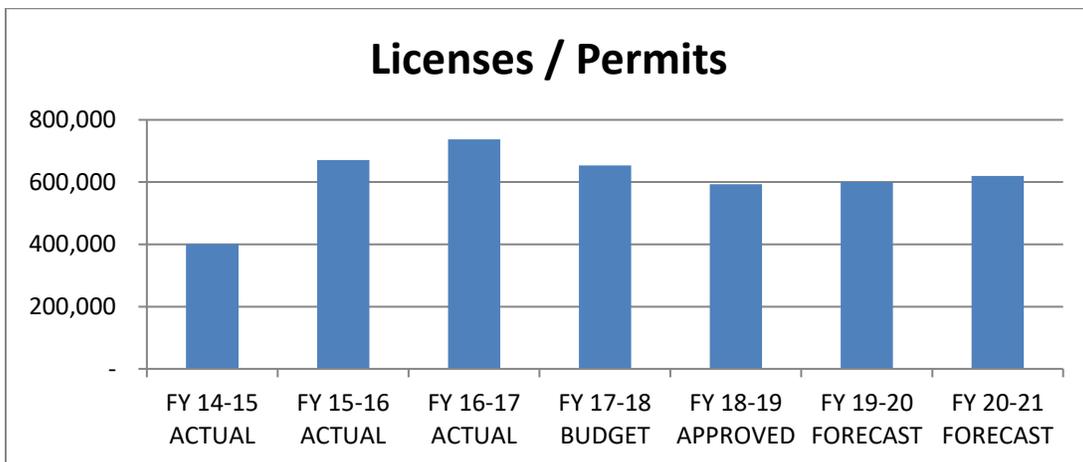
The major revenues by source are as follows:

**Ad Valorem Taxes** - Collections of current year and prior year tax levies; and payment in lieu of taxes.

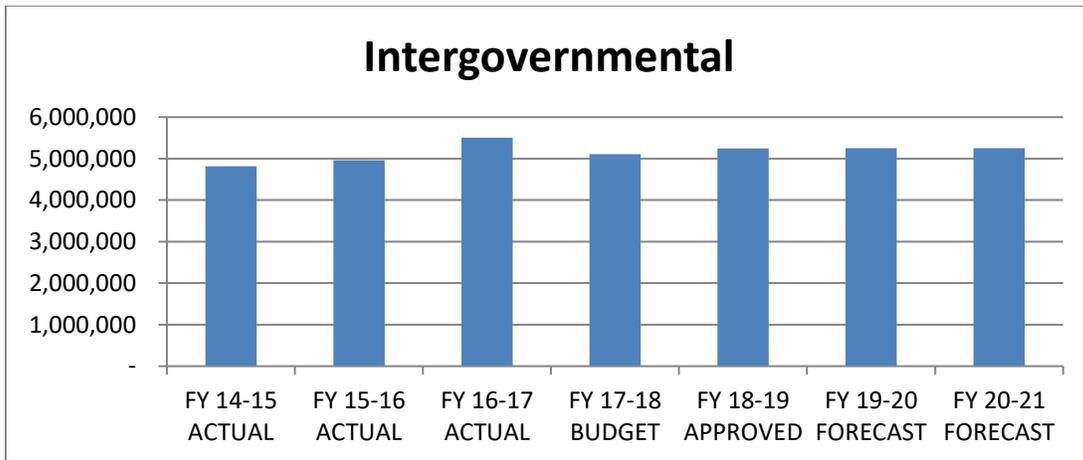


**Penalties Less Discounts** – Interest on delinquent taxes; late listing penalties; and other costs of collecting delinquent taxes.

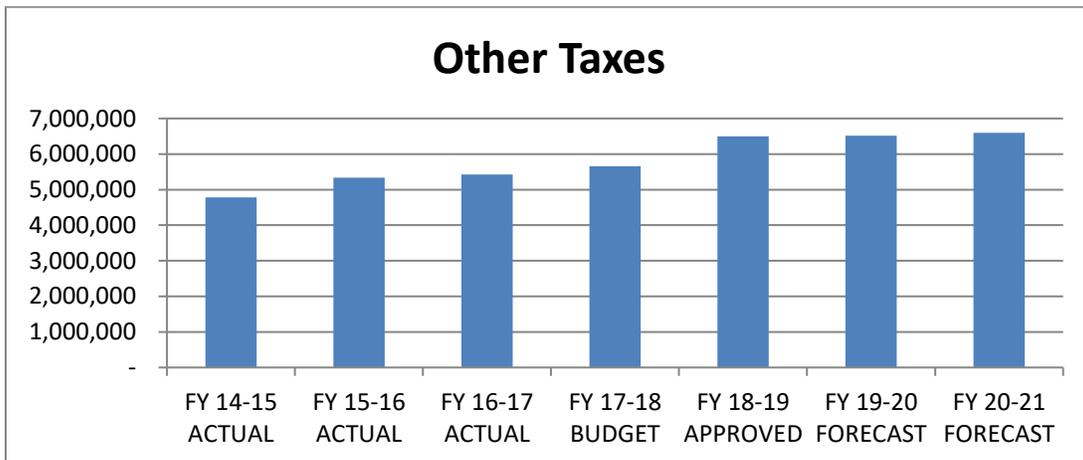
**Licenses and Permits** – Building permits; inspection penalties; inspection fees; and code enforcement.



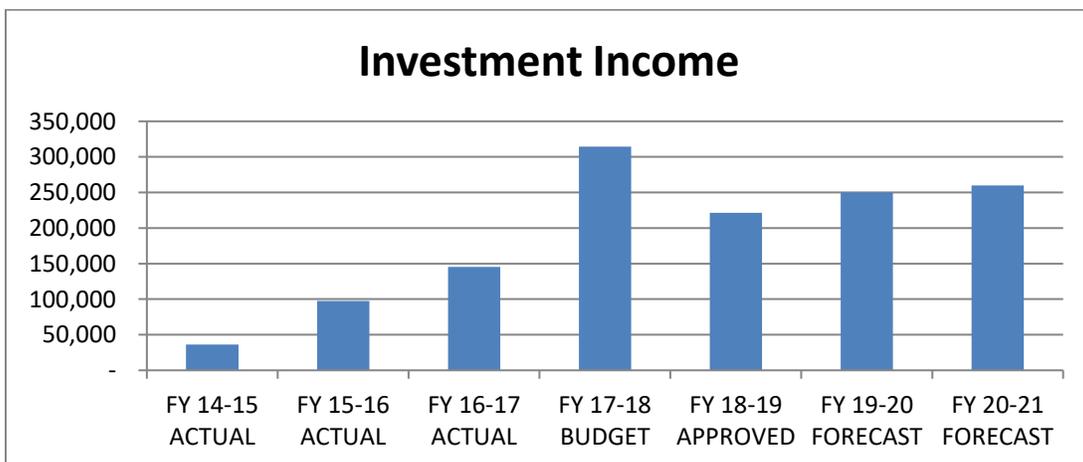
**Intergovernmental** - Federal, State, and local financial assistance; retail inventory taxes; utility franchise tax; beer & wine tax; and Powell Bill funds.



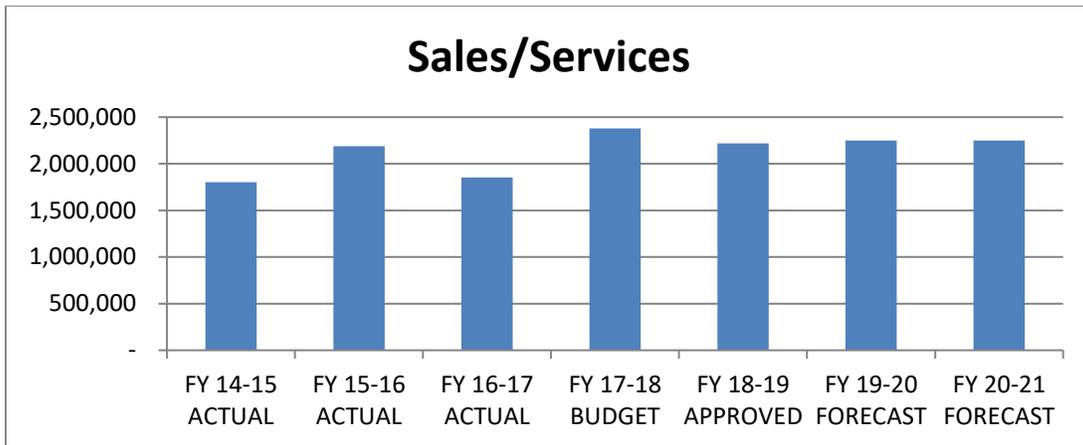
**Other Taxes** - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax.



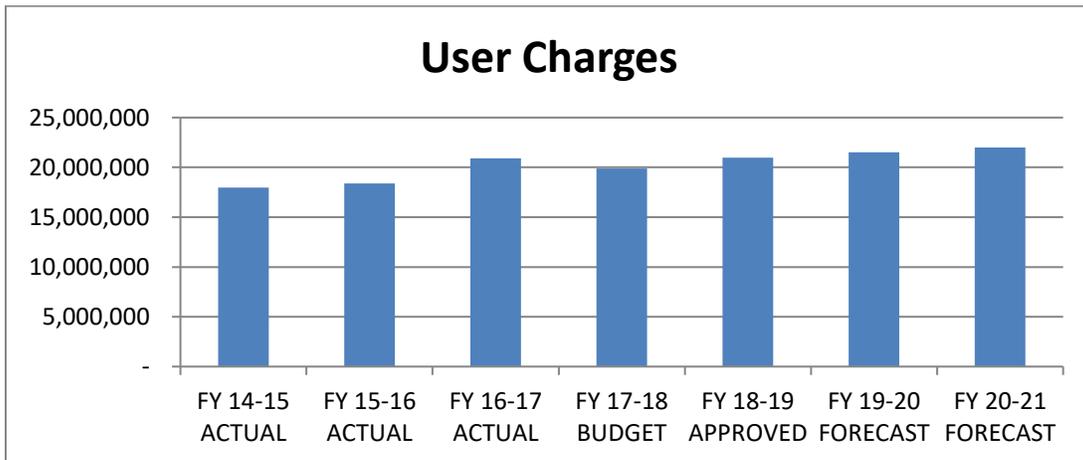
**Investment Income** – Interest earned.



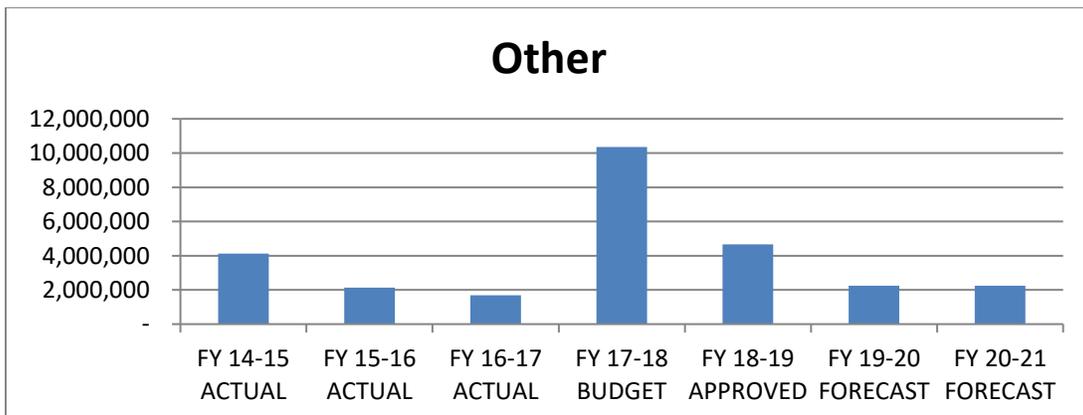
**Sales and Service** – Sale of materials; sale of compost; sale of fixed assets; sale of land; and waste management fees.



**User Charges** - Water and sewer charges; annual green fees; daily green fees; park fees; cart fees; and driving range fees.



**Other Revenue** - ABC Board distributions; civil violations; transfer from other funds; parking revenue; special assessments; contributions; reimbursements; rental income; Brick Tournament fees, clubhouse rental; court cost fees; installment purchase proceeds; sewer surcharge; sludge charges; monitoring fees; taps and connections; oil and grease fees; interfund services provided; animal control; relay for life; golf concession; pro shop sales; non-compliance fines; charges on past due accounts; sales other funds; market gains in Other Post Employment Benefit (OPEB) Trust Fund; and other miscellaneous revenue.

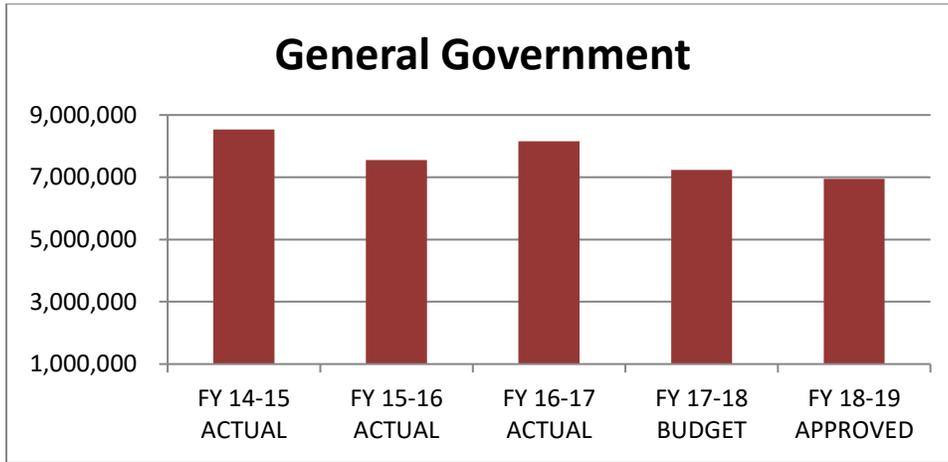


## EXPENDITURES BY FUNCTION

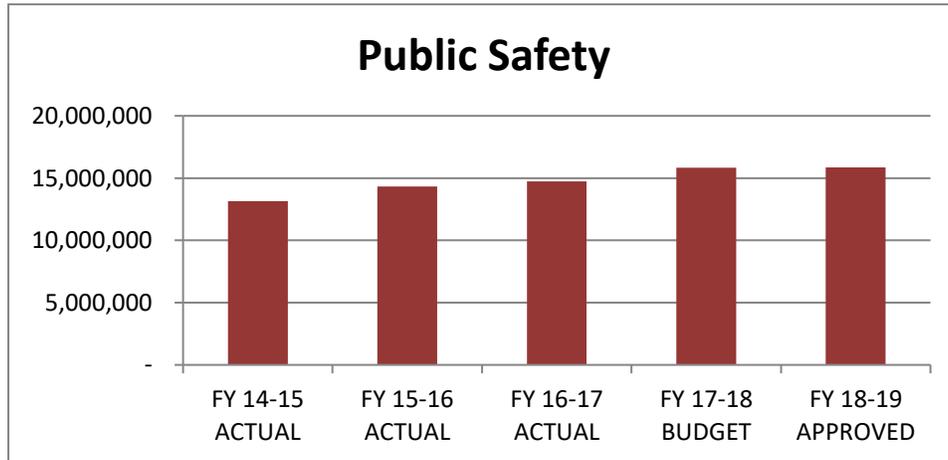
Expenditures are shown in the budget classified by funds from which they are paid, by departments spending the money, by the functions for which the expenditures are made and by the object of expenditures, which provides greater detail for controlling expenditures. Funds are appropriated at adequate levels in order to maintain or improve the quality and the level of service, which has been provided in the past.

The major expenditures by function are shown as follows:

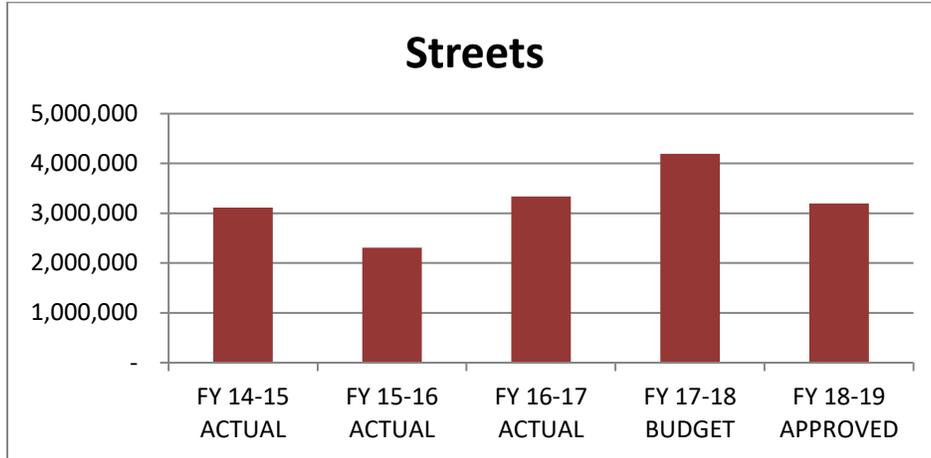
**General Government** - Expenditures for the Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Technology, Legal, Public Building, General Services, Central Office, GF Contributions, Fleet Maintenance, and Horticulture.



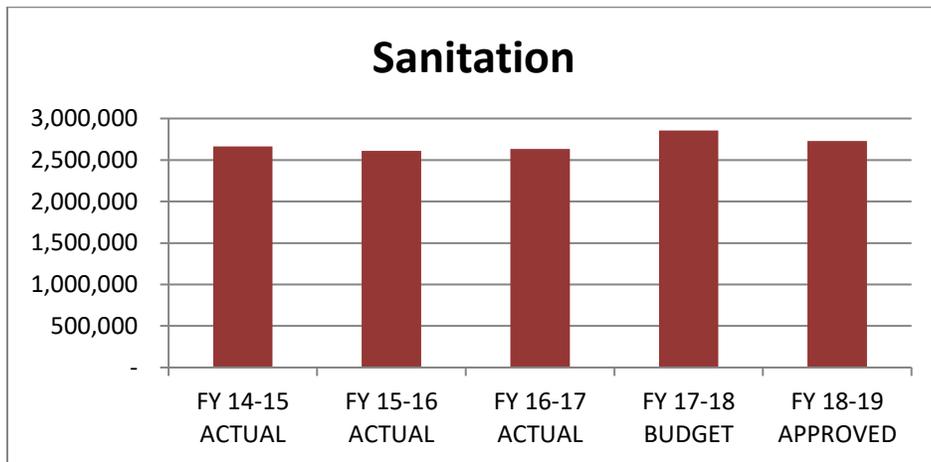
**Public Safety** - Expenditures for Police, Fire, and Inspections.



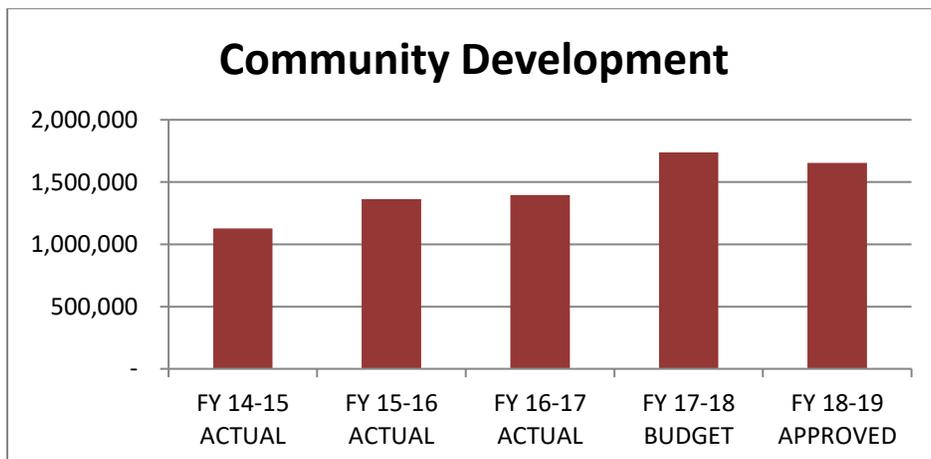
**Streets** - Expenditures for Street Maintenance and Street Capital Improvements.



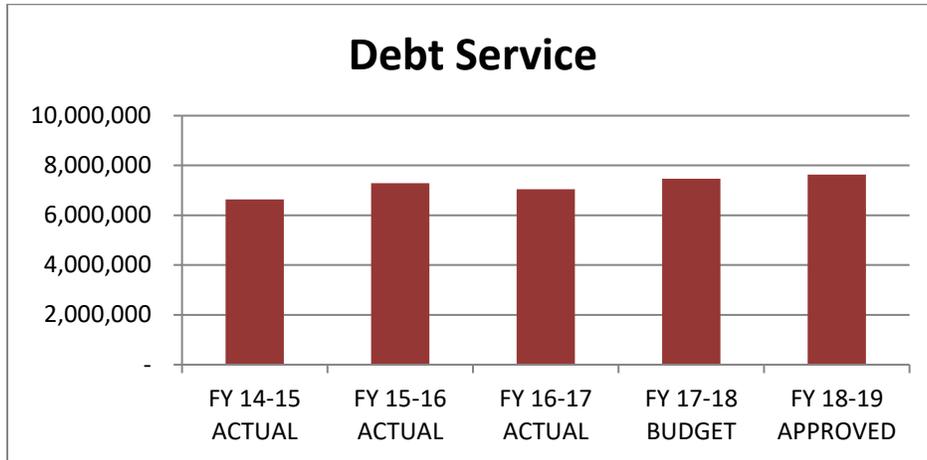
**Sanitation** - Expenditures for Solid Waste and Sanitation.



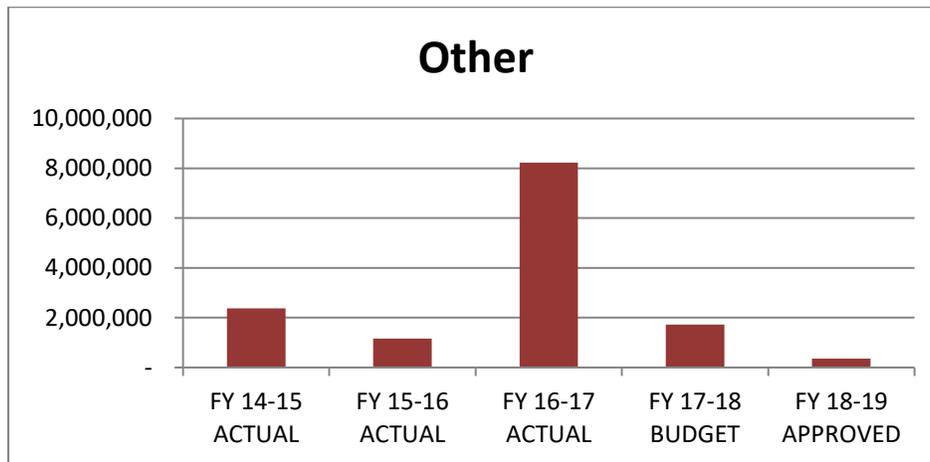
**Community Development** – Expenditures for Community Development, Community Enhancement – Code Enforcement, and Community Enhancement – Downtown / HPC.



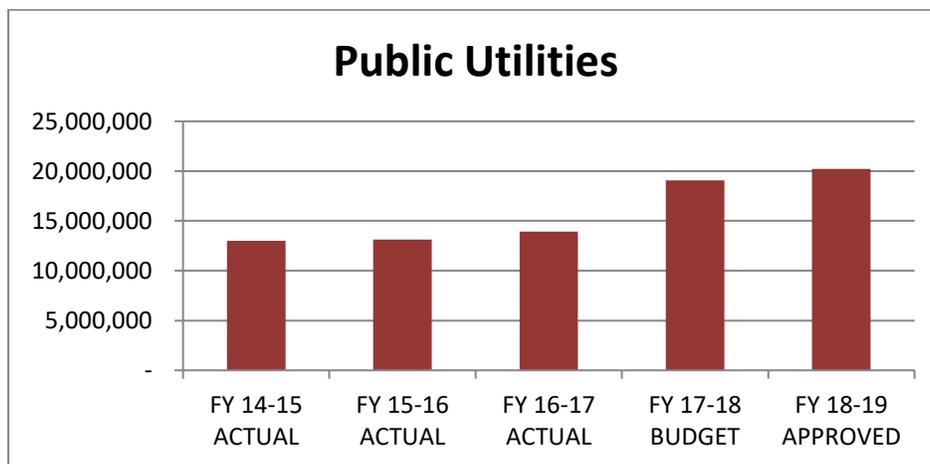
**Debt Service** - Principal; interest; and fees paid or accrued on bonds and notes.



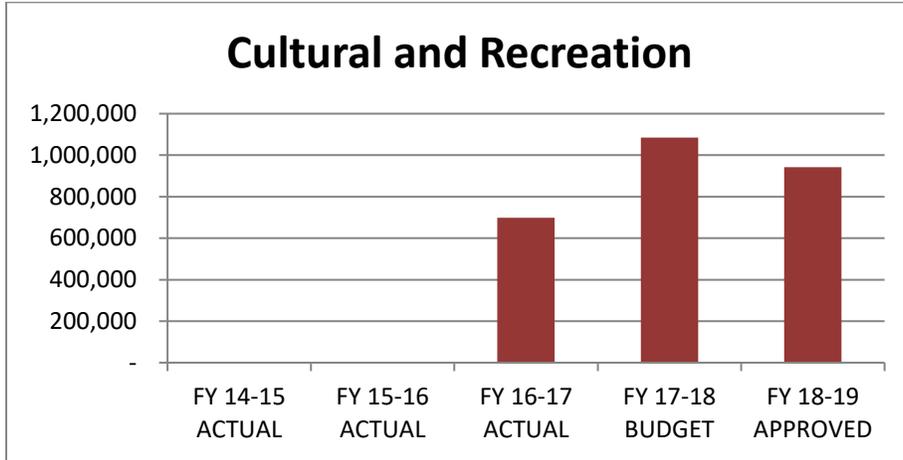
**Other** - Expenditures for operating transfers and Municipal Service District Fund.



**Public Utilities** – Expenditures for Warehouse, UF Administration, UF Public Works Administration, Engineering, Sewer Construction and Maintenance, Water Construction and Maintenance, Water Plant, Wastewater Treatment Plant, Water Capital Improvements and Sewer Capital Improvements.



**Cultural and Recreation - Expenditures for Parks and Golf.**

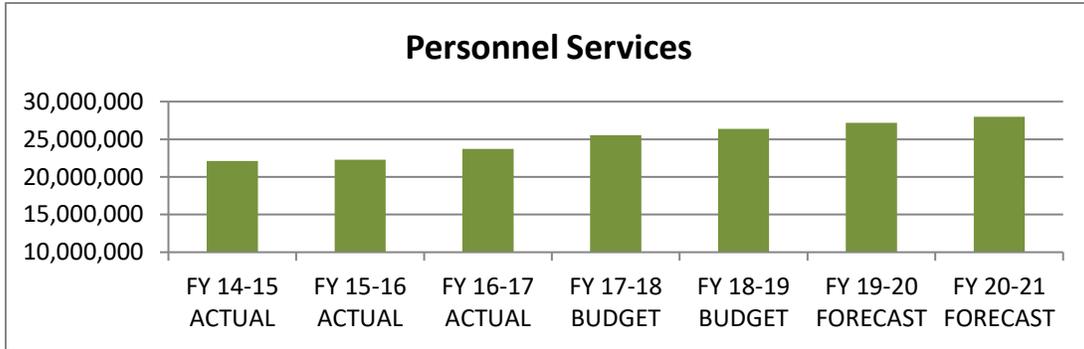


## EXPENDITURES BY CATEGORY

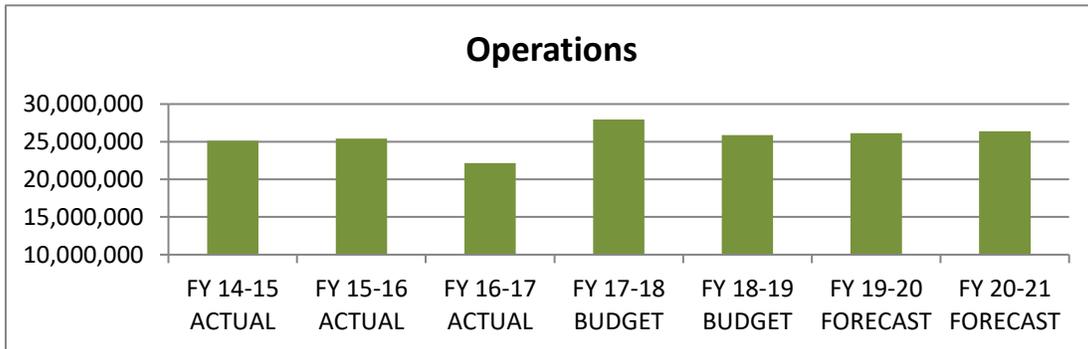
Expenditures by object are divided into three major categories - personnel services, operating expenses and capital outlays.

These categories are summarized below:

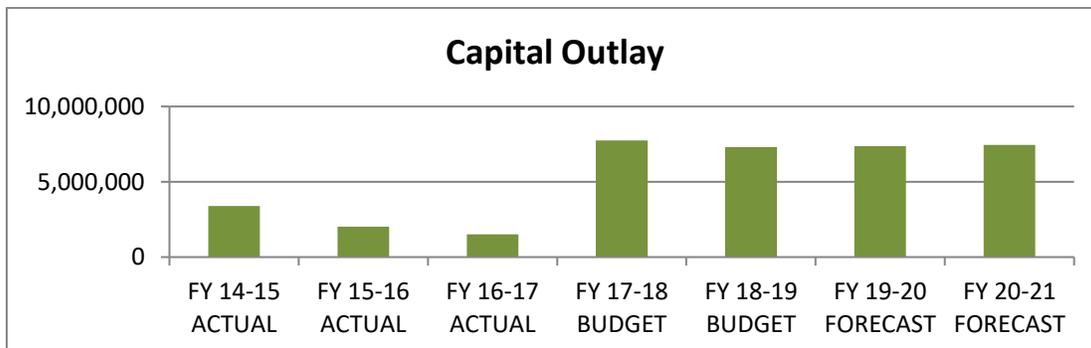
**Personnel Services** - Expenses, which can be directly attributed to the individual employee. These expenses would include salaries, group insurance, retirement, 401K expense and FICA. The cost of group insurance, retirement, 401K expenses and FICA has been budgeted within each operating department, which gives a more accurate cost of departmental operations.



**Operating Expenses** - Costs other than personnel and capital outlay that are required for the operations of the city. Operational line item expenditures are directly affected by inflationary trends, increased service demands and enforcement of governmental regulations.



**Capital Outlay** - Expenditures for the purchase of land, machinery, equipment, furniture, and fixtures which are too permanent a nature to be considered expendable at the time of purchase. The capital items should have a value of \$2,500 or more with an expendable life of one year or more. Budgeting of capital equipment and capital improvements are funded in accordance with the city's Capital Improvement Program and contingent on availability of funds.



## CITY OF SANFORD

### REVENUE ASSUMPTIONS

Certain methods, techniques and approaches have been used to aid the city in estimating future revenues. By reviewing historical data and analyzing current trends and the forces that underline them, the city can make realistic projections of revenues.

The following are some assumptions concerning revenues, which were forecast in the City of Sanford 2018-2019 Budget.

REVENUE	FORECAST RATIONALE
ABC Revenue	The city receives a portion of the net operating revenue derived from the operation of the local liquor stores and a contractual agreement with the ABC Board to provide certain regulatory officer support. <b>Appropriation--General Fund \$160,000</b>
Ad Valorem Taxes	Property valuations are established by the Lee County Tax Assessor from which the tax rate is set. The General Fund tax rate is sixty-two cents per one hundred dollars of valuation. Projections of assessed valuations are based on preliminary tax information received from the County of Lee. The Municipal Service District Fund district rate is set at eleven cents per one hundred dollars of valuation. Projections of assessed valuations are based on information provided by the County of Lee. Prior year taxes are based on accounts receivable balances as they relate to anticipated collections. <b>Appropriation--General Fund \$15,894,136 Municipal Service District Fund \$64,067</b>
After Hours	Fees charged to customers for after hour service calls. <b>Appropriation—Utility Fund \$7,500</b>
Airport Loan Reimbursement	The City loaned the Airport Authority \$650,000 in FY 15-16 to build additional hangars. This revenue is for the debt payments of this loan. <b>Appropriation—General Fund \$40,000</b>
Appropriated Fund Balance / Retained Earnings	The source of this revenue is fund balance. The amount appropriated is dependent on current reserve limitations and requirements of funds to balance projected revenues to expenditures as well as funding needed for capital items. <b>Appropriation--General Fund \$58,300 Utility Fund \$1,722,741 Municipal Service District Fund \$19,598</b>
Beer & Wine Tax	The state levies a tax shared by the city on wholesale sales of both beer and wine. Revenue estimates were established based on information received from the NC League of Municipalities. <b>Appropriation--General Fund \$61,922</b>
Brick Tournament Fees	Fees are collected and segregated for this annual golf tournament event. <b>Appropriation--General Fund \$11,500</b>

## REVENUE

## FORECAST RATIONALE

Build American Bonds Rebate

Revenue received from the Internal Revenue Service for a 35% and 45% interest rebates pertaining to the revenue bonds issued for the Wastewater Treatment Plant expansion. **Appropriation--Utility Fund \$870,000**

Building Permits and  
Inspection Fees-City of Sanford

Buildings which undergo structural changes or new construction within the city limits require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$300,000**

Building Permits and  
Inspection Fees-Lee County

Buildings which undergo structural changes or new construction outside the city limits require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$250,000**

Building Permits and  
Inspection Fees-Town of Broadway

Buildings which undergo structural changes or new construction within the city limits of Broadway require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$8,000**

Cable Franchise

The state distributes part of the state sales tax collected on video programming and telecommunication services on a quarterly basis. **Appropriation--General Fund \$185,366**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--General Fund \$230,000**

Charges on Past Due Accts.

Charges assessed against accounts that are paid after the due date. **Appropriation—Utility Fund \$140,000**

Civil Violations

Fines are levied by the city for violations of the city's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$750**

**REVENUE**

**FORECAST RATIONALE**

Clearwater Fire Protection

Lee County contracts with the city for fire protection of property located outside the city limits on Clearwater Drive. **Appropriation--General Fund \$43,000**

Concessions

Revenue received for sale of concessions at the golf course. Projections are based on historical trends. **Appropriation--General Fund \$30,000**

Contribution from General Fund

This contribution represents the General Fund support of Downtown Sanford, Inc. **Appropriation--Municipal Service District Fund \$56,697**

Court Cost Fees

The city receives a portion of the local court costs based on number of arrests performed by city. Revenues are based on historical trends. **Appropriation--General Fund \$6,000**

Disposal Tax

The state levies a tax on disposal of waste. The city's portion is based on per capita share. **Appropriation--General Fund \$19,275**

Driving Range

Fees are collected for use of golf course driving range. Revenues are estimates based on anticipated use. **Appropriation--General Fund \$15,000**

Employee Computer Purchase

The employee computer purchase program is a benefit that allows employees to purchase equipment through payroll deductions. This is the revenue received from the employees who participate in the program. **Appropriation--General Fund \$50,000**

Federal Drug Forfeiture

Federal funds received for drug forfeiture. **Appropriation--General Fund \$54,000**

Fire Permits / Fines

Fees collected from industry and commercial operations for plan review and follow up inspections to assure compliance with NC State Fire Codes. **Appropriation--General Fund \$35,000**

Green Fees Annual

An annual fee is available for unlimited play at the Municipal Golf Course. Revenues are projected based on historical trends. **Appropriation--General Fund \$50,000**

Green Fees Daily

Fees are collected for daily play at the Municipal Golf Course. Estimates are based on historical data. **Appropriation--General Fund \$190,000**

## REVENUE

## FORECAST RATIONALE

### Installment Purchase Proceeds

Installment purchase proceeds, which result from issuing debt, will be used to purchase a fire pumper, \$560,000; golf carts and mowers, \$165,000; dump truck, \$100,000, leaf vac truck, \$185,000; land acquisition, \$150,000; street paving, \$950,000; and Hawkins Avenue waterline improvements, \$3,500,000.  
**Appropriation—General Fund \$0 Utility Fund \$3,250,000**

### Insurance Proceeds

Funds received from insurance company for claims filed on behalf of the city. **Appropriation--General Fund \$20,000**

### Interest Income

Funds received for the investment of idol cash. Interest income revenues are projected on the basis of estimated average available cash balances at an anticipated rate of return.  
**Appropriation--General Fund \$140,100 Utility Fund \$80,000 Municipal Service District Fund \$900**

### Interest on Assessments

Interest received is based on special assessments past due. Projections are computed from actual accounts receivable data and additions for new projects. **Appropriation-- General Fund \$350 Utility Fund \$100**

### Local Option Sales Tax

The State collects and distributes the proceeds from the locally levied tax on retail sales. Revenue projections are based on anticipated retail sales and historical trends. G.S.105, Article 39 or 1% rate was established whereby counties and municipalities receive the net proceeds of the tax collections within the county less the cost to the state of collecting and administering the tax (point of sale). The net proceeds are distributed based on an ad valorem method that allocates in proportion to the property tax levied by a county and its municipalities in the previous fiscal year. G.S. 105, Article 40 or 1/2 of 1% rate and G.S.105, Article 42 or 1/2 of 1% was established with net proceeds placed in a statewide pool. Lee County adopted a ¼ cent additional tax effective July 2010. Also, as part of the swap of reimbursements for new sales tax, the state will honor a hold harmless guarantee.  
**Appropriation--General Fund \$5,597,697**

### Meter Rental

Revenue received from contractors for rental of meters placed on hydrants for temporary water access. **Appropriation-- Utility Fund \$3,000**

### Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data.  
**Appropriation--General Fund \$150,000 Utility Fund \$5,000**

### NC Electronics Management Fund

Revenue received from the state for recycling electronic waste.  
**Appropriation--General Fund \$2,200**

**REVENUE**

**FORECAST RATIONALE**

Non-Compliance Fines

Fees are assessed for sewer not in compliance with discharge permits. **Appropriation--Utility Fund \$1,000**

NSF Charges

Charges assessed against customers for non-sufficient funds of returned checks. **Appropriation--Utility Fund \$5,500**

Oil and Grease Fees

The city has initiated an oil and grease trap control program per mandate of the State. The program should assist in the prevention of water and sewer system contamination. The fee was established to offset such program costs. **Appropriation--Utility Fund \$20,000**

Park Fees

Anticipated revenue for cost of entrance into the new splash pad at the Kiwanis Park. **Appropriation—General Fund \$4,000**

Parking Revenues

Proceeds projected for parking fines and parking space rentals. **Appropriation—General Fund \$4,000**

Payment in Lieu of Taxes

The Sanford Housing Authority makes an annual payment in lieu of taxes for housing projects located within the corporate limits. Projections are based on historical data, which reflects no significant change in receipts over the last several years. **Appropriation--General Fund \$45,000**

Penalties Less Discounts

The revenues attained from penalties less discounts are estimated based on trend analysis and increases in tax levies. Discounts are not planned during this fiscal year. Penalties are assessed on payments made after January 5. For the period from January 6 to February 1 interest accrues at the rate of 2%. Thereafter, interest accrues at the rate of 3/4% per month or fraction thereof until outstanding balances are paid in full. **Appropriation—General Fund \$53,000**

Powell Bill

State street-aid allocations received bi-annually to maintain, repair, construct, or widen local streets that are the responsibility of the city. The general statutes require that a sum be allocated from the State Highway Fund to the qualifying municipalities equal to the revenue for the fiscal year by 10.4% on each taxed gallon of motor fuel. FY 17-18: 135.85 miles of street times \$1,620.04 and population 29,267 times \$19.86. **Appropriation--General Fund \$792,330**

Pre-Treatment Monitoring Fee

The industrial monitoring fee was established to recover monitoring costs for the city's pre-treatment and enforcement management program. Revenues are based on actual planned occurrences. **Appropriation--Utility Fund \$80,000**

## REVENUE

## FORECAST RATIONALE

Privilege License

Privilege licenses are levied by the city on certain businesses. Projections are based on actual establishments and the appropriate license schedule. COUNCIL REPEALED THE PRIVILEGE LICENSE TAX IN JANUARY, 2010. **Appropriation--General Fund \$2,600**

Pro Shop Sales

Revenue received thru sales at the golf course pro shop. **Appropriation--General Fund \$55,000**

Receipt Local Inspections Contract

The city and county Inspection Departments have merged their operations. The county's share of the merged departments is projected as follows. **Appropriation--General Fund \$21,744**

Receipt Lee Co.-Buggy Factory

The consolidated Sanford/Lee County Planning and Community Development department, the Sanford Area Growth Alliance (SAGA), as well as other stand-alone departments are relocated in the old buggy factory in downtown Sanford. This revenue is Lee County's portion of the agreed upon shared cost to maintain the building. **Appropriation--General Fund \$18,302**

Receipt Other Governments-  
State

The state will pay for mowing right-of-ways through negotiated contract. **Appropriation--General Fund \$28,086**

Receipt Other Local Governments-  
Lee County and Broadway

The city provides certain services for the County of Lee and Town of Broadway for which it is reimbursed. The total cost for 911 dispatching is shared on a 25.56% calls ratio (\$357,536). The county's cost of the merged community development department is projected to be \$467,060. The contract with the Town of Broadway for planning and inspection services rendered equals \$8,000. The city also provides financial services to the Town of Broadway which is reimbursed in the amount of \$3,500. Telephone surcharge revenues earmarked for expenditures relative to the 911 services total \$462,006. **Appropriation--General Fund \$467,060, \$462,006, \$357,536, \$8,000, \$3,500**

Rental Income

To account for cell tower rental on the city's water tanks. **Appropriation--Utility Fund \$74,000**

Sale of Compost Materials

Proceeds are received for the sale of compost materials. Revenue projections are based on historical patterns, rate fees as shown within the budget ordinance, and anticipation of availability of materials. **Appropriation--General Fund \$22,000**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$150,000 Utility Fund \$45,000**

## REVENUE

## FORECAST RATIONALE

### Sale of Materials

Funds are generated from the sale of surplus materials. Projection rationales are derived by using historical trend analysis. **Appropriation--General Fund \$4,000**

### Sale of Non-Capital Assets

Sale of surplus items that do not meet capital criteria. **Appropriation--General Fund \$5,000**

### Sales Other Funds

To record revenue from other funds due the Utility Fund for items received from internal store. **Appropriation--Utility Fund \$27,000**

### Sanitation Fees

Proceeds are received for landfill disposal. These charges are based on actual needs. Fees are assessed uniformly (\$200 annually) to all residential property owners on the tax bill. **Appropriation--General Fund \$2,036,250**

### Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$9,305,536**

### Sewer Surcharges

Charges are placed on all users who discharge wastewater having characteristics in excess of standards set by local sewer use ordinance. Revenues are based on historical trend models. **Appropriation--Utility Fund \$13,600**

### Sludge Charges

Fees are charged for discharge of wastewater by means other than the city's collection system. Projections are based on past year's actual revenues. **Appropriation--Utility Fund \$46,000**

### Special Assessments

Charges are levied against particular properties to pay for public improvements that specifically benefit those properties. Revenues are derived from accounts receivable data and additions for new projects. **Appropriation--General Fund \$3,000**

### Street Charges

Charges for asphalt repairs that the street department performs after utility work has been completed by the water or sewer departments. **Appropriation--General Fund \$225,000**

### Taps and Connections

Fees are charged to customers for connections to the city's water or wastewater system. Revenues are based on historical trends. **Appropriation--Utility Fund \$145,000**

### Tower Consultant Fee

Revenue received for special use permits to review telecommunication tower applications. **Appropriation--General Fund \$8,000**

**REVENUE**

**FORECAST RATIONALE**

Transfer in Special Revenue Fund

To use revenue received from Community Development projects to assist with homelessness projects. **Appropriation--General Fund \$51,249**

Utility Franchise Tax

The city shares in the franchise tax levied by the state on various utilities. Revenues are based on estimated receipts from the N.C. Dept. of Revenue and historical models. Each city's share is based on the actual receipts from electric, telephone, and natural gas services within their municipal boundaries, as a proportion of total statewide receipts. Any significant local rate increases or decreases approved during the year will cause receipts to change. The weather also plays an important part in revenue received. **Appropriation--General Fund \$2,056,368**

Vehicle Fee

Council elected to implement a \$30 municipal vehicle fee in FY 18-19. \$5 of this fee will be used for purchasing capital, and the remaining \$25 is allocated to street resurfacing. Based on 23,000 registered vehicles within the city, a \$30 fee would generate approximately \$690,000 **Appropriation—General Fund \$690,000**

Water Charges

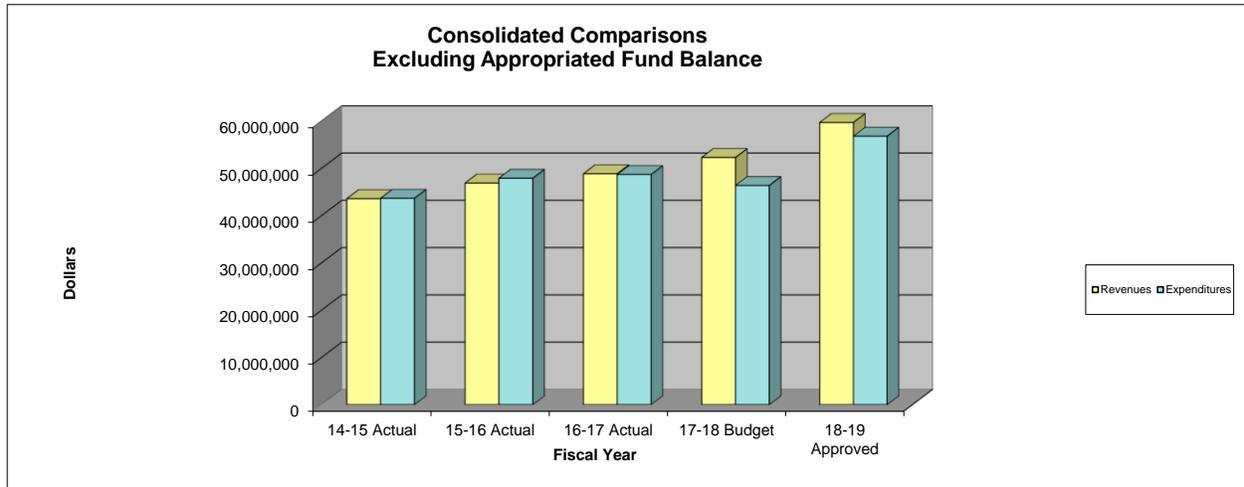
Proceeds are from the sale of treated water through the distribution system. Revenue estimates are based on historical user trends adjusted to reflect the existing rate structure. **Appropriation--Utility Fund \$11,162,984**

**CONSOLIDATED BUDGET  
FUND SUMMARIES**

	FY 14-15 ACTUAL	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 BUDGET	FY 18-19 REQUESTED	FY 18-19 APPROVED	VARIANCE 18 BUD./19 APP.	% CHG.
<b>REVENUES</b>								
General Fund	28,612,823	28,149,439	28,873,974	34,454,953	31,822,961	31,117,327	-3,337,626	-10%
Enterprise Fund	19,945,666	20,602,248	22,629,965	25,129,239	25,281,220	25,281,220	151,981	1%
Special Tax District	54,823	100,824	101,281	112,370	121,664	121,664	9,294	8%
<b>SUB-TOTAL</b>	<b>48,613,312</b>	<b>48,852,511</b>	<b>51,605,220</b>	<b>59,696,562</b>	<b>57,225,845</b>	<b>56,520,211</b>	<b>-3,176,351</b>	<b>-5%</b>
Appropriated Fund Balance	0	0	0	279,718	2,107,336	1,800,639	1,520,921	544%
Less Interfund Activity	-1,731,849	-202,687	-264,168	-3,169,952	-56,697	-56,697	3,113,255	-98%
<b>TOTAL BUDGET</b>	<b>46,881,464</b>	<b>48,649,825</b>	<b>51,341,052</b>	<b>56,806,328</b>	<b>59,276,484</b>	<b>58,264,153</b>	<b>1,457,825</b>	<b>3%</b>
<b>EXPENDITURES</b>								
General Fund	27,617,403	27,859,834	30,670,757	32,522,128	34,788,030	31,175,627	-1,346,501	-4%
Enterprise Fund	21,976,677	20,732,236	28,350,570	27,296,558	27,085,822	27,003,961	-292,597	-1%
Special Tax District	43,930	96,668	120,753	157,594	141,262	141,262	-16,332	-10%
<b>SUB-TOTAL</b>	<b>49,638,010</b>	<b>48,688,738</b>	<b>59,142,080</b>	<b>59,976,280</b>	<b>62,015,114</b>	<b>58,320,850</b>	<b>-1,655,430</b>	<b>-3%</b>
Less Interfund Activity	-1,731,849	-202,687	-264,168	-3,169,952	-56,697	-56,697	3,113,255	-98%
<b>TOTAL BUDGET</b>	<b>47,906,161</b>	<b>48,486,051</b>	<b>58,877,912</b>	<b>56,806,328</b>	<b>61,958,417</b>	<b>58,264,153</b>	<b>1,457,825</b>	<b>3%</b>

**GRAPHIC REPRESENTATION**

Illustrated below are revenues as they relate to expenditures.

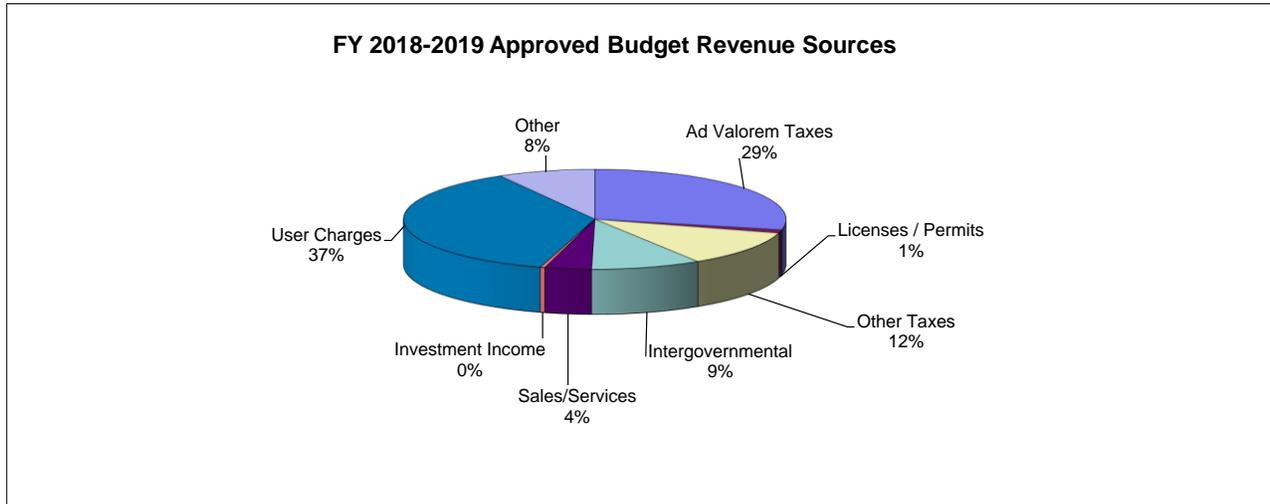


**CONSOLIDATED BUDGET  
REVENUE SUMMARIES**

	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
<b>REVENUES</b>								
<b>Ad Valorem Taxes</b>	14,687,585	15,098,152	15,331,381	15,348,144	16,566,337	16,056,203	708,059	5%
<b>Licenses / Permits</b>	400,860	671,132	737,715	653,000	593,000	593,000	-60,000	-9%
<b>Other Taxes</b>	4,781,255	5,335,169	5,421,334	5,659,743	6,524,938	6,494,938	835,195	15%
<b>Intergovernmental</b>	4,819,004	4,960,616	5,508,510	5,108,668	5,279,804	5,246,054	137,386	3%
<b>Sales/Services</b>	1,802,784	2,188,243	1,852,634	2,379,775	2,353,000	2,217,250	-162,525	-7%
<b>Investment Income</b>	36,035	97,427	145,573	314,400	221,450	221,450	-92,950	-30%
<b>User Charges</b>	17,965,566	18,370,298	20,915,368	19,880,424	20,965,020	20,969,020	1,088,596	5%
<b>Other</b>	4,120,223	2,131,475	1,692,704	10,352,408	4,671,047	4,671,047	-5,681,361	-55%
<b>SUB-TOTAL</b>	<b>48,613,312</b>	<b>48,852,511</b>	<b>51,605,220</b>	<b>59,696,562</b>	<b>57,174,596</b>	<b>56,468,962</b>	<b>-3,227,600</b>	<b>-5%</b>
<b>Appropriated Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>279,718</b>	<b>2,107,336</b>	<b>1,800,639</b>	<b>1,520,921</b>	<b>544%</b>
<b>Less Interfund Activity</b>	<b>-1,731,849</b>	<b>-202,687</b>	<b>-264,168</b>	<b>-3,169,952</b>	<b>-56,697</b>	<b>-56,697</b>	<b>3,113,255</b>	<b>-98%</b>
<b>Transfers in Special Revenue Fund</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>51,249</b>	<b>51,249</b>	<b>51,249</b>	<b>#DIV/0!</b>
<b>TOTAL BUDGET</b>	<b>46,881,464</b>	<b>48,649,825</b>	<b>51,341,052</b>	<b>56,806,328</b>	<b>59,276,484</b>	<b>58,264,153</b>	<b>1,457,825</b>	<b>3%</b>

**GRAPHIC REPRESENTATION**

The relative value of major revenue sources are shown below. Ad-Valorem Taxes and User Charges represent 66% of the revenues received by the city.

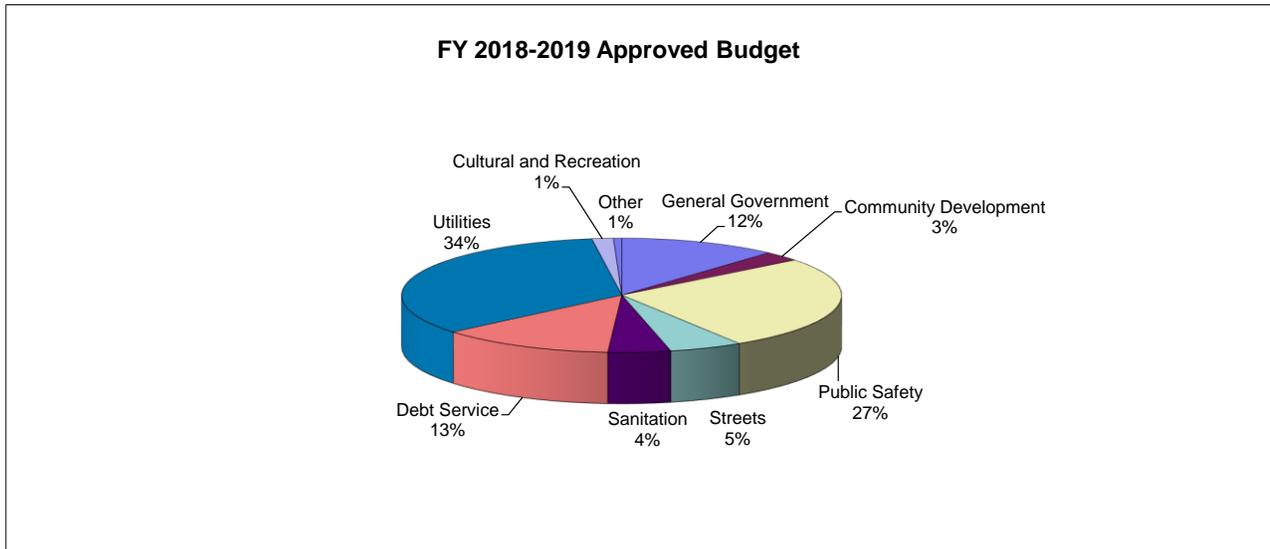


**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
<b>FUNCTIONS</b>								
<b>General Government</b>	8,536,196	7,556,832	8,154,296	7,235,222	7,141,103	6,945,924	-289,298	-4%
<b>Community Development</b>	1,126,641	1,362,229	1,395,507	1,738,037	1,809,142	1,653,096	-84,941	-5%
<b>Public Safety</b>	13,161,601	14,322,981	14,738,658	15,832,681	17,048,034	15,848,905	16,224	0%
<b>Streets</b>	3,115,985	2,309,972	3,335,117	4,196,159	4,497,843	3,200,235	-995,924	-24%
<b>Sanitation</b>	2,665,014	2,611,212	2,631,291	2,857,095	3,188,007	2,729,584	-127,511	-4%
<b>Debt Service</b>	6,634,488	7,290,939	7,043,836	7,461,394	7,934,139	7,634,139	172,745	2%
<b>Utilities</b>	13,007,509	13,117,005	13,923,506	19,074,170	20,314,048	20,232,187	1,158,017	6%
<b>Cultural and Recreation</b>		0	698,841	1,085,155	948,353	942,335	-142,820	-13%
<b>Other</b>	2,378,609	1,159,073	8,231,481	1,717,625	361,193	361,193	-1,356,432	-79%
<b>SUB-TOTAL</b>	<b>50,626,044</b>	<b>49,730,244</b>	<b>60,152,533</b>	<b>61,197,538</b>	<b>63,241,862</b>	<b>59,547,598</b>	<b>-1,649,940</b>	<b>-3%</b>
<b>Less Interfund Activity</b>	<b>-1,731,849</b>	<b>-202,687</b>	<b>-264,168</b>	<b>-3,169,952</b>	<b>-56,697</b>	<b>-56,697</b>	<b>3,113,255</b>	<b>-98%</b>
<b>Interfund Reimbursement</b>	<b>-988,034</b>	<b>-1,041,506</b>	<b>-1,010,453</b>	<b>-1,221,258</b>	<b>-1,226,748</b>	<b>-1,226,748</b>	<b>-5,490</b>	<b>0%</b>
<b>TOTAL BUDGET</b>	<b>47,906,161</b>	<b>48,486,051</b>	<b>58,877,912</b>	<b>56,806,328</b>	<b>61,958,417</b>	<b>58,264,153</b>	<b>1,457,825</b>	<b>3%</b>

**GRAPHIC REPRESENTATION**

Expenditures classed by function reflect cost as it relates to total spending. Public safety and utilities represent 61% of the city's total appropriations.

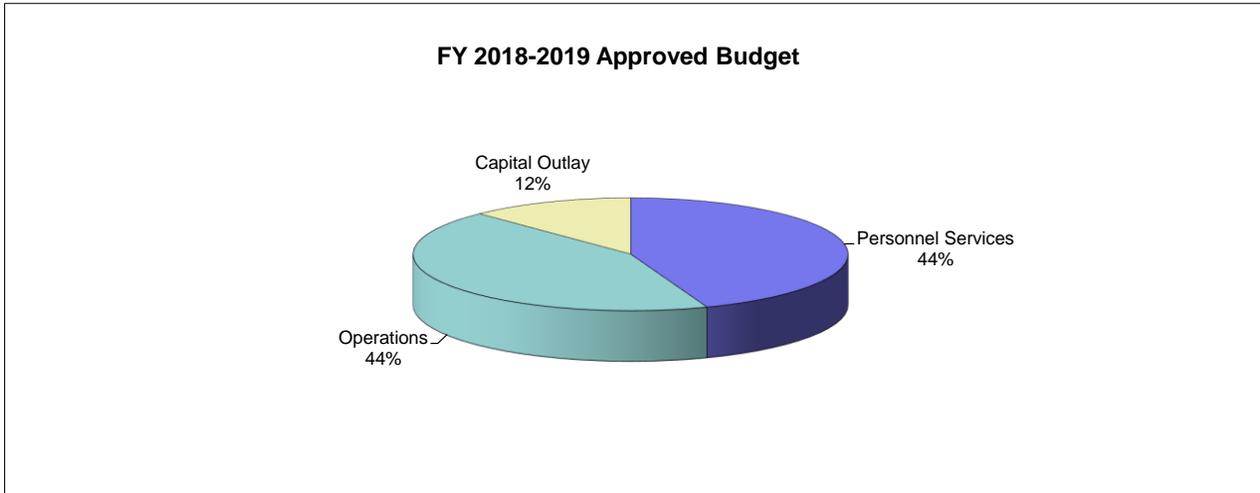


**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
<b>EXPENDITURES</b>								
<b>Personnel Services</b>	22,095,070	22,281,276	23,732,637	25,516,677	26,482,071	26,383,798	867,121	3%
<b>Operations</b>	25,133,542	25,423,451	33,396,292	27,940,111	26,645,674	25,871,036	-2,069,075	-7%
<b>Capital Outlay</b>	3,397,432	2,025,516	3,023,604	7,740,750	10,114,117	7,292,764	-447,986	-6%
<b>SUB-TOTAL</b>	<b>50,626,044</b>	<b>49,730,243</b>	<b>60,152,533</b>	<b>61,197,538</b>	<b>63,241,862</b>	<b>59,547,598</b>	<b>-1,649,940</b>	<b>-3%</b>
<b>Less Interfund Activity</b>	<b>-1,731,849</b>	<b>-202,687</b>	<b>-264,168</b>	<b>-3,169,952</b>	<b>-56,697</b>	<b>-56,697</b>	<b>3,113,255</b>	<b>-98%</b>
<b>Interfund Reimbursement</b>	<b>-988,034</b>	<b>-1,041,506</b>	<b>-1,010,453</b>	<b>-1,221,258</b>	<b>-1,226,748</b>	<b>-1,226,748</b>	<b>-5,490</b>	<b>0%</b>
<b>TOTAL BUDGET</b>	<b>47,906,161</b>	<b>48,486,051</b>	<b>58,877,912</b>	<b>56,806,328</b>	<b>61,958,417</b>	<b>58,264,153</b>	<b>1,457,825</b>	<b>3%</b>

**GRAPHIC REPRESENTATION**

As shown below personnel services represent a major percentage of the city's total expenditures. These expenditures include salary and benefit cost for 363 employees. Eight (8) frozen positions are included on the staffing comparison headcount but not budgeted. Operating costs include major expenditures for utilities, debt service, chemicals, and contractual services. Capital is shown in detail at the departmental level.



**GENERAL FUND REVENUE**

REVENUE SOURCES	FY 14-15 ACTUAL	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 BUDGET	FY 18-19 REQUESTED	FY 18-19 APPROVED	VARIANCE 18 BUD./19 APP.	% CHG.
Prior	85,323	172,414	109,456	120,000	80,000	80,000	-40,000	-33%
Current	13,385,630	13,610,080	13,894,441	13,906,210	15,127,149	14,617,015	710,805	5%
Motor Vehicle Tax	1,054,817	1,141,670	1,167,298	1,161,864	1,197,121	1,197,121	35,257	3%
Payment in Lieu of Taxes	29,534	35,233	45,034	45,000	45,000	45,000	0	0%
Penalties Less Discounts	68,298	69,350	48,192	50,000	45,000	45,000	-5,000	-10%
Motor Vehicle Tax - Penalties	9,231	10,859	9,225	8,000	8,000	8,000	0	0%
<b>Total Ad Valorem Taxes</b>	<b>14,632,832</b>	<b>15,039,606</b>	<b>15,273,646</b>	<b>15,291,074</b>	<b>16,502,270</b>	<b>15,992,136</b>	<b>701,062</b>	<b>5%</b>
Local Sales Tax - Article 39	1,905,476	2,138,639	2,159,125	2,237,522	2,394,731	2,364,731	127,209	6%
Local Sales Tax - Article 40	932,041	1,035,229	1,018,965	1,083,168	1,107,129	1,107,129	23,961	2%
Local Sales Tax - Article 44	838,626	927,016	1,002,292	1,002,779	958,472	958,472	-44,307	-4%
Local Sales Tax - Article 42	883,748	1,020,702	1,028,892	1,118,761	1,167,365	1,167,365	48,604	4%
Privilege License	1,934	4,875	2,640	5,750	2,600	2,600	-3,150	-55%
Shared Cable Revenue	200,686	190,090	190,023	190,945	185,366	185,366	-5,579	-3%
Disposal Tax Revenue	18,625	18,618	19,346	20,818	19,275	19,275	-1,543	-7%
Vehicle Fee	0	0	0	0	690,000	690,000	690,000	#DIV/0!
Past Due	120	0	50	0	0	0	0	0%
<b>Total Other Taxes</b>	<b>4,781,255</b>	<b>5,335,169</b>	<b>5,421,334</b>	<b>5,659,743</b>	<b>6,524,938</b>	<b>6,494,938</b>	<b>835,195</b>	<b>15%</b>
Fire Permits / Fines	44,831	49,328	47,985	45,000	35,000	35,000	-10,000	-22%
City Permits	232,482	400,299	421,118	325,000	300,000	300,000	-25,000	-8%
County Permits	117,470	216,837	254,675	275,000	250,000	250,000	-25,000	-9%
Broadway Permits	6,077	4,668	13,937	8,000	8,000	8,000	0	0%
<b>Total Licenses / Permits</b>	<b>400,860</b>	<b>671,132</b>	<b>737,715</b>	<b>653,000</b>	<b>593,000</b>	<b>593,000</b>	<b>-60,000</b>	<b>-9%</b>
Interest Income	18,134	47,300	66,590	133,600	140,000	140,000	6,400	5%
Interest on Assessments	531	276	392	500	350	350	-150	-30%
Powell Bill Interest Income	20	115	225	100	100	100	0	0%
Interest Income - Federal Drug Forfeit	0	207	204	0	0	0	0	0%
Interest Income - State Drug Forfeit.	0	15	7	0	0	0	0	0%
<b>Total Investment Income</b>	<b>18,685</b>	<b>47,913</b>	<b>67,419</b>	<b>134,200</b>	<b>140,450</b>	<b>140,450</b>	<b>6,250</b>	<b>5%</b>
Green Fees Annual	0	0	47,498	50,000	50,000	50,000	0	0%
Green Fees Daily	0	0	210,665	180,000	190,000	190,000	10,000	6%
Cart Fees	0	0	237,170	225,000	230,000	230,000	5,000	2%
Tournament	0	0	11,925	11,500	11,500	11,500	0	0%
Driving Range	0	0	15,096	15,000	15,000	15,000	0	0%
Park Fees	0	0	0	0	0	4,000	4,000	#DIV/0!
<b>Total User Charges</b>	<b>0</b>	<b>0</b>	<b>522,354</b>	<b>481,500</b>	<b>496,500</b>	<b>500,500</b>	<b>19,000</b>	<b>4%</b>
<b>Intergovernmental Revenues</b>								
<b>United States of America</b>								
FEMA Proceeds-Federal	0	0	46,063	0	0	0	0	#DIV/0!
Federal Drug Forfeiture	0	90,059	12,872	32,000	54,000	54,000	22,000	69%
<b>State of North Carolina</b>								
Electricity Sales Tax	0	1,869,698	1,806,396	1,926,163	1,824,099	1,824,099	-102,064	-5%
Natural Gas Sales Tax	0	68,544	66,667	47,364	71,934	71,934	24,570	52%
Telecommunications Sales Tax	0	174,449	175,807	160,615	160,335	160,335	-280	0%
Beer & Wine Tax	68,827	63,180	65,181	63,812	61,922	61,922	-1,890	-3%
Powell Bill	816,401	807,859	797,301	801,194	792,330	792,330	-8,864	-1%
State Drug Forfeiture	18,757	32,405	8,531	0	0	0	0	0%
Rec. Other Gov.-State	26,164	20,816	27,064	27,064	28,086	28,086	1,022	4%
NC Electronics Management Fund	2,222	2,766	2,137	2,000	2,200	2,200	200	10%
Foundation Grants	0	1,000	2,500	0	0	0	0	#DIV/0!
FEMA Proceeds-State	0	0	15,354	0	0	0	0	#DIV/0!
<b>Other Local Governments</b>								
Rec. Lee County-Buggy Factory	0	5,667	15,049	15,902	18,302	18,302	2,400	15%
Clearwater Fire Protection	40,000	42,000	43,000	43,000	43,000	43,000	0	0%
Rec. Lee County	29,540	16,409	7,067	6,500	0	0	-6,500	-100%
Consolidated Planning Services	369,287	407,779	386,891	404,324	508,810	475,060	70,736	17%
911 Surcharge Reimbursement	324,152	237,892	408,279	365,265	462,006	462,006	96,741	26%
911 Dispatch	188,161	219,880	287,415	317,712	357,536	357,536	39,824	13%
Rec. Local Inspections Contract	23,571	0	0	32,253	21,744	21,744	-10,509	-33%
Financial Services - Broadway	3,500	3,500	3,500	3,500	3,500	3,500	0	0%
<b>Total Intergovernmental</b>	<b>3,927,102</b>	<b>4,063,903</b>	<b>4,177,073</b>	<b>4,248,668</b>	<b>4,409,804</b>	<b>4,376,054</b>	<b>127,386</b>	<b>3%</b>

**GENERAL FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
Sale of Materials	3,323	5,632	3,537	4,000	4,000	4,000	0	0%
Sale of Non-Capital Assets	0	6,304	523	3,656	5,000	5,000	1,344	37%
Sale of Compost Materials	34,543	46,470	18,015	25,000	22,000	22,000	-3,000	-12%
Sale of Capital Assets	20,855	367,849	80,000	327,744	150,000	150,000	-177,744	-54%
Sanitation Fees	1,744,064	1,761,988	1,750,559	2,019,375	2,172,000	2,036,250	16,875	1%
<b>Total Sales and Service</b>	<b>1,802,784</b>	<b>2,188,243</b>	<b>1,852,634</b>	<b>2,379,775</b>	<b>2,353,000</b>	<b>2,217,250</b>	<b>-162,525</b>	<b>-7%</b>
Court Cost Fees	8,064	8,107	7,621	8,000	6,000	6,000	-2,000	-25%
Installment Purchase Proceeds	1,058,570	0	0	2,160,000	0	0	-2,160,000	0%
Employee Computer Purchase	0	0	0	50,000	50,000	50,000	0	0%
Charges on Past Due Accounts	0	90	0	0	0	0	0	0%
Insurance Proceeds	0	71,775	29,817	25,000	20,000	20,000	-5,000	-20%
Youth Council	1,330	0	1,750	0	0	0	0	0%
Airport Loan Reimbursement	0	60,126	100,324	97,256	40,000	40,000	-57,256	-59%
ABC Revenue	215,000	160,000	195,000	160,000	160,000	160,000	0	0%
Contribution - Municipal Service Dist.	0	0	13,614	0	0	0	0	#DIV/0!
Street Charges	189,993	224,649	234,558	225,000	225,000	225,000	0	0%
Block Party Funds	0	1,073	317	0	0	0	0	0%
Parking Revenue	5,107	2,192	8,412	4,500	4,000	4,000	-500	-11%
Youth Council	0	2,582	0	0	0	0	0	0%
Animal Control	0	100	0	0	0	0	0	0%
Donations	0	100	0	0	0	0	0	0%
Miscellaneous	156,558	262,326	105,321	150,000	150,000	150,000	0	0%
Miscellaneous - Drug Forfeiture	0	0	2,049	0	0	0	0	0%
Civil Violations	1,181	2,663	526	2,000	750	750	-1,250	-63%
Duke Energy Grant	0	0	10,000	0	0	0	0	#DIV/0!
Tower Consultant Fee	0	4,000	0	8,000	8,000	8,000	0	0%
Special Assessments	2,993	3,640	2,337	3,000	3,000	3,000	0	0%
Golf Concessions	0	0	31,520	30,000	30,000	30,000	0	0%
Pro Shop Sales	0	0	62,388	53,000	55,000	55,000	2,000	4%
OPEB Distribution	0	0	0	75,000	0	0	-75,000	0%
MLK Donations	0	50	50	0	0	0	0	0%
<b>Total Other</b>	<b>1,638,605</b>	<b>803,473</b>	<b>805,605</b>	<b>3,050,756</b>	<b>751,750</b>	<b>751,750</b>	<b>-51,723</b>	<b>-75%</b>
<b>SUB-TOTAL GENERAL FUND</b>	<b>27,202,123</b>	<b>28,149,439</b>	<b>28,857,780</b>	<b>31,898,716</b>	<b>31,771,712</b>	<b>31,066,078</b>	<b>-832,638</b>	<b>-3%</b>
Appropriated Fund Balance	0	0	0	(1,932,825)	283,136	58,300	1,991,125	-103%
Transfer in Special Revenue Fund	0	0	0	0	51,249	51,249	51,249	0%
Transfer in Capital Projects	1,410,700	0	16,195	2,556,237	0	0	-2,556,237	0%
<b>TOTAL GENERAL FUND</b>	<b>28,612,823</b>	<b>28,149,439</b>	<b>28,873,974</b>	<b>32,522,128</b>	<b>32,106,097</b>	<b>31,175,627</b>	<b>-1,346,501</b>	<b>-4%</b>

**GENERAL FUND EXPENDITURES**

<b>DEPARTMENT</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
Governing Body	328,600	347,192	341,385	382,919	399,568	394,218	11,299	3%
Administration	287,063	316,073	330,014	438,489	463,256	456,080	17,591	4%
Human Resources	325,004	300,665	311,083	340,287	352,872	351,189	10,902	3%
Risk Management	87,066	89,368	82,884	86,578	89,944	89,571	2,993	3%
Elections	0	33,773	0	33,609	0	0	-33,609	0%
Financial Services	907,343	969,844	979,031	1,094,015	1,133,706	1,122,729	28,714	3%
Information Technology	377,833	401,957	431,014	471,612	487,182	478,573	6,961	1%
Legal	245,101	283,102	275,145	321,491	305,980	303,401	-18,090	-6%
Public Building	1,118,555	1,361,420	1,062,703	1,227,304	1,091,543	1,019,871	-207,433	-17%
General Services	269,668	210,108	0	0	0	0	0	0%
Central Office	19,299	20,197	33,899	26,028	26,273	26,273	245	1%
GF Contributions	3,593,831	2,216,691	3,173,171	1,489,690	1,395,080	1,359,454	-130,236	-9%
Fleet Maintenance	1,080,016	851,536	990,938	1,164,879	1,171,109	1,166,299	1,420	0%
Less Fleet Maintenance Charges	-658,940	-430,400	-493,561	-585,000	-560,000	-560,000	25,000	-4%
Horticulture	555,756	585,306	636,591	743,321	784,590	738,266	-5,055	-1%
<b>General Government</b>	<b>8,536,196</b>	<b>7,556,832</b>	<b>8,154,296</b>	<b>7,235,222</b>	<b>7,141,103</b>	<b>6,945,924</b>	<b>-289,298</b>	<b>-4%</b>
Police	7,516,442	7,719,654	8,194,765	8,184,862	8,850,905	8,778,955	594,093	7%
Police - 911 Surcharge	338,726	250,258	396,661	455,595	462,006	462,006	6,411	1%
Police - Dispatching	917,023	976,689	1,108,914	1,181,480	1,189,148	1,184,231	2,751	0%
Fire	3,986,601	4,933,416	4,574,533	5,482,199	5,973,366	4,875,436	-606,763	-11%
Inspection	402,810	442,963	463,785	528,545	572,609	548,277	19,732	4%
<b>Public Safety</b>	<b>13,161,601</b>	<b>14,322,981</b>	<b>14,738,658</b>	<b>15,832,681</b>	<b>17,048,034</b>	<b>15,848,905</b>	<b>16,224</b>	<b>0%</b>
Street	2,422,641	1,920,087	2,383,932	2,753,497	2,866,003	2,418,395	-335,102	-12%
Street Capital Imp.	693,344	389,885	951,185	1,442,662	1,631,840	781,840	-660,822	-46%
<b>Streets</b>	<b>3,115,985</b>	<b>2,309,972</b>	<b>3,335,117</b>	<b>4,196,159</b>	<b>4,497,843</b>	<b>3,200,235</b>	<b>-995,924</b>	<b>-24%</b>
<b>Debt Service</b>	<b>0</b>	<b>738,113</b>	<b>727,500</b>	<b>799,037</b>	<b>1,382,296</b>	<b>1,082,296</b>	<b>283,259</b>	<b>35%</b>
Solid Waste	1,508,940	1,442,445	1,452,061	1,633,238	1,954,001	1,495,578	-137,660	-8%
Sanitation	1,156,074	1,168,767	1,179,230	1,223,857	1,234,006	1,234,006	10,149	1%
<b>Sanitation</b>	<b>2,665,014</b>	<b>2,611,212</b>	<b>2,631,291</b>	<b>2,857,095</b>	<b>3,188,007</b>	<b>2,729,584</b>	<b>-127,511</b>	<b>-4%</b>
Parks and Recreation	0	0	0	0	204,998	203,981	203,981	#DIV/0!
Golf	0	0	698,841	1,085,155	743,355	738,354	-346,801	-32%
<b>Cultural and Recreation</b>	<b>0</b>	<b>0</b>	<b>698,841</b>	<b>1,085,155</b>	<b>948,353</b>	<b>942,335</b>	<b>-142,820</b>	<b>-13%</b>
Community Development	788,815	998,962	1,056,908	1,239,995	1,331,781	1,251,829	11,834	1%
Code Enforcement	228,871	252,563	223,905	267,728	256,832	256,245	-11,483	-4%
Planning / Historic Preservation	108,955	110,704	114,694	230,314	220,529	145,022	-85,292	-37%
<b>Community Development</b>	<b>1,126,641</b>	<b>1,362,229</b>	<b>1,395,507</b>	<b>1,738,037</b>	<b>1,809,142</b>	<b>1,653,096</b>	<b>-84,941</b>	<b>-5%</b>
<b>SUB-TOTAL GENERAL FUND</b>	<b>28,605,437</b>	<b>28,901,340</b>	<b>31,681,210</b>	<b>33,743,386</b>	<b>36,014,778</b>	<b>32,402,375</b>	<b>-1,341,011</b>	<b>-4%</b>
Interfund Reimbursements	-988,034	-1,041,506	-1,010,453	-1,221,258	-1,226,748	-1,226,748	-5,490	0%
<b>TOTAL GENERAL FUND</b>	<b>27,617,403</b>	<b>27,859,834</b>	<b>30,670,757</b>	<b>32,522,128</b>	<b>34,788,030</b>	<b>31,175,627</b>	<b>-1,346,501</b>	<b>-4%</b>

**UTILITY FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
Water Charges	10,342,799	10,275,173	10,610,818	10,758,444	11,162,984	11,162,984	404,540	4%
Sewer Charges	7,171,039	7,644,040	9,782,196	8,640,480	9,305,536	9,305,536	665,056	8%
<b>Total User Charges</b>	<b>17,513,838</b>	<b>17,919,213</b>	<b>20,393,014</b>	<b>19,398,924</b>	<b>20,468,520</b>	<b>20,468,520</b>	<b>1,069,596</b>	<b>6%</b>
Interest Income	15,450	47,641	77,082	178,900	80,000	80,000	-98,900	-55%
Interest on Assessments	977	1,463	626	1,000	100	100	-900	-90%
<b>Total Investment Income</b>	<b>17,181</b>	<b>49,103</b>	<b>77,708</b>	<b>179,900</b>	<b>80,100</b>	<b>80,100</b>	<b>-99,800</b>	<b>-55%</b>
Taps and Connections	118,216	130,472	178,329	150,600	145,000	145,000	-5,600	-4%
Sewer Surcharge	56,749	45,760	17,090	20,000	13,600	13,600	-6,400	-32%
Meter Rental	3,607	3,850	2,959	3,000	3,000	3,000	0	0%
Sludge Charge	46,725	43,765	46,180	45,000	46,000	46,000	1,000	2%
Non Compliance Fines	450	1,400	2,520	1,300	1,000	1,000	-300	-23%
Pretreatment Monitoring Fee	80,784	80,784	80,784	80,000	80,000	80,000	0	0%
Charges on Past Due Accounts	137,047	148,554	148,694	143,000	140,000	140,000	-3,000	-2%
Oil and Grease Fees	20,342	20,309	21,117	20,300	20,000	20,000	-300	-1%
Sales Other Funds	28,628	26,043	27,764	27,000	27,000	27,000	0	0%
Sale of Capital Assets	42,672	223,161	0	50,000	45,000	45,000	-5,000	-10%
Sale of Non-Capital Assets	0	2,430	0	0	0	0	0	#DIV/0!
Special Assessments	0	0	-689	0	0	0	0	#DIV/0!
After Hours	5,557	8,350	8,925	8,000	7,500	7,500	-500	-6%
NSF Charges	7,145	6,212	5,608	5,500	5,500	5,500	0	0%
Miscellaneous	8,175	4,833	10,420	5,000	5,000	5,000	0	0%
Installment Purchase Proceeds	0	0	0	3,500,000	3,250,000	3,250,000	-250,000	-7%
Contribution Capital Projects	0	192,107	0	0	0	0	0	0%
Insurance Proceeds	0	39,127	0	0	0	0	0	0%
Rental Income	72,172	69,377	73,231	73,000	74,000	74,000	1,000	1%
<b>Total Other Revenue</b>	<b>628,269</b>	<b>1,046,534</b>	<b>622,932</b>	<b>4,131,700</b>	<b>3,862,600</b>	<b>3,862,600</b>	<b>-269,100</b>	<b>-7%</b>
FEMA Proceeds-Federal	0	0	331,672	0	0	0	0	#DIV/0!
FEMA Proceeds-State	0	0	110,557	0	0	0	0	#DIV/0!
Build American Bonds Rebate	891,902	896,713	889,208	860,000	870,000	870,000	10,000	1%
<b>Total Intergovernmental</b>	<b>891,902</b>	<b>896,713</b>	<b>1,331,438</b>	<b>860,000</b>	<b>870,000</b>	<b>870,000</b>	<b>10,000</b>	<b>1%</b>
<b>SUB-TOTAL UTILITY FUND</b>	<b>19,051,190</b>	<b>19,911,563</b>	<b>22,425,092</b>	<b>24,570,524</b>	<b>25,281,220</b>	<b>25,281,220</b>	<b>710,696</b>	<b>3%</b>
Retained Earnings	0	0	0	2,167,319	1,804,602	1,722,741	-444,578	-21%
Transfer In-Capital Project	200,000	0	204,873	558,715	0	0	-558,715	0%
<b>TOTAL UTILITY FUND</b>	<b>19,251,190</b>	<b>19,911,563</b>	<b>22,629,965</b>	<b>27,296,558</b>	<b>27,085,822</b>	<b>27,003,961</b>	<b>-292,597</b>	<b>-1%</b>

**UTILITY FUND EXPENSES**

<b>DEPARTMENT</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
<b>Debt Service</b>	<b>6,634,488</b>	<b>6,552,826</b>	<b>6,316,336</b>	<b>6,662,357</b>	<b>6,551,843</b>	<b>6,551,843</b>	<b>-110,514</b>	<b>-2%</b>
UF Contributions	1,492,491	382,802	8,110,728	1,560,031	219,931	219,931	-1,340,100	-86%
<b>Other</b>	<b>1,492,491</b>	<b>382,802</b>	<b>8,110,728</b>	<b>1,560,031</b>	<b>219,931</b>	<b>219,931</b>	<b>-1,340,100</b>	<b>-86%</b>
Warehouse	281,326	310,267	312,589	340,793	347,231	346,957	6,164	2%
Less Warehouse Charges	-199,858	-216,525	-217,978	-185,000	-205,000	-205,000	-20,000	11%
UF Administration	1,834,961	1,940,460	2,017,825	2,379,020	2,437,564	2,434,690	55,670	2%
Engineering	546,664	733,009	717,304	762,834	808,234	804,462	41,628	5%
UF Public Works Administration	356,498	430,056	551,084	625,646	666,079	663,412	37,766	6%
Sewer Const.	1,625,441	1,559,715	0	0	0	0	0	0%
Water Const.	3,185,139	2,993,861	0	0	0	0	0	0%
Water Filtration	2,091,207	2,154,637	2,609,023	2,435,931	2,494,323	2,475,809	39,878	2%
Water Reclamation	1,874,883	1,898,206	1,923,241	2,146,935	2,793,001	2,750,484	603,549	28%
Distribution & Collection	0	0	4,533,867	5,419,737	5,458,567	5,447,324	27,587	1%
Water Capital Imp.	366,397	499,200	973,309	4,448,874	3,964,049	3,964,049	-484,825	-11%
Sewer Capital Imp.	1,044,851	814,119	503,242	699,400	1,550,000	1,550,000	850,600	122%
<b>Public Utilities</b>	<b>13,007,509</b>	<b>13,117,005</b>	<b>13,923,506</b>	<b>19,074,170</b>	<b>20,314,048</b>	<b>20,232,187</b>	<b>1,158,017</b>	<b>6%</b>
<b>TOTAL UTILITY FUND</b>	<b>21,134,489</b>	<b>20,052,633</b>	<b>28,350,570</b>	<b>27,296,558</b>	<b>27,085,822</b>	<b>27,003,961</b>	<b>-292,597</b>	<b>-1%</b>

**GOLF FUND REVENUE**

<b>DEPARTMENT</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
Green Fees Annual	65,551	48,828	0	0	0	0	0	0%
Green Fees Daily	164,682	166,003	0	0	0	0	0	0%
Cart Fees	204,954	202,050	0	0	0	0	0	0%
Tournament	1,350	20,850	0	0	0	0	0	0%
Driving Range	15,192	13,355	0	0	0	0	0	0%
<b>Total Golf User Charges</b>	<b>451,728</b>	<b>451,085</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Interest Income	98	133	0	0	0	0	0	0%
<b>Total Investment Income</b>	<b>98</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Concession	28,330	28,572	0	0	0	0	0	0%
Miscellaneous	-1,358	-2,492	0	0	0	0	0	0%
Pro Shop Sales	50,150	50,832	0	0	0	0	0	0%
Sale of Capital Assets	4,375	1,869	0	0	0	0	0	0%
<b>Total Golf Other</b>	<b>121,500</b>	<b>78,781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>SUB-TOTAL GOLF FUND</b>	<b>573,327</b>	<b>529,998</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Contribution from General Fund	121,149	160,687	0	0	0	0	0	0%
<b>TOTAL GOLF FUND</b>	<b>694,476</b>	<b>690,685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**GOLF FUND EXPENSES**

<b>DEPARTMENT</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
Golf	842,188	679,603	0	0	0	0	0	0%
<b>Total Other</b>	<b>842,188</b>	<b>679,603</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>TOTAL GOLF EXPENSES</b>	<b>842,188</b>	<b>679,603</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**MUNICIPAL SERVICE DISTRICT FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
Current Year Taxes	52,045	51,724	54,664	55,090	62,097	62,097	7,007	13%
Prior Year Taxes	1,474	3,975	1,343	0	0	0	0	0%
Motor Vehicle Tax	769	1,700	1,431	1,980	1,970	1,970	-10	-1%
Motor Vehicle Tax - Penalties	6	14	15	0	0	0	0	0%
Penalties Less Discounts	458	1,133	281	0	0	0	0	0%
<b>Total Ad Valorem Taxes</b>	<b>54,752</b>	<b>58,546</b>	<b>57,735</b>	<b>57,070</b>	<b>64,067</b>	<b>64,067</b>	<b>6,997</b>	<b>12%</b>
Interest Income	71	278	446	300	900	900	600	200%
<b>Total Investment Income</b>	<b>71</b>	<b>278</b>	<b>446</b>	<b>300</b>	<b>900</b>	<b>900</b>	<b>600</b>	<b>200%</b>
<b>SUB-TOTAL MUNICIPAL SERVICE DISTRICT FUND</b>	<b>54,823</b>	<b>58,824</b>	<b>58,181</b>	<b>57,370</b>	<b>64,967</b>	<b>64,967</b>	<b>7,597</b>	<b>13%</b>
Appropriated Fund Balance	0	0	0	45,224	19,598	19,598	-25,626	-57%
Contribution From General Fund	0	42,000	43,100	55,000	56,697	56,697	1,697	3%
<b>TOTAL MUNICIPAL SERVICE DISTRICT FUND</b>	<b>54,823</b>	<b>100,824</b>	<b>101,281</b>	<b>157,594</b>	<b>141,262</b>	<b>141,262</b>	<b>-16,332</b>	<b>-10%</b>

**MUNICIPAL SERVICE DISTRICT FUND EXPENDITURES**

<b>DEPARTMENT</b>	<b>FY 14-15 ACTUAL</b>	<b>FY 15-16 ACTUAL</b>	<b>FY 16-17 ACTUAL</b>	<b>FY 17-18 BUDGET</b>	<b>FY 18-19 REQUESTED</b>	<b>FY 18-19 APPROVED</b>	<b>VARIANCE 18 BUD./19 APP.</b>	<b>% CHG.</b>
Municipal Service District	43,930	96,668	120,753	157,594	141,262	141,262	-16,332	-10%
<b>Total Other</b>	<b>43,930</b>	<b>96,668</b>	<b>120,753</b>	<b>157,594</b>	<b>141,262</b>	<b>141,262</b>	<b>-16,332</b>	<b>-10%</b>
<b>TOTAL MUNICIPAL SERVICE DISTRICT FUND</b>	<b>43,930</b>	<b>96,668</b>	<b>120,753</b>	<b>157,594</b>	<b>141,262</b>	<b>141,262</b>	<b>-16,332</b>	<b>-10%</b>

## Staffing Comparison - Headcount

Department	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Approved
Governing Body - Elected	9	9	9	9	9
Administration	3	3	3	4	4
Human Resources	4	4	4	4	4
Risk Management	1	1	1	1	1
Financial Services	9	9	9	9	9
Information Technology	3	3	3	3	3
Legal	2	2	2	2	2
Public Building	3	3.5	3.5	3.5	3.5
General Services	2	0	0	0	0
Fleet Maintenance	5	5.5	5.5	5.5	5.5
Horticulture	6	6	6	6	6
<b>TOTAL GENERAL GOVERNMENT</b>	<b>47</b>	<b>46</b>	<b>46</b>	<b>47</b>	<b>47</b>
Police	106	108	110	110	110
Fire	54	54	54	54	54
Inspections	7	7	7	7	7
<b>TOTAL PUBLIC SAFETY</b>	<b>167</b>	<b>169</b>	<b>171</b>	<b>171</b>	<b>171</b>
Street	18	17.5	17.5	17.5	17.5
<b>TOTAL TRANSPORTATION</b>	<b>18</b>	<b>17.5</b>	<b>17.5</b>	<b>17.5</b>	<b>17.5</b>
Solid Waste	18	18.5	18.5	18.5	18.5
<b>TOTAL SANITATION</b>	<b>18</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>
Community Development	10	10	10	10	10
Code Enforcement	4	4	4	4	4
Planning/HPC	1	1	1	1	1
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
Parks	0	0	0	0	3
Golf	0	0	6	6	6
<b>TOTAL CULTURAL AND RECREATION</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>9</b>
<b>TOTAL GENERAL FUND</b>	<b>265</b>	<b>266</b>	<b>274</b>	<b>275</b>	<b>278</b>

Includes permanent part-time position and frozen position

Includes permanent part-time position(s)

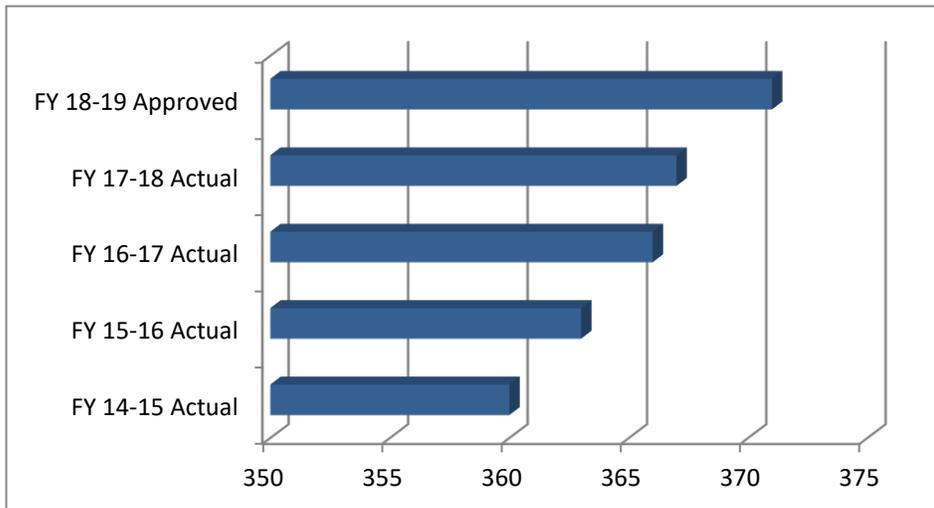
Includes frozen position(s)

## Staffing Comparison - Headcount

Department	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Approved
Warehouse	1	1	1	1	1
UF Administration	11	11	11	11	12
Engineering	8	9	10	10	10
Public Works Administration	4	6	6	6	6
Sewer Construction & Maintenance	14	0	0	0	0
Water Construction & Maintenance	27	0	0	0	0
Distribution and Collection		40	40	40	40
Water Filtration	11	11	11	11	11
Water Reclamation	13	13	13	13	13
<b>TOTAL PUBLIC UTILITIES</b>	<b>89</b>	<b>91</b>	<b>92</b>	<b>92</b>	<b>93</b>
<b>TOTAL UTILITY FUND</b>	<b>89</b>	<b>91</b>	<b>92</b>	<b>92</b>	<b>93</b>
<b>TOTAL GOLF FUND</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>95</b>	<b>97</b>	<b>92</b>	<b>92</b>	<b>93</b>
<b>GRAND TOTAL</b>	<b>360</b>	<b>363</b>	<b>366</b>	<b>367</b>	<b>371</b>

Includes permanent part-time position

Includes frozen position(s)



## GENERAL FUND CAPITAL OUTLAY

QTY	PRIORITY BY DEPT	ITEM	DEPARTMENT	REQUESTED		APPROVED
				REPLACE	NEW	
1	1	Backup server	Information Technology	\$ 18,500		\$ 18,500
		<b>Total Information Technology</b>		<b>18,500</b>	<b>0</b>	<b>18,500</b>
	1	Street paving	Street Capital	900,000		575,000
	2	Sidewalk Curb and Gutter	Street Capital	100,000		25,000
	3	Service Center parking lot rehab	Street Capital	450,000		0
		<b>Total Street Capital</b>		<b>1,450,000</b>	<b>0</b>	<b>600,000</b>
1	2	Passenger vehicle	Public Building	20,500		0
	1	City hall improvements	Public Building	40,000		0
		<b>Total Public Building</b>		<b>60,500</b>	<b>0</b>	<b>0</b>
1	14	Brush truck	Fire	125,000		0
1	5	AWD SUV	Fire	31,000		0
1	4	Pumper	Fire	594,000		0
3	7	Murphy beds	Fire	13,000		13,000
1	8	Weight machine	Fire	8,396		0
1	1	Washer - extractor	Fire		11,000	11,000
1	2	Drying cabinet	Fire		6,600	6,600
5	3	Turnout gear storage	Fire		17,400	17,400
1	6	Hydraulic rescue equipment	Fire		15,845	15,845
1	9	Captains portable radio	Fire		7,610	7,610
1	10	Digital P 25 repeater	Fire	4,375		0
1	12	SCBA air compressor	Fire	59,000		0
	11	Concrete at Central Fire Station	Fire	80,000		0
	13	Paint bay @ #2 fire station	Fire	14,500		0
	15	Ceiling tile replacement @ #2 fire station	Fire	4,000		0
	16	Land acquisition for #4 fire station	Fire		150,000	0
		<b>Total Fire</b>		<b>933,271</b>	<b>208,455</b>	<b>71,455</b>
1	2	3/4 ton truck	Horticulture	24,875		0
1	1	Zero turn mower with bagger	Horticulture	14,939		0
		<b>Total Horticulture</b>		<b>39,814</b>	<b>0</b>	<b>0</b>
1	1	1/2 ton 4 X 4 truck	Inspections	23,300		0
		<b>Total Inspections</b>		<b>23,300</b>	<b>0</b>	<b>0</b>
	1	Wayfinding signs	Planning/HPC		70,000	35,000
	2	Public art	Planning/HPC		40,000	0
		<b>Total Planning / HPC</b>		<b>-</b>	<b>110,000</b>	<b>35,000</b>
13	1	Patrol vehicles	Police	324,594		324,594
1	2	Investigative vehicle	Police	23,718		0
1	3	P2C server	Police	10,000		10,000
1	5	Faster network switch	Police	3,500		0
1	4	Projector	Police	3,500		0
1	6	CAD server (main)	Police - E911	40,000		40,000
1	7	CAD server (backup)	Police - E911	40,000		40,000
1	8	Message switch	Police - E911	20,000		20,000
1	n/a	Vehicle	Police - Drug Forfeiture	40,000		40,000
		<b>Total Police</b>		<b>505,312</b>	<b>-</b>	<b>474,594</b>
1	2	Knuckleboom truck	Solid Waste	205,000		0
1	1	Flat bed dump truck	Solid Waste	91,000		0
1	3	Tractor with mowers	Solid Waste	125,000		0
	4	Compost facility improvements	Solid Waste	20,000		0
		<b>Total Solid Waste</b>		<b>441,000</b>	<b>0</b>	<b>0</b>
1	1	Bucket truck	Street	110,210		0
1	3	3/4 ton truck	Street	22,600		0
1	4	Midsize sedan	Street	20,500		0
1	2	Backhoe	Street	88,355		0
		<b>Total Street</b>		<b>241,665</b>	<b>0</b>	<b>0</b>
		<b>TOTAL GENERAL FUND</b>		<b>\$ 3,713,362</b>	<b>\$ 318,455</b>	<b>\$ 1,199,549</b>
		<b>LESS ITEMS PAID WITH E911 AND DRUG FORFEITURE FUNDS</b>				<b>(140,000)</b>
		<b>TOTAL GENERAL FUND</b>				<b>\$ 1,059,549</b>



## DEBT SERVICE

The North Carolina General Statutes are very specific about the amount of general long term debt that can be issued by local governments. The statutes state that long-term debt, net of debt issued for specific enterprise activities, cannot exceed eight percent of the assessed valuation of the governmental unit. The legal debt limit of the City as of June 30, 2017 is as shown in the following table.

Assessed Valuations	<u>\$ 2,528,953,166</u>
Debt limit 8% of assessed valuations	202,316,253
Amount of debt applicable to debt limit	43,565,000
Outstanding debt not evidenced by bonds:	
Notes	15,290,882
Installment purchase contracts	1,047,962
Capital leases	-
Annexation liability for fire protection	-
	59,903,844
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>35,965,000</u>
Net Debt	<u>23,938,844</u>
<b>LEGAL DEBT MARGIN</b>	<b><u>\$ 178,377,409</u></b>

Revenue bonds in the amount of \$52.8 million were issued in December of 2010 to fund an expansion of the Wastewater Treatment Plant. This expansion was completed in 2014 and increased capacity from 6.8 to 12 million gallons daily. The City's current bond ratings are as follows:

Moody's Investment Service	Aa3
Fitch	AA
NC Municipal Council, Inc. <sup>1</sup>	84

The City has been in compliance with the covenants as to rates, fees, rentals and charges in Section 6.6 of the Bond Order, authorizing the issuance of the Enterprise System Revenue Bonds, Series 2010, since its adoption in December 2010. Section 6.6 of the Bond Order requires the debt service coverage ratio for parity indebtedness (revenue bonds only) to be 1.20 and for all indebtedness to be 1.00.

The City anticipated sufficient revenue to meet our FY 18-19 obligations without having to adjust water and sewer rates. However, without revenue growth, future rate increases may be necessary. It is important for the City to maintain a strong bond rating, adequate reserves, and debt coverage necessary to meet our obligations.

The City anticipates to issue General Fund debt in the amount of \$2,000,000 for the park bonds. Utility Fund will issue debt in the amount of \$3,250,000 for NC 42 waterline relocate and painting the Cool Springs water tank.

<sup>1</sup> The NC Municipal Council works closely with the Local Government Commission, a division of the North Carolina State Treasurer's office, which has statutory responsibility for debt issued by local governments in North Carolina. This council assists the local issuers in improving their credit quality and to improve their access to capital for essential municipal projects.

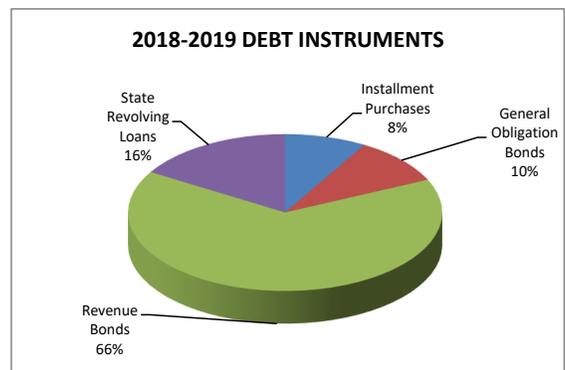
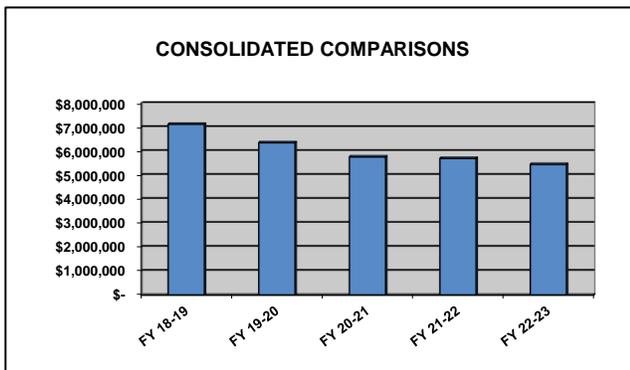
The debt service coverage ratio calculation for the year ended June 30, 2017 is as follows:

Operating revenues	\$ 21,419,092
Operating expenses	<u>(18,401,921)</u>
Operating income	3,017,171
Non-operating revenues (expenses)*	<u>683,110</u>
Income before transfers and capital contributions	3,700,281
Adjustments:	
Depreciation and amortization expense (net)	5,563,619
Interest expense	340,227
Other post-employment benefit accrued expense	<u>182,535</u>
Income available for debt service	<u>\$ 9,786,662</u>
Parity debt service (Revenue bonds only)	\$ 5,031,853
Parity debt service coverage ratio	1.95
G.O., Subordinate, and all other indebtedness	<u>1,282,783</u>
Total debt service	<u>\$ 6,314,636</u>
Total debt service coverage ratio	1.55

\*Per rate covenants, this does not include revenue bond interest paid of \$2,316,853.

**SCHEDULE OF DEBT SERVICE**

DESCRIPTIONS	FY 18-19 REQ.	FY 19-20 REQ.	FY 20-21 REQ.	FY 21-22 REQ.	FY 22-23 REQ.	FY 23-34 REQ.	TOTAL
<b>Installment Purchases</b>							
Street Resurfacing; dated 7/12/2012; 2.09% interest; BB & T; 10 years outstanding \$428,051.72	\$ 105,520	\$ 105,520	\$ 105,520	\$ 105,520	\$ 26,380	\$ -	\$ 448,460
Fire Pumper; dated 11/18/14; 1.46% interest; BB & T; 5 years outstanding \$149,590.79	112,739	38,606	-	-	-	-	151,345
Solid Waste Dept.; knuckleboom and lee vac truck; dated 11/18/14; 1.46% interest; BB & T; 5 yrs; outstanding \$78,883.40	59,442	20,358	-	-	-	-	79,800
Golf; rough mower; 11/18/14; 1.46% interest; BB & T; 5 years; outstanding \$10,628.81	8,014	2,743	-	-	-	-	10,757
Street Dept.; street sweeper; dated 11/18/14; 1.46% interest; BB & T; 5 yrs. outstanding \$63,712.34	48,023	16,443	-	-	-	-	64,466
Street Resurfacing; dated 01/17/18 2.28% interest; Regions; 10 years outstanding \$1,000,000.00	76,318	126,263	123,863	121,463	119,063	559,316	1,126,287
Streetscape; dated 01/17/18 2.28% interest; Regions; 10 years outstanding \$2,500,000.00	190,796	315,658	309,658	303,658	297,658	1,398,289	2,815,717
	<b>\$ 600,852</b>	<b>\$ 625,591</b>	<b>\$ 539,041</b>	<b>\$ 530,641</b>	<b>\$ 443,101</b>	<b>\$ 1,957,605</b>	<b>\$ 4,696,831</b>
<b>General Obligation Bonds</b>							
Streetscape and sidewalk GO Bonds Series 2015; 2/10/15; 2.545749% interest; outstanding \$7,150,000	691,500	673,500	655,500	637,500	619,500	5,781,300	9,058,800
	<b>\$ 691,500</b>	<b>\$ 673,500</b>	<b>\$ 655,500</b>	<b>\$ 637,500</b>	<b>\$ 619,500</b>	<b>\$ 5,781,300</b>	<b>\$ 9,058,800</b>
<b>Revenue Bonds</b>							
Revenue Bonds Series 2010; issued 12/22/10; 3.51% interest; outstanding \$33,485,000	4,665,628	3,890,922	3,405,977	3,370,645	3,328,589	35,832,320	54,494,080
	<b>\$ 4,665,628</b>	<b>\$ 3,890,922</b>	<b>\$ 3,405,977</b>	<b>\$ 3,370,645</b>	<b>\$ 3,328,589</b>	<b>\$ 35,832,320</b>	<b>\$ 54,494,080</b>
<b>State Revolving Loans</b>							
Water Imp.; 2.6% interest; issued 11/1/00; due annually to 2022; outstanding \$390,000.00	107,640	105,105	102,570	100,035	-	-	415,350
Water Treatment Plant; 0% interest; issued 1/29/10; due annually to 2030; outstanding \$542,149.80	45,179	45,179	45,179	45,179	45,179	316,254	542,149
WWTP SRF Loan; 2.22% interest; issued 10/4/2010; 20 years; outstanding \$13,514,112	1,014,694	1,014,694	1,014,694	1,014,694	1,014,694	11,094,610	16,168,081
	<b>\$ 1,167,513</b>	<b>\$ 1,164,978</b>	<b>\$ 1,162,443</b>	<b>\$ 1,159,908</b>	<b>\$ 1,059,873</b>	<b>\$ 11,410,864</b>	<b>\$ 17,125,580</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 7,125,493</b>	<b>\$ 6,354,991</b>	<b>\$ 5,762,961</b>	<b>\$ 5,698,694</b>	<b>\$ 5,451,063</b>	<b>\$ 54,982,089</b>	<b>\$ 85,375,292</b>



Note: Principle and interest included with annual requirements.

## GENERAL FUND

**Goal:** To account for the revenues of all city departments except those required to be accounted for in other funds.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Ad Valorem Taxes	14,564,534	14,970,256	15,225,454	15,241,074	16,457,270	15,947,136
Penalties Less Disc.	68,298	69,350	48,192	50,000	45,000	45,000
Other Taxes	4,781,255	5,335,169	5,421,334	5,659,743	6,524,938	6,494,938
User Charges	0	0	522,354	481,500	496,500	500,500
Intergovernmental	3,927,103	4,063,903	4,177,073	4,248,668	4,409,804	4,376,054
Other	1,638,605	803,473	805,605	3,050,756	751,750	751,750
Sales/Service	1,802,784	2,188,243	1,852,634	2,379,775	2,353,000	2,217,250
Investment Income	18,685	47,913	67,419	134,200	140,450	140,450
Licenses/Permits	400,860	671,132	737,715	653,000	593,000	593,000
Appropriated Fund Balance	0	0	0	(1,932,825)	283,136	58,300
Transfer in Cap.Proj.	1,410,700	0	16,195	2,556,237	0	0
Transfer in Special Revenue Fund	0	0	0	0	51,249	51,249
<b>Total</b>	<b>28,612,823</b>	<b>28,149,439</b>	<b>28,873,974</b>	<b>32,522,128</b>	<b>32,106,097</b>	<b>31,175,627</b>

### GRAPHIC REPRESENTATION

**FY 18-19** revenues reflect a decrease of \$1,346,501 or four (4%) percent compared to the FY 17-18 budget. This decrease is mainly due to installment purchase proceeds budgeted in prior year and shown within the "Other" revenue source. A 2 cent tax increase was approved by council resulting in the increase shown within ad valorem tax. The tax rate is \$0.62 per \$100 valuation. Council elected to implement a \$30 municipal vehicle fee to help offset the cost of street paving. This fee is included within Other Taxes. Intergovernmental reflects an increase mainly due to anticipated revenue for Consolidated Planning Services, E911 surcharge reimbursement, and 911 dispatching. Sales and service reflects a decrease mainly due to timing and availability of sale of capital assets. Investment income reflects some growth.

**FY 17-18** council elected to increase the sanitation fee per household by \$25, resulting in additional yearly revenue of approximately \$225,000 which is shown within sales and service. The increase shown within other is due to installment purchase proceeds in the amount of \$2,160,000 budgeted for rolling stock and street paving (\$1,000,000). The tax rate will remain at \$0.60 per \$100 valuation.

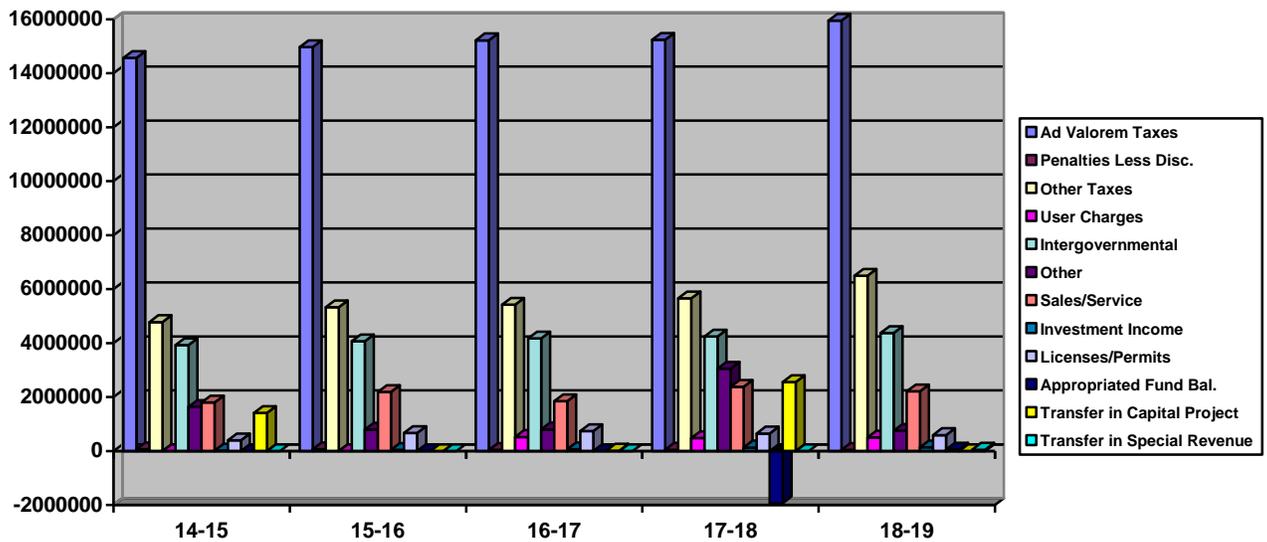
**FY 16-17** tax rate remained at \$0.60 per \$100 valuation. The growth in sales tax was limited in the budget because Lee County raised its tax rate last year. This tax rate increase changes the allocation of sales tax revenue received by Lee County, Sanford, and Broadway. Intergovernmental reflects an increase mainly shown within utility franchise tax which is related to weather and growth; E911 surcharge reimbursement reflects an increase for the purchase of new radio system consoles and workstations; and 911 dispatch increased due to the addition of two new positions. Investment income continues to be insignificant and dismal. **It should be noted that council elected to transfer the Golf Fund from an Enterprise Fund into the General Fund in FY 16-17 resulting in the golf user charges shown above.**

**FY 15-16** tax rate remained at 0.60 cents per \$100 valuation. The city increased property tax by six cents in FY 14-15, which in turn increased our sales tax revenue as distribution is based on the ad valorem method. Other revenue reflects a decrease mainly due to funding capital through installment purchase proceeds in prior year.

**GENERAL FUND REVENUE SUMMARIES (Continued)**

**FY 14-15** ad valorem tax includes an increase of six cents on the tax rate. Other revenue includes \$1,058,506 to fund capital through installment purchase proceeds. Sales and service includes an increase of \$50 per household for the annual waste management fee. Fund balance was used to purchase one time capital and begin bond projects. However, the monies used for the bond projects were reimbursed to the General Fund and reflected in “transfer in capital project”.

As stated earlier, Lee County changed the sales tax distribution methodology in **FY 13-14**. The annual waste management fee was also increased by \$25 per household in **FY 13-14** and a three cent tax increase was implemented.



**GENERAL FUND**

**Goal:** To account for the expenditures of all city departments except those required to be accounted for in other funds.

**EXPENDITURE SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	16,489,678	17,015,342	18,128,120	19,347,228	20,093,807	19,995,534
Operating	9,538,215	8,830,434	11,040,657	10,260,504	10,662,406	9,980,544
Capital Outlay	1,589,510	2,014,058	1,501,980	2,914,396	4,031,817	1,199,549
<b>Total</b>	<b>27,617,403</b>	<b>27,859,834</b>	<b>30,670,757</b>	<b>32,522,128</b>	<b>34,788,030</b>	<b>31,175,627</b>
Budgeted Positions	265	266	274	275	282	278

**GRAPHIC REPRESENTATION**

**FY 18-19** expenditures reflect a decrease of \$1,346,501 or four (4%) percent compared to the FY 17-18 budget. Personnel cost represent sixty-four (64%) percent of the total general fund budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, a 5% increase for group health insurance, and the addition of three parks positions funded for ½ year in the newly created Parks department. Council did not fund the merit. Five positions remain frozen and are included within the Human Resources, Inspections, Solid Waste, Community Development, and Code Enforcement departments. Please note freezing a total of five positions puts more pressure on our service delivery level as we continue to do more with less. Operating reflects a decrease of \$279,960 or three (3%) percent compared to prior year. The city plans to pave streets and install sidewalk curb and gutter in the amount of \$600,000. Central Business Tax District will receive a contribution from the City in the amount of \$56,697, a \$1,697 increase from prior year contribution. Council elected not to contribute to a capital reserve fund for park improvements, however, they did fund Other Post Employment Benefits in the amount of \$50,000. Council also elected to fund \$81,249 for a spec building at Central Carolina Enterprise Park (CEEP). The contribution to SAGA in the amount of \$209,000 is a \$30,000 increase compared to prior year. This budget also includes debt related to the issuance of bonds in the amount of \$2M for the Parks Projects. However, council elected to postpone the issuance of bonds for the Greenway project until a later date. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. Capital funding includes a thirteen (13) police patrol vehicles, wayfinding signs, E911 CAD servers, police drug forfeiture vehicle, a backup server, washer / extractor, drying cabinet, and other various items listed at the departmental level. Several capital expenditures for the fire department are related to the firefighter cancer awareness and prevention initiative, which addresses high cancer rates among firefighters.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, a 13% increase for group health insurance, the addition of one management analyst position within the Administration department, and funding one frozen administrative position within the Inspections department. The city plans to pave streets through installment purchase in the amount of \$950,000. Central Business Tax District will receive a contribution from the City in the amount of \$55,000, an \$11,900 increase from prior year contribution. Council elected to contribute \$25,000 to a capital reserve fund for park improvements, as well as a contribution in the amount of \$179,000 to SAGA, a \$54,000 increase from prior year. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. Capital funding includes a fire pumper, golf carts and mowers, a leaf vac truck (installment purchase), a dump truck (installment purchase), land acquisition for #4 fire station (installment purchase), and other various items listed at the departmental level.

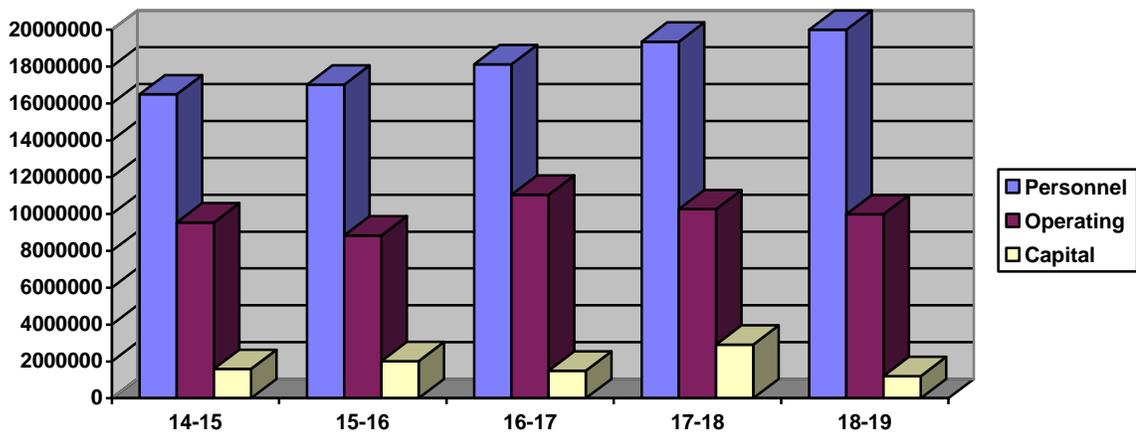
**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, (0.85% retirement increase for police sworn officers), a 5% increase for group health insurance, and the addition of two police dispatcher positions. Six positions remain frozen and are included within the Human Resources, Inspections, Solid Waste, Community Development, and Code Enforcement departments. The increase within operating is mainly the result of contributions made to the streetscape, greenway, and sidewalk capital projects. Operating also includes street resurfacing

**GENERAL FUND EXPENDITURE SUMMARIES (Continued)**

funds in the amount of \$500,000 and debt payment for streetscape and sidewalk projects in the amount of \$961,250. Central Business Tax District will receive a contribution from the City in the amount of \$43,100 to allow Downtown Sanford, Inc. (DSI) to hire their own employee rather than use City staff. Council elected to contribute \$25,000 to a capital reserve fund for park improvements, as well as a contribution in the amount of \$25,000 to SAGA for the establishment of a Visitors and Tourism Center. Capital outlay funding includes police patrol vehicles, a knuckleboom truck, concrete replacement at Central Fire Station, a pothole patcher, cart path repair at the golf course, E911 radio system consoles, and other various items listed at the departmental level.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment (based on a salary study performed in prior year), a 2% merit adjustment (not funded in the previous six years), a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and the addition of two police dispatcher positions. Six positions remain frozen and are included within the Human Resources, Inspections, Solid Waste, Community Development, and Code Enforcement departments. A firefighter position previously frozen was funded. The decrease within operating is the result of a reduction in fuel cost and re-classification of capital expenditures. Central Business Tax District will receive a contribution from the City in the amount of \$42,000 to allow Downtown Sanford, Inc. (DSI) to hire their own employee rather than use City staff. Council elected to contribute \$50,000 to a capital reserve fund for park improvements. FY 15-16 reflects the first full year of debt related to the issuance of bonds (\$8.5 million) for streetscape and sidewalk projects, as well as installment purchase debt (\$2.75 million) to complete the streetscape project. Funds are also included within operating to relocate the Sanford / Lee County Planning and Community Development Department and other stand-alone departments to create a one-stop shop for economic development. This new department is referred to as the “Buggy Factory” and includes a recurring lease payment and one-time expenditures to set up the department. Capital outlay funding includes police investigative vehicles, a knuckleboom truck, a new roof at Central Fire Station, upgrade of the Gasboy system at the fleet shop, and other various items listed at the departmental level.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the addition of a programmer analyst position within the Information Technology department. Capital outlay funding includes police patrol vehicles, a park upgrade, a knuckleboom truck (Installment Purchase (IP)), a leaf vac truck (IP), a fire pumper, (IP), a street sweeper (IP), and other various items.



## GENERAL FUND

### FUND BALANCE GOVERNMENTAL FUNDS - UNAUDITED

	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	BUDGET 18-19
<b>GENERAL FUND</b>					
BEGINNING BALANCE	\$ 9,849,907	\$ 10,845,327	\$ 11,134,932	\$ 10,037,091	\$ 13,055,071
REVENUES					
AD VALOREM TAXES	14,632,832	15,039,606	15,280,146	15,291,074	15,992,136
INTERGOVERNMENTAL	3,927,102	4,063,903	4,177,073	4,248,668	4,376,054
SALES TAX	4,561,944	5,126,461	5,211,914	5,447,980	5,600,297
OTHER	4,080,245	3,919,469	4,188,647	6,910,994	5,097,591
TOTAL	27,202,123	28,149,439	28,857,780	31,898,716	31,066,078
EXPENDITURES					
GENERAL GOVERNMENT	4,747,013	5,837,040	5,058,445	5,988,964	5,719,176
PUBLIC SAFETY	13,161,601	14,322,981	14,738,658	15,832,681	15,848,905
STREETS	3,115,985	2,309,972	3,335,117	4,196,159	3,200,235
DEBT SERVICE	0	738,113	727,500	799,037	1,082,296
SANITATION	2,665,014	2,611,212	2,631,291	2,857,095	2,729,584
COMMUNITY DEV.	1,126,641	1,362,229	1,395,507	1,738,037	1,653,096
TOTAL	24,816,254	27,181,547	27,886,518	31,411,973	30,233,292
TRANSFER TO OTHER FUNDS	2,801,149	678,287	2,085,398	25,000	-
TRANSFER IN SPECIAL REVENUE FUND	-	-	-	-	51,249
TRANSFER IN CAPITAL PROJECT	1,410,700	-	16,295	2,556,237	-
<b>ENDING BALANCE</b>	<b>\$ 10,845,327</b>	<b>\$ 11,134,932</b>	<b>\$ 10,037,091</b>	<b>\$ 13,055,071</b>	<b>\$ 13,939,106</b>

Note: The reduction shown in FY 16-17 is the result of a capital contribution made to the General Obligation Bond projects which will be reimbursed to the General Fund once the bonds are issued. FY 17-18 reflects this reimbursement into the general fund and is shown with Transfer in Capital Project. Also council elected to move the Golf department into the General Fund in FY 16-17. The City strives to use fund balance for nonrecurring capital expenditures only.

**GOVERNING BODY**

**Fund:** General

**Function:** General Government

**Goal:** To maintain a safe, pleasant environment within the community by providing effective government through the efficient delivery of public services.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	239,145	243,707	250,329	265,544	279,398	274,048
Operating	89,455	103,485	91,056	117,375	120,170	120,170
Capital	0	0	0	0	0	0
Subtotal	328,600	347,192	341,385	382,919	399,568	394,218
Less Interfund Reimbursement	(71,845)	(74,465)	(71,177)	(77,368)	(75,239)	(75,239)
Total	256,755	272,727	270,208	305,551	324,329	318,979
Budgeted Positions	9	9	9	9	9	9

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

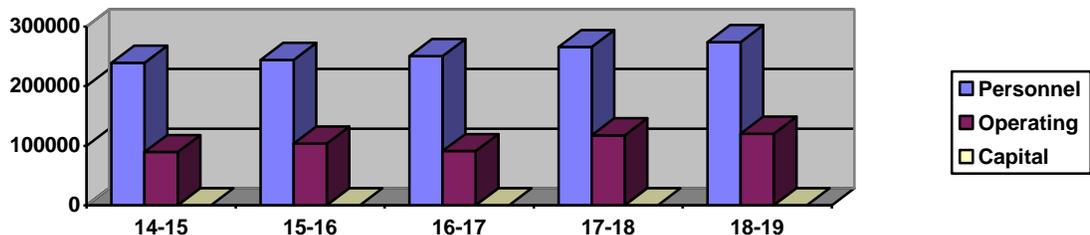
**FY 18-19** appropriations reflect an increase of \$11,299 or 3% compared to FY 17-18 budget prior to interfund reimbursements. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Fireworks are included in the amount of \$7,000 and are shown within the operating budget. Also included within the operating budget are funds for the Youth Academy, \$4,000; and \$11,000 to be used towards National Night Out.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Fireworks are included in the amount of \$7,000 and are shown within the operating budget.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Fireworks are included and shown within the operating budget.

**FY 15-16** personnel adjustments are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.65% increase for group health insurance. **FY 15-16** reflects the first year of participation in the NC Metro Mayors Coalition and is the result of the increase shown within the operating budget.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and additional council members taking health insurance. New programs including Citizens 101 Academy and Citizens Advisory Council were implemented in **FY 14-15**.



**GOVERNING BODY**

The Governing Body is the legislative and policy making body of the city. It is composed of a mayor and seven council members, five of whom are elected from individual wards and two who are elected at-large. The Mayor is elected for a four-year term of office and the council members are elected for staggered terms of four years. The Mayor presides at meetings and serves as the ceremonial head of government. The Mayor Pro Tem serves in the absence of the Mayor and is appointed by fellow council members for a period of four years. The council members are all members of the Law and Finance Committee. Special meetings are held when necessary to include budget work sessions. The city clerk prepares the agenda and minutes for board and committee meetings; attests to and maintains files of certified minutes; indexes minutes for easy reference; maintains resolutions and ordinances and administers Oaths of Office.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To maintain and expand the governing body’s knowledge of new programs and initiatives which will assist in the development of sound policy-making decisions on behalf of the citizens of our community

**Objective:** Council members will attend pertinent national, state, and local meetings which will help them stay abreast of important local issues

**Measures:**

Town Hall Day (members attending)	3	4	4
National League of Cities conferences (members attending)	5	5	5
NC League of Municipalities conferences (members attending)	2	2	2
Public Policy meetings	12	12	12
Sanford Area Growth Alliance meetings	12	12	12
Joint Interlocal Committee meetings (members attending)	4	4	4

**Goal:** To maximize the benefit of the National Night Out program which seeks to bring the city officials, the law enforcement community, and neighborhoods together to be aware of crime and its impact on our community

**Objective:** 1) Council will continue strengthening the program by visiting as many community events as possible to communicate with the citizens as they listen to their concerns and ideas; 2) to serve as coordinator for special events sponsored by the city held jointly with the public; 3) Installation of elected officials, city employee’s golf tournament, participates in city awards banquet and gives tours of City Hall to elementary classes; overall coordinator for National Night Out

**Measures:**

National Night Out events	33	34	35
National Night Out awards received	21	22	23
Coordinate National Night Out events	35	35	35

**GOVERNING BODY**

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** City Clerk – To provide for and ensure the accurate compilation and maintenance of the legislative history of the official actions and documents of the City of Sanford

**Objective:** 1) To compile and distribute all agenda documents for City Council and Law and Finance Committee meetings; 2) To attend meetings and transcribe accurate, unbiased minutes of proceedings in accordance with established procedures and time frames; accurate documentation of ordinances, resolutions, and proclamations; 3) Advertise and prepare applications for boards and commissions appointments

**Measures:**

Law and Finance Committee meetings	4	0	0
Work sessions	20	24	24
City Council meetings	26	26	26
Prepare agendas and attend commission meetings	52	50	50
Adopted city ordinances and resolutions	142	150	150
Prepare applications for Boards and Commissions appointments	26	26	26

**Goal:** To serve as a principal contact for citizens inquiries; inform the residents of the actions of the city using the most current means and methods; advise and process Itinerant Merchant License

**Objective:** To provide effective and courteous customer service to the public; answer telephone inquiries within 24 hours and to urgent requests immediately

**Measures:**

Telephone inquiries responded to within 24 hours	99%	99%	99%
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**ADMINISTRATION**

**Fund:** General

**Function:** General Government

**Goal:** To see that all the laws of the state, and ordinances, resolutions, rules and regulations of the City Council are faithfully executed and enforced within the jurisdiction of the city.

**DEPARTMENTAL SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	266,593	294,870	305,214	400,630	428,666	421,490
Operating	20,470	21,203	24,800	37,859	34,590	34,590
Capital	0	0	0	0	0	0
Subtotal	287,063	316,073	330,014	438,489	463,256	456,080
Less Interfund Reimbursement	(57,228)	(59,777)	(62,180)	(98,604)	(101,827)	(101,827)
Total	229,835	256,296	267,834	339,885	361,429	354,253
Budgeted Positions	3	3	3	4	4	4

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

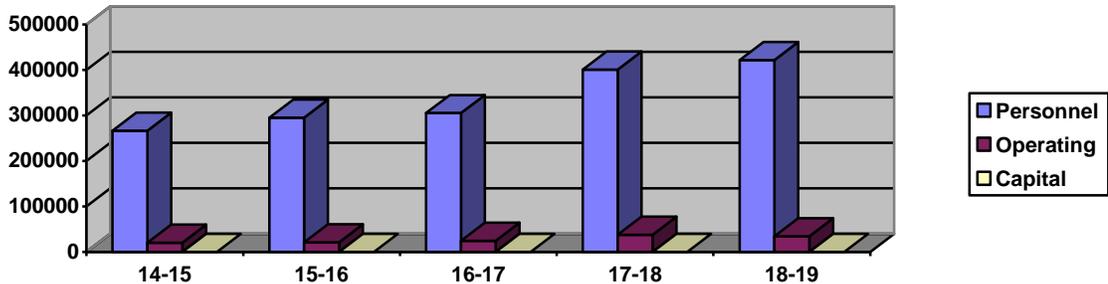
**FY 18-19** appropriations reflect an increase of \$17,591 or four percent (4%) compared to FY 17-18 budget prior to interfund reimbursements. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The merit was not funded.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, a 13% increase for group health insurance, and the addition of one management analyst position. Office furniture was purchased for the new analyst position resulting in the some of the increase shown within operating.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Operating includes funds for an employee to attend the Municipal Administration course at the Institute of Government resulting in the increase shown.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and an adjustment related to the salary study.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and converting a part time position into a full time position with benefits.



## ADMINISTRATION

The city manager, appointed by the City Council, is the Chief Executive Officer of the city. The manager administers the policies adopted by the council and supervises the daily operation of the city through department heads. Other responsibilities include the development of the annual budget, preparation of council meeting agendas, development of staff recommendations, supporting information on all matters to be considered by the council, responding to citizen complaints and service requests, conducting disciplinary hearings, approving purchases, and preparing and reviewing special reports.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide professional administration of policies and programs established by the City Council as well as provide leadership in the daily administration of city government

**Objective:** 1) Review all agenda items being presented to the City Council and attend all council meetings;  
2) To represent the city at all meetings and provide policy guidance for the council

**Measures:**

Conduct department head meetings	5	7	7
Town Hall Day (members attending)	1	1	1
National League of Cities conferences (members attending)	1	1	1
NC League of Municipalities conferences (members attending)	1	1	1
Public Policy meetings	14	14	14
Sanford Area Growth Alliance (SAGA) meetings	18	18	18
Airport Authority meetings	14	14	14

## HUMAN RESOURCES

**Fund:** General

**Function:** General Government

**Goal:** To organize a comprehensive personnel program that will facilitate the hiring and retention of well-qualified employees.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	239,556	247,641	246,240	255,242	271,302	269,619
Operating	85,448	53,024	64,843	85,045	81,570	81,570
Capital	0	0	0	0	0	0
Subtotal	325,004	300,665	311,083	340,287	352,872	351,189
Less Interfund Reimbursement	(67,064)	(65,742)	(70,398)	(66,998)	(68,561)	(68,561)
Total	257,940	234,923	240,685	273,289	284,311	282,628
Budgeted Positions	4	4	4	4	4	4

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

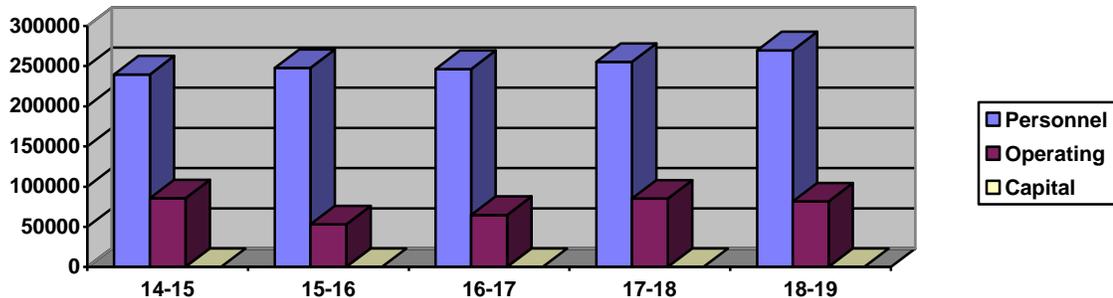
**FY 18-19** appropriations reflect an increase of \$10,902 or three percent (3%) compared to FY17-18 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. One vacant position remains frozen resulting in a savings of approximately \$42,000.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. A slight increase in employee training and employee benefits results in the increase shown within operating.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. CDL drug and alcohol testing previously funded within the Risk Management department was transferred into this department resulting in the increase shown within **FY 16-17**. Also, funds were included to set up personnel action forms through Munis workflow.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and additional funds included to train a new hire prior to the retirement of a long time employee. Operating reflects a significant decrease due to the salary study as well as two years of employee awards funded in prior year.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Operating reflects a substantial increase due to funding a salary study in the amount of \$35,000 as well as funding employee awards for current year and prior year.



## HUMAN RESOURCES

The Department of Human Resources exists as a support department to all other city departments and provides a wide range of services to employees. The most prominent functions that the department performs include recruitment and selection; new employee orientation; benefits review and administration; wage & salary administration; position evaluation; employee development, training and education; performance management; employee relations (reward and disciplinary procedures and programs); human resource policy development, interpretation and administration; leave management (short-term disability, family medical leave, leave without pay, etc.), tracking and trending; personnel database development and administration; reporting; record retention and management; and compliance with Federal laws affecting human resources such as FLSA, Equal Pay Act, Title VII Discrimination, FMLA, ADA, Sexual Harassment, HIPPA, COBRA, USERRA, etc.; NC State laws and court decisions such as employee records privacy and applicant privacy; and local City of Sanford Policies and Procedures. A growing workforce, coupled with increasingly complex state and federal regulations, continues to expand the scope and responsibility of the department.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To continue to provide effective Human Resources Management by developing and implementing programs and services which contribute to the attainment of city and employee goals

**Objective:** To provide general administration of Human Resources activities that balance the needs of the employee and the needs of the city

**Measures:**

Service Award employees honored (calendar year)	58	67	63
Wellness Program / Lunch-n-Learn sessions	25	20	20
Employee Relations Activities	3	6	6
Formal Benefit Meetings	5	4	4

**Objective:** To provide a communication resource to share general business information, improve employee understanding of programs, etc., and improve employee morale

**Measures:**

Newsletter Publications	6	6	6
City Webpage	1	1	1

**Goal:** To maintain organizational development and employee effectiveness through Human Resource programs

**Objective:** To hire the most qualified employees by pre-planning staff needs, ensuring an effective interview process, increasing company visibility in the employment marketplace, identifying the best and most cost effective recruitment sources, conducting thorough reference checks, and monitoring recruitment and retention efforts for all city positions.

**Measures:**

US DOL / ESC Monthly Employment Statistics Report	12	12	12
Personnel hired – full time regular	23	22	20
Personnel hired – temporary	5	4	4
Personnel changes – promotions	19	20	18
Personnel changes – promotions / transfers	2	2	2
Personnel changes – demotions	1	0	0
Personnel separated – all personnel	21	18	18
Personnel separated – excluding retirees	12	9	8
Turnover rate – all personnel	6.25%	5.36%	5.36%
Turnover rate – excluding retirees	3.88%	2.68%	2.38%

**HUMAN RESOURCES**

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To ensure that the city remains compliant with all applicable federal, state, and local laws and city policies

<b>Objective:</b> To ensure compliance with COBRA regulations
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**Measures:**

COBRA notices to new employees	23	22	20
COBRA election forms to eligible employees / dependents	21	18	18

<b>Objective:</b> To update City of Sanford personnel policies and procedures in an effort to ensure compliance with federal, state, and local laws and assure fair and equitable treatment
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**Measures:**

Review and revise City of Sanford Personnel Policy	1	5	2
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## RISK MANAGEMENT

**Fund:** General

**Function:** General Government

**Goal:** To organize and administer a comprehensive safety program that will insure a safe working environment for all city employees.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	73,478	77,316	79,390	82,528	85,819	85,446
Operating	13,588	12,052	3,494	4,050	4,125	4,125
Capital	0	0	0	0	0	0
Subtotal	87,066	89,368	82,884	86,578	89,944	89,571
Less Interfund Reimbursement	(27,125)	(26,411)	(36,268)	(39,828)	(36,534)	(36,534)
Total	59,941	62,957	46,616	46,750	53,410	53,037
Budgeted Positions	1	1	1	1	1	1

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

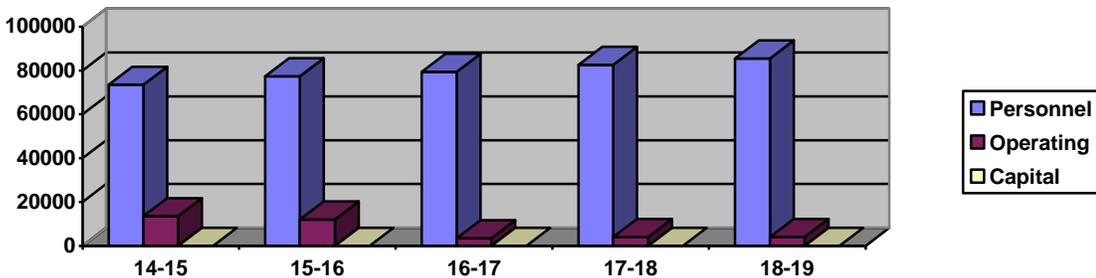
**FY 18-19** appropriations reflect an increase of \$2,993 or three percent (3%) compared to FY 17-18 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. No significant changes within operating.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. CDL drug and alcohol testing has been transferred into the Human Resources Department resulting in the decrease shown within operating.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.



## RISK MANAGEMENT

The Risk Management Office is responsible for coordinating and administering the City of Sanford's health & safety, workers' compensation, and property & liability programs. These responsibilities include conducting necessary compliance and general training sessions, developing and updating policies and procedures, investigating accidents/injuries/claims, monitoring and advising on loss control and safety matters, negotiating claim settlements, communicating with all departments on insurance matters to minimize the overall risk of loss to the city, and preparing reports.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide a safe employee and public work environment intending to minimize injury, property damage and related claims costs

**Objective:** To provide general administration of the city's workers' compensation, property and liability, and health and safety programs

**Measures:**

Formal safety training at the department / division level	10	6	10
Field inspections related to employee and public safety	12	10	12
Workers' comp claims administered per calendar year	33	26	30
Recordable cases	17	17	17
Lost Work Days (LWD)	333	398	366
Workers' comp claims paid	\$183,000	\$125,000	\$154,000
Auto / general liability claims administered	42	34	38
Auto / general liability annual loss incurred	\$80,000	\$196,000	\$138,000

## ELECTIONS

**Fund:** General

**Function:** General Government

**Goal:** To account for expenditures incurred for the municipal elections.

### DEPARTMENTAL SUMMARIES

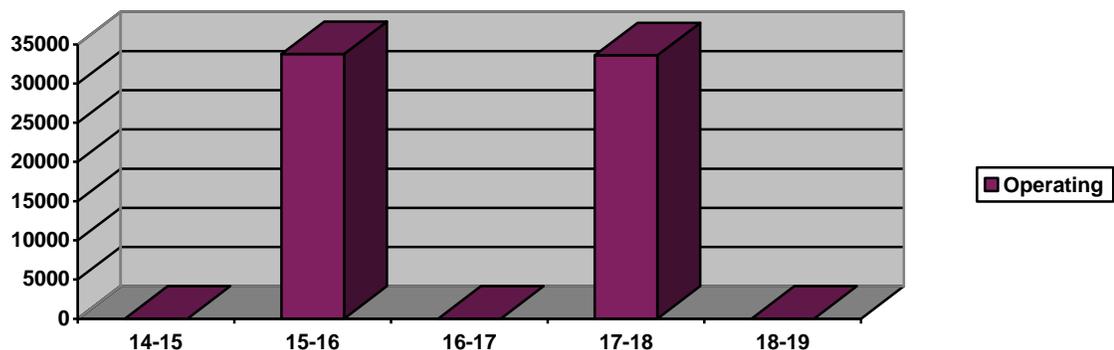
Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	0	0	0	0
Operating	0	33,773	0	33,609	0	0
Capital	0	0	0	0	0	0
Total	0	33,773	0	33,609	0	0
Budgeted Positions	0	0	0	0	0	0

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. **FY 18-19** reflects a decrease of \$33,609 compared to FY 17-18. Lee County Board of Elections provides a preliminary cost estimate to the city. The NC House of Representatives elected to change the voting process for the City of Sanford by requiring a bi-partisan election in **FY 13-14**, therefore requiring the city to have two elections within one year.



**FINANCIAL SERVICES**

**Fund:** General

**Function:** General Government

**Goal:** To plan, organize, and coordinate the administration of all fiscal functions in a fiscally responsible manner, resulting in a financially strong city.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	513,839	573,810	624,885	659,839	695,155	692,178
Operating	393,504	396,034	354,146	434,176	438,551	430,551
Capital	0	0	0	0	0	0
Subtotal	907,343	969,844	979,031	1,094,015	1,133,706	1,122,729
Less Interfund Reimbursement	(294,433)	(299,355)	(278,383)	(356,745)	(349,607)	(349,607)
Total	612,910	670,489	700,648	737,270	784,099	773,122
Budgeted Positions	9	9	9	9	9	9

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

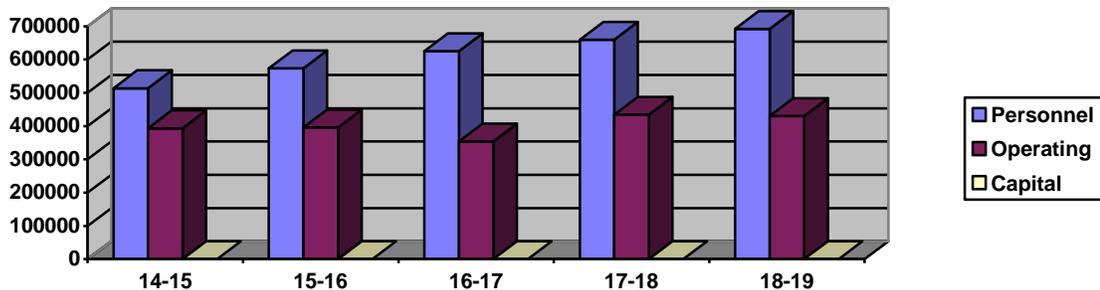
**FY 18-19** appropriations reflect an increase of \$28,714 or three percent (3%) compared to FY 17-18 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. The increase shown within operating is mainly due to the Lee County collection fees.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Staff turnover drives the decrease shown within personnel. A decrease is shown within operating mainly due to actuarial study funded in FY 13-14 (required to be performed once every two years) and a change in the bank service contract.



## FINANCIAL SERVICES

Financial Services is responsible for managing all the financial operations of the city which include: accounts payable, accounts receivable, annual audit process, annual budget preparation and monitoring, capital project accounting, capital asset reporting, cash and investment management, debt administration, financial analysis, financial reporting, and payroll.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To insure accountability of public funds, the department will have an annual independent audit conducted and issue a Comprehensive Annual Financial Report (CAFR)

**Objective:** Prepare the annual financial report according to state requirements and submit to the Government Finance Officer's Association's (GFOA) for consideration in the Certificate of Achievement for Excellence in Financial Reporting Awards Program

**Measures:**

Submit CAFR to state treasurer no later than October 31	100%	100%	100%
Number of GFOA Certificate of Achievement for Excellence in Financial Reporting awards received	37	38	39
Publish financial statements within 15 days of month end	100%	100%	100%

**Goal:** To insure accountability of public funds, the finance department will prepare and monitor the annual budget

**Objective:** Provide ongoing monitoring of the budget and submit the budget to GFOA for consideration in the Distinguished Budget Presentation Awards Program

**Measures:**

Provide quarterly budget reports within 20 days of quarter end	100%	100%	100%
Submit the budget to GFOA no later than 90 days after adoption date	100%	100%	100%
Number of GFOA Distinguished Budget Presentation awards received	31	32	33

**Goal:** Monitor compliance with internal control policies and procedures to assist in safeguarding public funds

**Objective:** Conduct at least four policy and procedure audits each fiscal year and at least two inventory counts

**Measures:**

Audit of cash drawers	100%	100%	100%
Physical inventory counts	100%	100%	100%

## INFORMATION TECHNOLOGY

**Fund:** General

**Function:** General Government

**Goal:** To develop system strategy plans as well as computer network implementation for city systems operating in compliance with state and federal licensing.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	258,403	286,149	295,412	315,071	325,651	324,092
Operating	110,433	101,962	121,806	132,541	143,031	135,981
Capital	8,997	13,846	13,796	24,000	18,500	18,500
Subtotal	377,833	401,957	431,014	471,612	487,182	478,573
Less Interfund Reimbursements	(69,033)	(69,228)	(79,893)	(86,484)	(91,952)	(91,952)
Total	308,800	332,729	351,121	385,128	395,230	386,621
Budgeted Positions	3	3	3	3	3	3

### 2018-2019 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) backup server, \$18,500.

### GRAPHIC REPRESENTATION

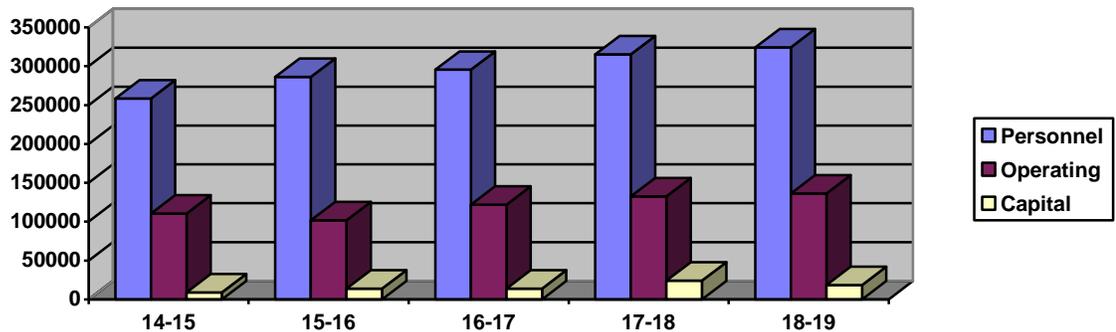
**FY 18-19** appropriations reflect an increase of \$6,961 or one percent (1%) compared to the FY 17-18 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The increase shown within operating is mainly due to inflation of annual fees, services, and licenses.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. A revised copier contract is reflected within operating.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Funds are included to have the city website re-designed resulting in the increase shown within operating.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the addition of a programmer analyst position. Operating reflects an increase mainly shown within contractual services due to labor required while employee was on leave.



## INFORMATION TECHNOLOGY

The Information Technology Department is responsible for computers, servers, and software at City Hall and eleven satellite locations. Our systems include: fiber optics, transceivers, network switches, routers, networked line printers, networked laser printers, fax devices, programs, tape devices, disk arrays, PCs, servers, and network operating systems. The department upgrades software and hardware systems to all areas of city government with necessary support to perform and accomplish job functions more efficiently. Information Systems will continue to upgrade software and hardware systems where as to provide all areas of city government with necessary support to perform and accomplish job functions more efficiently. Another major accomplishment, in addition to building the computer and fiber network, is the completion of the enhanced city website ([www.sanfordnc.net](http://www.sanfordnc.net)) for citizens and city employees to use for job postings, applications, meeting minutes, schedules, downloadable forms, departmental information, the Unified Development Ordinance (UDO) and much more. The department continues to maintain the local access channel services to televise council meetings, public service announcements, visitor information, local events, schedules, and more.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To reduce the number of network downtime hours to an absolute minimum that will allow users more time for productivity throughout the entire work year

**Objective:** To choose reliable computer hardware / software, do all preventive maintenance of systems, fix problems as quickly as possible to provide maximum computer network uptime

**Measures:**

Hours of network downtime	4	4	4
Respond to help desk problems in a timely manner	100%	100%	100%

**Goal:** For the city to operate in the most technologically efficient methods possible

**Objective:** To expand the use of technology throughout all departments to maximize employee efficiency

**Measures:**

Number of computer users	245	250	250
Number of computer systems in place	240	245	245
Number of network servers in place	19	19	20
Number of databases being utilized	35	35	35

**LEGAL**

**Fund:** General

**Function:** General Government

**Goal:** To provide legal assistance to the City of Sanford's administrative staff when needed and to assist and advise the City Council on any legal matters in the performance of their duties.

**DEPARTMENTAL SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	202,435	208,675	216,452	224,349	233,625	232,578
Operating	42,666	71,779	55,193	97,142	72,355	70,823
Capital	0	2,648	3,500	0	0	0
Subtotal	245,101	283,102	275,145	321,491	305,980	303,401
Less Interfund Reimbursement	(97,952)	(101,394)	(102,098)	(124,989)	(119,738)	(119,738)
Total	147,149	181,708	173,047	196,502	186,242	183,663
Budgeted Positions	2	2	2	2	3	2

**2018-2019 CAPITAL OUTLAY DETAIL**

No capital outlay funding was requested.

**GRAPHIC REPRESENTATION**

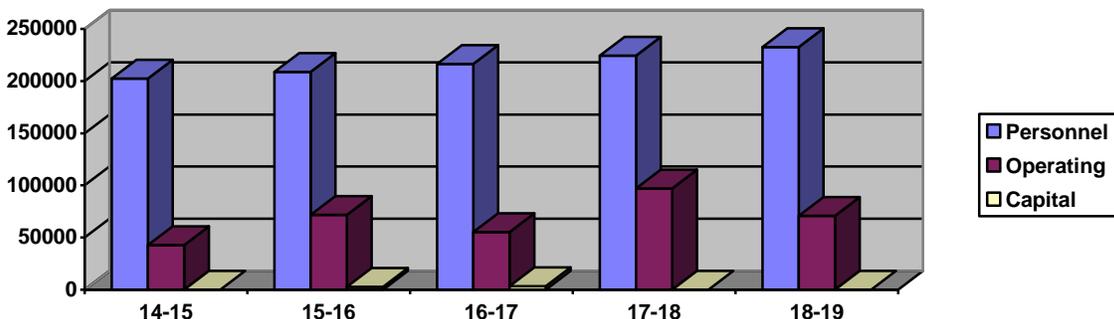
**FY 18-19** appropriations reflect a decrease of \$18,090 or six percent (6%) compared to FY 17-18 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The decrease shown within operating is the result of required outside legal fees in prior year.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating reflects a significant increase shown within contractual services for hiring outside council.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.



## LEGAL

A city attorney and paralegal manage the legal affairs of the city and give advice and counsel to the City Council, the city manager, staff, and advisory boards.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To insure City Council business is conducted in accordance with requirements of law, the city attorney will furnish legal support at meetings of the council

**Objective:** To insure proper procedures are followed at meetings

**Measures:**

Attend Council workshops and retreats	99%	99%	99%
City Council meetings	99%	99%	99%
Board of Adjustment meetings	100%	100%	100%
Housing Board of Appeals meetings	100%	100%	100%

**Goal:** Render advice to staff, management, and City Council and insure legal documents meet requirements of law

**Objective:** To assist with interpreting the law

**Measures:**

Review ordinances, minutes, resolutions	99%	99%	99%
Review contracts, documents, easements	100%	100%	100%
Provide guidance on statutes, ordinances and regulations	Daily	Daily	Daily

**Goal:** To insure the city is properly represented in litigation and prepares the best defense or prosecution of legal claims

**Objective:** To minimize tax dollars spent on claims

**Measures:**

Manage Insurance Defense Counsel, provide assistance at trial, prepare staff for court actions	100%	100%	100%
Collect debts owed the City of Sanford, parking tickets, computer purchase program, water bills, etc.	98%	98%	98%

**PUBLIC BUILDING**

**Fund:** General

**Function:** General Government

**Goal:** To maintain all public buildings and grounds in the most efficient and economical manner.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	190,388	193,687	246,960	258,619	273,178	272,006
Operating	607,274	730,785	693,680	853,004	757,865	747,865
Capital	320,893	436,948	122,063	115,681	60,500	0
Subtotal	1,118,555	1,361,420	1,062,703	1,227,304	1,091,543	1,019,871
Less Interfund Reimbursements	(225,967)	(258,810)	(240,806)	(292,930)	(296,727)	(296,727)
Total	892,588	1,102,610	821,897	934,374	794,816	723,144
Budgeted Positions	3	3 ½	3 ½	3 ½	3 ½	3 ½

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was approved.

**GRAPHIC REPRESENTATION**

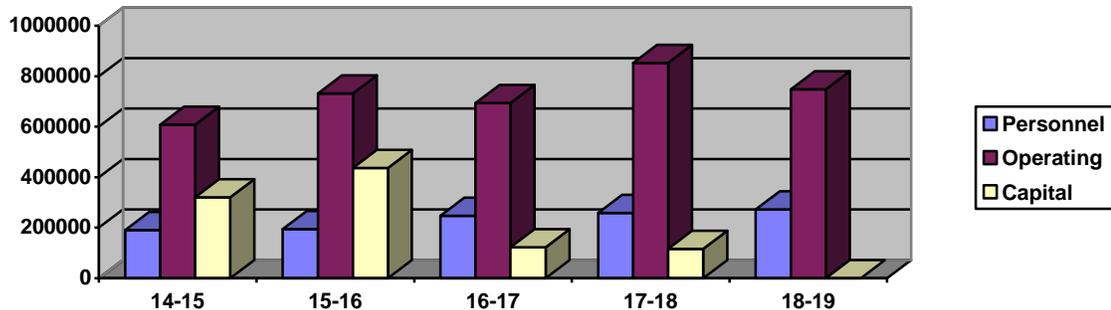
**FY 18-19** appropriations reflect a decrease of \$207,433 or seventeen (17%) percent compared to FY 17-18 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The operating cost center reflects a decrease mainly due to fire / smoke damage at city hall in prior year.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. The operating cost center reflects an increase mainly due to HVAC repairs; asbestos removal at the Old Jaycee Hut, demolition of properties, and fire / smoke damage at city hall.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, a 5% increase for group health insurance, and the transfer of half a position into this department related to the public works re-organization.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. A mid-year re-organization of this department results in the increase of half a position. Operating cost center reflects an increase mainly shown within telephone, utilities, and insurance and bonds. The purchase of the Depot Building and several other properties are included within the capital cost center.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. The decrease shown within operating is mainly due to the cleanup of a diesel spill at City Hall in prior year. The capital cost center includes funds to purchase property on Charlotte Avenue and Carthage Street.



## PUBLIC BUILDING

Building maintenance is responsible for the routine and preventive maintenance of city buildings (approximately 150,000 square feet) in order to maintain all city facilities in a safe, structurally sound, and aesthetically pleasing condition for public and employee occupancy in compliance with all city codes. Special jobs are also performed as requested by departments that include: plumbing, carpentry, electrical, painting, relocation of equipment or furniture, and roofing. Other responsibilities include: performing general preventive maintenance, responding to emergency calls pertaining to vandalism, power outages, plumbing leaks or electrical malfunctions. Provide electrical repair work for buildings and downtown lighting, assisting departments in obtaining contract maintenance and construction services and monitoring contract services for air conditioning, plumbing, electrical work, and janitorial services.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To maintain all city buildings in a safe, structurally sound, and aesthetically pleasing condition for public and employee occupancy, in compliance with all city codes, through preventive maintenance and repairs

**Objective:** To complete a comprehensive inspection of all city buildings at least once every quarter; to provide technical support for special events

**Measures:**

Number of city buildings maintained	7	7	7
Facilities inspected quarterly	7	7	7
Preventive maintenance service on A/C units			
Change filters every 3 months	100%	100%	100%
Clean A/C coils, drain and check belts every 6 months	100%	100%	100%
Respond to emergencies within 4 hours	100%	100%	100%
Work order response time			
Schedule within 2 days of receipt	100%	100%	100%
Complete within 2 weeks	95%	95%	95%

**Objective:** To ensure all city departments are kept informed on the status of work orders and project recommendations

**Measures:**

Provide monthly project status reports to departments	12	12	12
Provide project recommendations within 72 hours of receipt	95%	95%	95%

**GENERAL SERVICES**

**Fund:** General

**Function:** General Government

**Goal:** To increase the effectiveness of all divisions within the Public Works Department.

**DEPARTMENTAL SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	174,928	169,598	0	0	0	0
Operating	94,741	10,713	0	0	0	0
Capital	0	29,797	0	0	0	0
Subtotal	269,668	210,108	0	0	0	0
Less Interfund Reimbursement	(15,333)	(15,951)	0	0	0	0
Total	254,336	194,157	0	0	0	0
Budgeted Positions	2	2	0	0	0	0

**2018-2019 CAPITAL OUTLAY DETAIL**

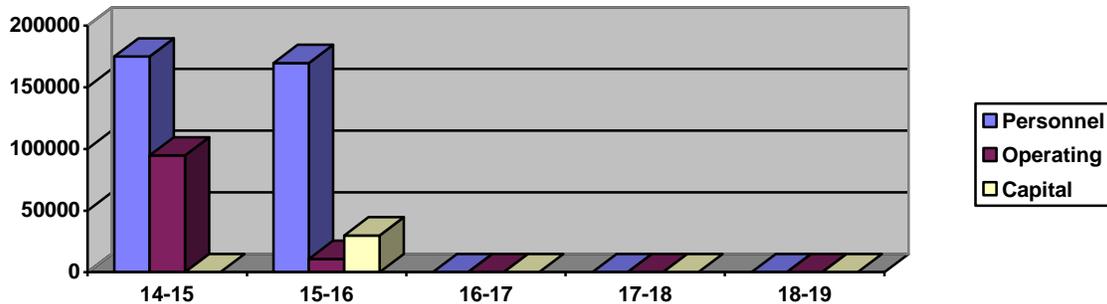
No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**This department has been transferred into the Public Works Administration department within the Utility Fund.**

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Capital includes funds for a site analysis of a sports complex.

**FY 14-15** includes funds to conduct a feasibility study of the sports complex. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.



**CENTRAL OFFICE**

**Fund:** General

**Function:** General Government

**Goal:** To provide office supplies at the most economical prices through bulk purchasing.

**DEPARTMENTAL SUMMARIES**

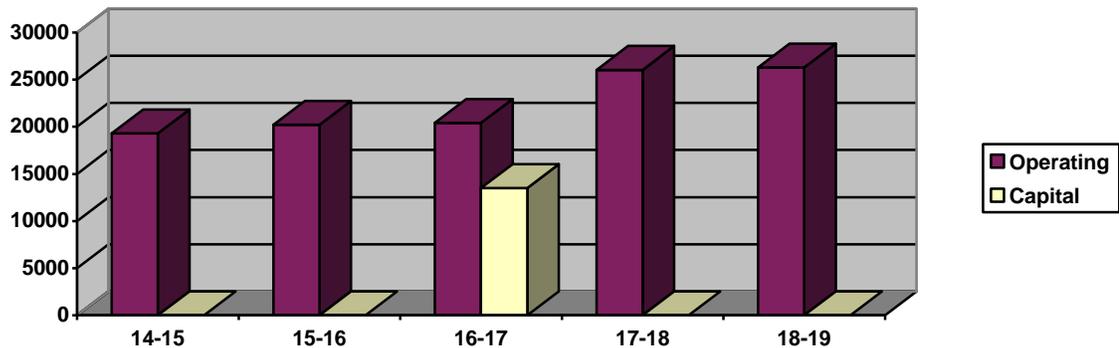
Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	0	0	0	0
Operating	19,299	20,197	20,399	26,028	26,273	26,273
Capital	0	0	13,500	0	0	0
Subtotal	19,299	20,197	33,899	26,028	26,273	26,273
Less Interfund Reimbursement	(6,288)	(7,417)	(6,431)	(7,201)	(7,193)	(7,193)
Total	13,011	12,780	27,468	18,827	19,080	19,080
Budgeted Positions	0	0	0	0	0	0

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital was requested.

**GRAPHIC REPRESENTATION**

**FY 18-19** reflects a one percent increase compared to FY 17-18 budget prior to interfund reimbursement. A mail machine was purchased in FY 16-17 and is reflected within the operating cost center. The interfund reimbursement calculation reflects the utility fund's portion of this department cost. The percent allocation continues to increase due to volume of accounts payable checks and paper supplies used by the Utility Fund.



**GENERAL FUND CONTRIBUTIONS**

**Fund:** General

**Function:** General Government

**Goal:** To account for transfer appropriation, agency support funding, and contingency appropriation.

**DEPARTMENTAL SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	0	0	0	0	0	0
Operating	3,593,831	2,216,691	3,173,171	1,489,690	1,395,080	1,359,454
Capital	0	0	0	0	0	0
<b>Total</b>	<b>3,593,831</b>	<b>2,216,691</b>	<b>3,173,171</b>	<b>1,489,690</b>	<b>1,395,080</b>	<b>1,359,454</b>
Budgeted Positions	0	0	0	0	0	0

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 18-19** appropriations reflect a decrease of \$130,236 or nine percent (9%) compared to FY 16-17 budget. The majority of this decrease is the result of contributions made to capital projects in prior year. Contributions are included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Central Business Tax District will receive a contribution from the City in the amount of \$56,697, a \$1,697 increase from prior year. Strategic Services (\$99,102), Economic Development incentives (\$175,781), and Economic Development administration (\$209,000) are included. Economic Development administration reflects a \$30,000 increase from prior year. Other Post Employment Benefits (OPEB) are included at \$50,000. A contribution to Central Carolina Enterprise Park (CCEP) is included for a spec building in the amount of \$81,249. Council elected not to contribute to the capital reserve fund this fiscal year. Contingency funds are included at \$100,000.

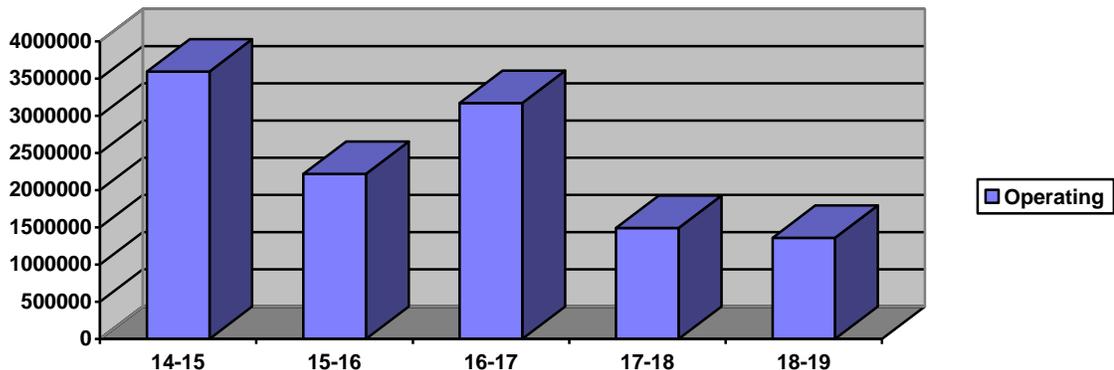
**FY 17-18** includes funds for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Central Business Tax District will receive a contribution from the City in the amount of \$55,000, an \$11,900 increase from prior year. Strategic Services (\$96,560), Economic Development incentives (\$167,968), and Economic Development administration (\$179,000) are included. No funds are included for Other Post Employment Benefits (OPEB) or animal control. Council elected to contribute \$25,000 to a capital reserve fund for park improvements. Also included is a \$5,000 contribution to the NC Coalition to End Homeless, and \$8,200 for the Northview Fire Department to provide fire protection for Enterprise Park. Contingency funds are included at \$100,000.

**FY 16-17** includes funds for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Central Business Tax District received a contribution from the City in the amount of \$43,100 to allow Downtown Sanford, Inc. (DSI) to fund the hiring of their own employee rather than use City staff. This is the second year this funding has been provided by the City. Strategic Services (\$93,746), Economic Development incentives (\$178,792), and Economic Development administration (\$125,000) are included. Council elected to contribute \$25,000 to a capital reserve fund for park improvements. Council also elected to transfer the Golf Fund back into the General Fund, therefore, the annual golf contribution is not necessary. This is the first year the City will contribute to the Northview Fire Department (\$8,200) to provide fire protection for Enterprise Park as well as Sister City seed money in the amount of \$5,000. The City also included \$25,000 to fund tourism visitor services. Several amendments were approved mid-year for contributions for the following items: Lee County to reconcile the Inspections Department (\$243,903); Streetscape project (\$1,391,682); Greenway project (\$90,000); and design of the Kiwanis Park (\$148,660).

### GENERAL FUND CONTRIBUTIONS (Continued)

**FY 15-16** includes funds for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Central Business Tax District received a contribution from the City in the amount of \$42,000 to allow Downtown Sanford, Inc. (DSI) to hire their own employee rather than use City staff. Strategic Services (\$88,771), Economic Development incentives (\$118,509), and Economic Development administration (\$125,000) are included. No funds are included for Other Post Employment Benefits (OPEB) or animal control. Council elected to contribute \$50,000 to a capital reserve fund for park improvements. A contribution to support the Golf Fund is included in the amount of \$114,574, a \$23,191 increase from prior year. FY 15-16 also includes contributions to a Department of Transportation sidewalk project (\$145,000), and \$200,000 to the streetscape project.

**FY 14-15** includes funds in the amount of \$2.6M for voter approved bond projects which will be reimbursed to the City once the bonds are issued. Contributions are included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). No contributions were made to the Central Business Tax District, Other Post Employment Benefits (OPEB) Trust Fund, or for Animal Control. Strategic Services (\$79,695), and Economic Development incentives (\$118,509) are included. There is also a contribution made to support the Golf Fund in the amount of \$121,149. With the formation of a new economic development organization (Sanford-Lee County Partnership for Prosperity), the city's portion to fund this organization has increased to \$125,000, a \$62,967 increase from prior year.



## FLEET MAINTENANCE

**Fund:** General

**Function:** General Government

**Goal:** To provide for general repairs and maintenance of all city/county vehicles and equipment.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	315,133	328,549	384,778	405,373	422,859	421,049
Operating	708,596	504,646	550,849	735,206	748,250	745,250
Capital	56,287	18,341	55,311	24,300	0	0
Subtotal	1,080,016	851,536	990,938	1,164,879	1,171,109	1,166,299
Less Interfund Reimbursement	(55,766)	(62,956)	(62,817)	(70,111)	(79,370)	(79,370)
Total	1,024,250	788,580	928,121	1,094,768	1,091,739	1,086,929
Budgeted Positions	5	5 ½	5 ½	5 ½	5 ½	5 ½

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 18-19** appropriations reflect an increase of \$1,420 compared to FY 17-18 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Operating includes sales for fuel and parts to other departments and varies from year to year.

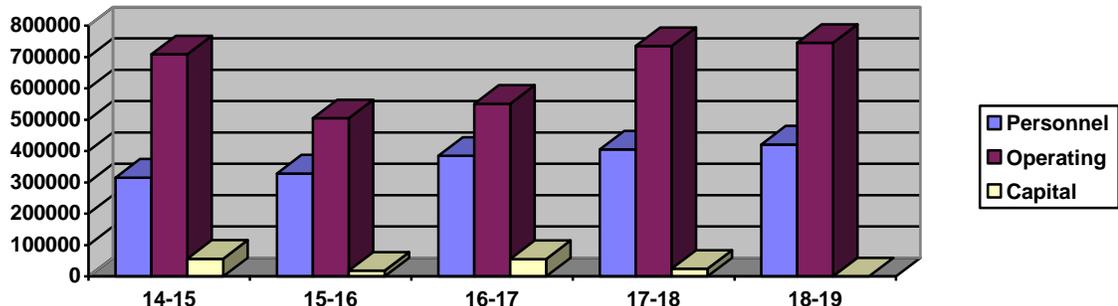
**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, a 5% increase for group health insurance, and the transfer of half a position into this department related to the public works re-organization.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating changes are related to fluctuation in prices for fuel and parts and varies from year to year.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.

**It should be noted that operating costs mainly represent costs for inventory items and gasoline. Fluctuation in fuel prices drive this cost center.**



## FLEET MAINTENANCE

Fleet Maintenance is responsible for maintaining, in a safe and reliable manner, all assigned fleet assets which includes: 70 trucks, 74 cars, 10 dump trucks, 9 tractors, 6 backhoes, 12 fire trucks, 3 knucklebooms, and 64 pieces of specialty equipment. Services include a comprehensive preventive maintenance inspection program, oil and filter changes, as well as emergency repairs. Contract maintenance will be utilized as required to enhance in-house resources and for warranty requirements. Management will provide for the rehabilitation of equipment when economically feasible and develop specifications and recommendations, based on user operational requirements, for replacement vehicles.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide maintenance and repair to the city's vehicle and equipment fleet in a timely manner so as to ensure adequate fleet availability

**Objective:** Reduce vehicle down time by ensuring that 95% of vehicle repairs are completed within 24 hours

**Measures:**

Total number of vehicles and equipment	250	250	250
Average percent of fleet in service	97%	97%	98%
Complete minor repairs in house within 24 hours	97%	97%	98%
Complete major repairs in house within 3 days	97%	97%	98%
Complete major repairs assigned to outside contractor within 7 days of delivery to vendor	95%	95%	95%
Respond to emergency callout within 30 minutes	100%	100%	100%

**Goal:** To ensure that the fleet is mechanically safe, in good repair, and meets or exceeds forecasted life

**Objective:** To complete 95% of Preventative Maintenance Inspections (PMI) by scheduled due date

**Measures:**

Number of PMI's scheduled	580	580	580
PMI's for Fire Rescue Emergency Response 2 times per year	100%	100%	100%
PMI's for police patrol every 3,000 miles	95%	95%	95%
PMI's for non-emergency vehicles every 3,000 miles	95%	95%	95%
PMI's for support equipment minimum 1 time per year	95%	95%	98%

## HORTICULTURE

**Fund:** General

**Function:** General Government

**Goal:** To maintain a citywide beautification program, which will be enjoyed by all citizens.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	311,302	321,095	332,095	353,081	366,036	364,526
Operating	186,060	222,627	264,832	377,240	378,740	373,740
Capital	58,394	41,584	39,664	13,000	39,814	0
Total	555,756	585,306	636,591	743,321	784,590	738,266
Budgeted Positions	6	6	6	6	6	6

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

**FY 18-19** appropriation reflects a decrease of \$5,055 or one (1%) percent compared to FY 17-18 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. No significant changes within operating.

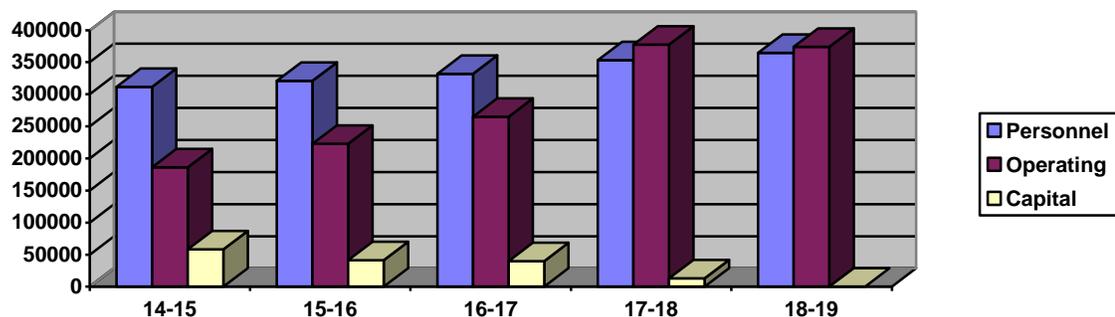
**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Additional funds are included within operating to maintain a higher level of service for mowing vacant lots and to provide mowing at the new industrial park, recently annexed into the City.

**FY 16-17** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Operating continues to increase with the additional streetscape and greenway projects to maintain.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating includes funds to maintain vacant lots (\$40,000) resulting in the increase shown.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.

**It should be noted that the operating cost center continues to increase annually for additional mowing and planting areas to be maintained. The use of inmate labor continues to assist in the accomplishments of this department.**



## HORTICULTURE

The major functions of the Horticulture Department include landscape and maintenance of traffic islands and other city properties; landscape, installation and maintenance of horticultural areas and fine turf areas around and adjacent to governmental buildings; assist the Downtown Revitalization Committee and various merchants with the landscape and projects of joint interest to both business and local government; remove litter; responsible for erection of Christmas decorations; maintain an ongoing public speaking program to civic groups, garden clubs, and other governmental organizations concerning horticulture; and installation and maintenance of tropical plants within City Hall and Public Works Service Center.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To maintain, beautify and improve appearances of traffic islands as well as interior / exterior scapes at municipal buildings and parking areas

**Objective:** 1) Continue to maintain areas through routine maintenance such as mowing, trimming, edging, proper pruning, fertilization applications, and litter removal; 2) Appearance will also improve by adding a splash of color with annual plantings of flowers as well as start to incorporate perennials on some islands

**Measures:**

Sites maintained	67	69	75
Plant beds installed / renovated	3	5	5
Annuals grown and planted	50,000	48,000	50,000
Acres mowed	20	21	23
Litter removal	50,000	50,000	55,000
Interior plants maintained	150	100	125

**GENERAL FUND DEBT SERVICE**

**Fund:** General

**Function:** Debt Service

**Goal:** To account for the annual debt service requirements of the General Fund.

**DEPARTMENTAL SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	0	0	0	0	0	0
Operating	0	738,113	727,500	799,037	1,382,296	1,082,296
Capital	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>738,113</b>	<b>727,500</b>	<b>799,037</b>	<b>1,382,296</b>	<b>1,082,296</b>
Budgeted Positions	0	0	0	0	0	0

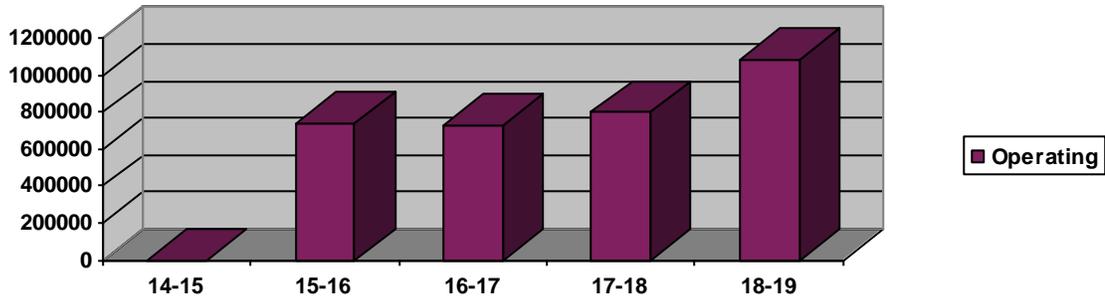
**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 18-19** appropriation reflects an increase of \$283,259 or thirty-five (35%) percent compared to FY 17-18 budget. In September 2013, voters authorized the City to issue general obligation bonds totaling \$14.5 million for several quality-of-life improvement projects. **FY 15-16** reflects the first full year of debt related to the issuance of bonds (\$8.5 million) for streetscape and sidewalk projects. Council will move forward with issuing bonds for the Parks project (\$2 million) in **FY 18-19**, resulting in the increase shown.

In the years to come, additional bonds will be issued for the Greenway project.



**POLICE**

**Fund:** General

**Function:** Public Safety

**Goal:** The goal of the Police Department is a continuous one aimed at reducing crimes, drug traffic, juvenile delinquency, and promoting safety on our streets.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	7,019,596	7,247,629	7,656,598	8,115,663	8,335,900	8,300,351
Operating	1,275,602	1,420,685	1,471,485	1,527,091	1,660,847	1,650,247
Capital	476,993	278,287	572,257	179,183	505,312	474,594
Total	8,772,191	8,946,601	9,700,340	9,821,937	10,502,059	10,425,192
Budgeted Positions	106	108	110	110	110	110

**2018-2019 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes thirteen (13) patrol vehicles, \$324,594; one (1) P2C server, \$10,000; one (1) drug forfeiture vehicle, \$40,000; one (1) E911 main CAD server, \$40,000; one (1) E911 backup CAD server, \$40,000; and one (1) E911 message switch, \$20,000.

**GRAPHIC REPRESENTATION**

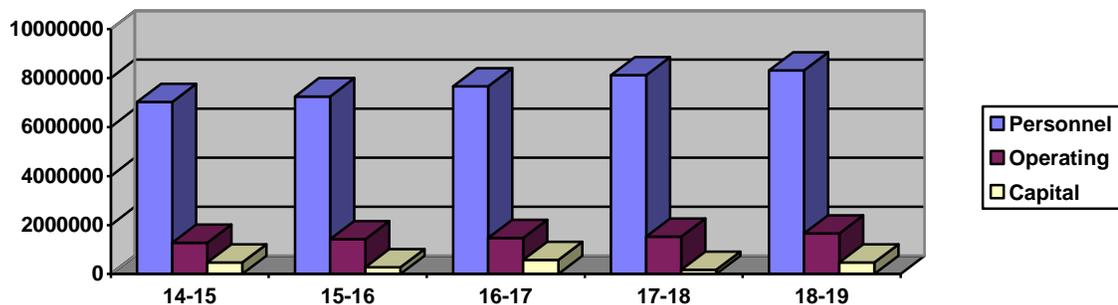
**FY 18-19** appropriations reflect an increase of \$603,255 or six (6%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% retirement increase, and a 5% increase for group health insurance. The operating increase is related to the police pension contribution. Patrol vehicles are included in the capital cost center.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% retirement increase, and a 13% increase for group health insurance. The operating increase is related to the police pension contribution. Patrol vehicles were purchased in prior year resulting in the decrease shown within capital.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% retirement increase in non-sworn officers, a 0.85% retirement increase in sworn officers, a 5% increase for group health insurance, and the addition of two new dispatcher positions. The increase within operating is contributed to the police pension fund. Capital reflects a substantial increase for the purchase of patrol vehicles. These vehicles are purchased every other year.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and the addition of two new dispatcher positions. The majority of the increase reflected in **FY 15-16** operating is the result of the purchase of body cameras, contribution to pension fund, and insurance and bonds. A reduction in debt is also shown within operating as the 911 Console were paid off in FY 14-15.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. A front desk position frozen in previous years has been funded. Capital reflects a substantial increase for the purchase of patrol vehicles.



## POLICE

The Police department provides an array of police services including administration, uniform patrol, criminal investigations, selective enforcement unit, drug enforcement unit, community policing and communications. The administration arm of the department is responsible for managing all divisions. Central to the department is the uniform patrol division which provides traffic control, protection and detection of crimes, apprehension of criminal offenders and all other calls for service. The department also provides investigations on criminal cases, identification and arrests of suspects, targets high crime areas with a specialized enforcement unit, promotes community involvement and problem oriented policing strategies, as well as targeting the illegal use of drugs and drug traffic in the city and county.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To protect and detect criminal activity and apprehend criminal offenders

**Objective:** To protect life and property in the City of Sanford, strive to provide a feeling of safety and security of all citizens and provide the fastest response time possible to any location within the city

**Measures:**

Average response time (minutes)	4	4	4
Number of calls for service	29,269	30,500	31,500
Number of accident investigations	1,450	1,550	1,675

**Goal:** To combat the illegal use of drugs and drug traffic in Sanford and Lee County

**Objective:** 1) The drug enforcement unit will provide drug awareness programs in schools, civic clubs and churches to create public awareness of drug problems; 2) The unit will also expand drug enforcement efforts throughout the city

**Measures:**

Number of drug arrests	141	155	165
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**Goal:** Through the investigative division, the department will conduct follow up investigation on criminal cases and identify and arrest suspects

**Objective:** Assign cases for investigative follow up within 24 hours of their receipt in the investigative division

**Measures:**

Part I offenses	857	880	900
Property damage	\$5,452,270	\$5,549,500	\$5,675,000

**FIRE**

**Fund:** General

**Function:** Public Safety

**Goal:** To protect life and property by preventing fires from starting and to maintain a construction and fire loading system that will keep potential fire problems within the manageable limits of the fire control system.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	3,484,008	3,670,584	3,787,593	3,974,513	4,075,974	4,056,565
Operating	473,748	621,532	617,380	731,954	755,666	747,416
Capital	28,845	641,300	169,560	775,732	1,141,726	71,455
Total	3,986,601	4,933,416	4,574,533	5,482,199	5,973,366	4,875,436
Budgeted Positions	54	54	54	54	56	54

**2018-2019 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes three (3) murphy beds, \$13,000; one (1) washer – extractor, \$11,000; one (1) drying cabinet, \$6,600; five (5) turnout gear storage, \$17,400; one (1) hydraulic rescue equipment, \$15,845; and one (1) portable radio, \$7,610.

**GRAPHIC REPRESENTATION**

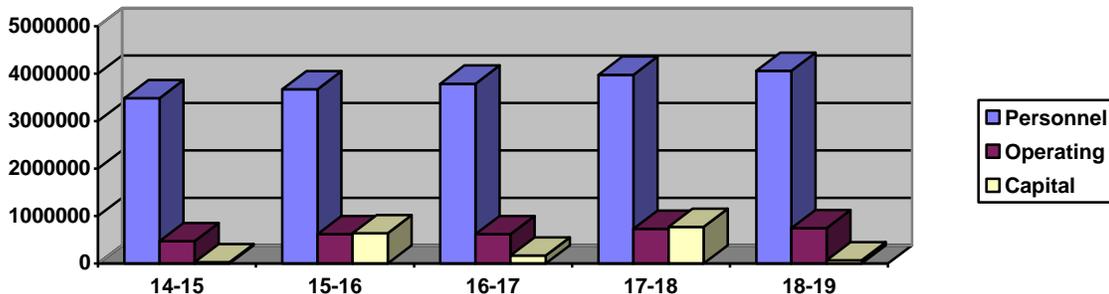
**FY 18-19** appropriations decreased \$606,763 or eleven percent (11%) compared to the FY 17-18 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Operating includes a full year of installment purchase debt for new fire pumper. The washer-extractor and drying cabinet shown within the capital cost center are related to the firefighter cancer awareness and prevention initiative, which addresses high cancer rates among firefighters. Other capital is shown above.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating includes installment purchase debt for a new fire pumper. Capital includes a new fire pumper.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Operating includes mold remediation at No. 3 fire station and roof replacement at No. 2 fire station.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and unfreezing one firefighter position. Operating reflects increases within maintenance building and maintenance equipment related to capital outlay reclassification and the first full year of installment purchase payments on the new fire pumper. Capital funding reflects a new fire pumper.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and one firefighter position remains frozen. Operating reflects increases within training, utilities, departmental supplies/computers, uniforms and contractual services.



## FIRE

To protect life and property by preventing fires from starting through education and inspections, and to reduce human suffering and property loss by responding to every incident as quickly, professionally, and safely as possible with the training, equipment and determination to do our job effectively with optimum results. To maintain a good working relationship with all customers, the citizens of our city.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** Reduce loss of life and property

**Objective:** To reduce the amount of property loss and injury caused by fire and other forces

**Measures:**

Total number of fire department responses	1,344	1,275	1,205
Number of structure fires	40	45	50
Number of vehicle fires	23	30	35
Number of motor vehicle accident responses	229	300	340
All other responses	1,052	900	780

**Goal:** Gain knowledge of facilities and their characteristics for preparation of incidents

**Objective:** To accumulate vital information concerning industrial complexes and business occupancies and to keep owners and operators updated on safety aspects of their respective businesses, fire inspections (according to NC Fire Prevention code) and pre-incident planning will continue

**Measures:**

Number of fire safety inspections performed	1,176	1,200	1,200
Number of logged pre-incident plans	150	750	800
Number of State Certified Fire Inspectors	4	4	4

**Goal:** Maintain the highest level of knowledge and capabilities of our personnel

**Objective:** 1) To promote the effectiveness of the individual firefighter, an in-depth training program is continuing for the full-time and part-time personnel; 2) While training is still brought to our personnel from our in-house state certified instructors, outside sources are utilized from North Carolina Emergency Management, North Carolina Forestry Service, FEMA, and Central Carolina Community College; 3) As part of our continuing effort to provide diverse services to our citizenry, all full-time suppression personnel continue to average over 200 hours of training in all aspects of fire and emergency response; this, with our training in confined space rescue, hazardous materials training, and pre-planning programs, continues to sharpen our abilities to serve the citizens of Sanford

**Measures:**

Number of training hours per certified firefighters	279	280	280
Total number of training hours for department	14,000	14,000	14,000
Number of state certified firefighters (including part-time)	52	54	54
Number of state certified fire instructors	25	25	25

**FIRE**

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** Identify factors of origin and cause of unintentional and intentional fires

**Objective:** To investigate origin and cause of fires, and to help with prosecution of those who intentionally set fires to structures and other objects, by maintaining knowledgeable and capable investigators and engine company officers

**Measures:**

Number of investigations conducted (structural)	26	25	30
Number of fires deemed incendiary or still under investigation	5	3	3
Number of certified fire / arson investigators	3	5	5

**Goal:** Be responsive to citizens' needs by providing proactive service to prevent injury due to fire and other factors

**Objective:** Provide presentations to school age children, senior citizens, and others that will explain the need for proactive preventive efforts on everyone's part to prevent fires, and injuries due to fires, motor vehicle accidents, and other incidents; this includes continuation of our smoke detector program, the SAFE KIDS Coalition, operation of child protective seat check points, and maintaining designation as a "Safe Place" for our youth

**Measures:**

Number of smoke detectors installed – free service	173	200	200
Number of fire and life-safety education programs	1,079	1,200	1,200
Number reached by programs (school age > senior citizen)	9,047	8,500	8,500
Number of state certified fire and life safety educators	6	5	5
Number of child passenger safety seats installed or checked	44	50	50

## INSPECTIONS

**Fund:** General

**Function:** Public Safety

**Goal:** To enforce the North Carolina state building code and related codes and ordinances.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	358,175	375,324	377,397	456,120	477,334	476,302
Operating	44,635	49,298	64,576	72,425	71,975	71,975
Capital	0	18,341	21,812	0	23,300	0
Total	402,810	442,963	463,765	528,545	572,609	548,277
Budgeted Positions	7	7	7	7	7	7

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

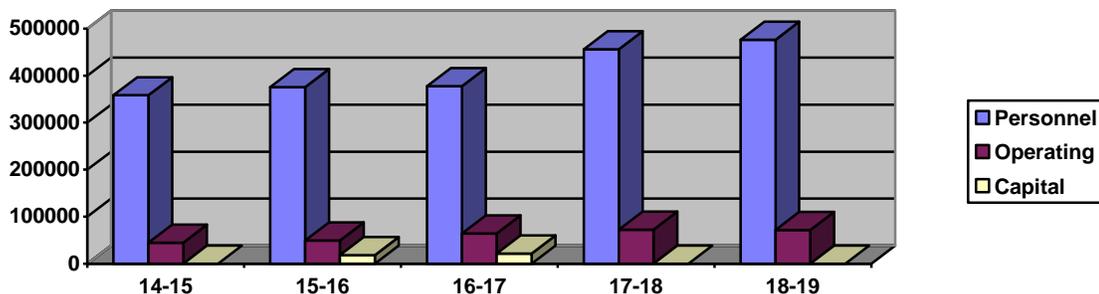
**FY 18-19** appropriations reflect an increase of \$19,732 or four percent (4%) compared to the FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. One building inspector position remains frozen resulting in a savings of approximately \$63,000.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, a 13% increase for group health insurance, and funding one previously frozen administrative position. One building inspector position remains frozen.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Due to current economic conditions, two vacant positions continue to remain frozen for a total savings of approximately \$100,000. Funded within operating are tablets for the inspector's to use in the field resulting in the increase shown.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. New code books were funded within operating.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.



## INSPECTIONS

The purpose of the Inspections Division of the Community Development Department is to provide protection, safety, and general welfare of the citizens of Sanford, Lee County, and the Town of Broadway by enforcing the North Carolina state building, plumbing, and mechanical codes, and the international electrical code, which serves as a comprehensive regulatory document to guide decisions aimed at public protection. Protection is accomplished through the process of performing inspections on all new construction, alterations, repairs, equipment installations, use and occupancy, building location, structures moved to another site, removal or demolition, or any appurtenances connected or attached to every building or structure, for compliance with the North Carolina state building codes, and related codes and ordinances. Certificates of Occupancy are issued as required by the technical codes. Establishments are inspected prior to the sale of alcoholic beverages to insure that the fire requirements are met and occupancy loads are evaluated. Daycare facilities are inspected for compliance with code requirements. The Inspections Division also conducts fire inspections and minimum housing inspections for the Town of Broadway. Policy direction and administrative support for the department's overall activities and functions are centralized in the Administrative Division of Community Development.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide safety, health, and welfare to the citizens of the City of Sanford, Lee County and the Town of Broadway by enforcing the North Carolina state building codes, and related codes and ordinances while maintaining a superior level of customer service

**Objective:** To review and approve all building, electrical, plumbing, mechanical, and other permits within established timeframes

**Measures:**

Number of building permits issued	586	516	527
Number of electrical permits issued	919	864	882
Number of mechanical permits issued	950	996	1,016
Number of plumbing permits issued	439	480	490
Other permits issued	318	288	294
Revenue generated from permits	\$689,730	\$662,762	\$558,000

**Goal:** To provide prompt inspections on all requests within the City of Sanford, Lee County, and the Town of Broadway

**Objective:** Schedule and facilitate inspections as promptly as possible

**Measures:**

Number of inspections conducted	8,030	9,444	9,633
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**STREET**

**Fund:** General

**Function:** Streets

**Goal:** To maintain an effective street system, which will promote the safety and free flow of pedestrian and vehicular traffic.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	931,437	865,477	889,091	980,340	1,013,484	1,009,345
Operating	1,151,377	1,017,588	1,304,865	1,671,468	1,610,854	1,409,050
Capital	339,827	37,022	189,976	101,689	241,665	0
<b>Total</b>	<b>2,422,641</b>	<b>1,920,087</b>	<b>2,383,932</b>	<b>2,753,497</b>	<b>2,866,003</b>	<b>2,418,395</b>
Budgeted Positions	18	17 ½	17 ½	17 ½	17 ½	17 ½

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was approved.

**GRAPHIC REPRESENTATION**

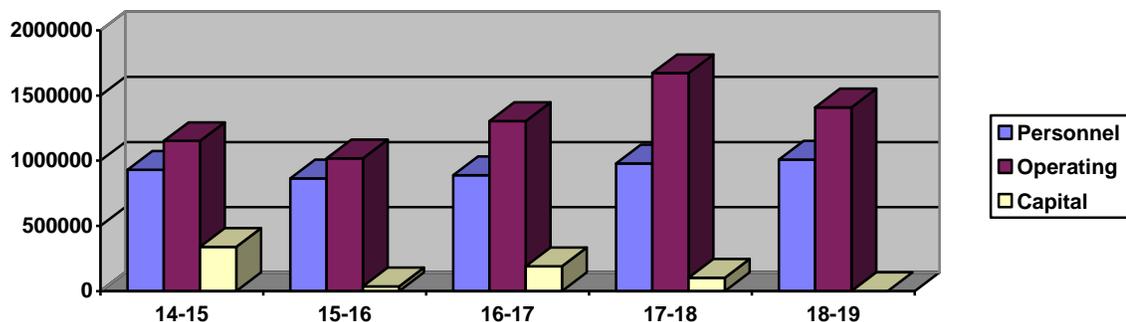
**FY 18-19** appropriations decreased \$335,102 or twelve (12%) percent compared to FY 17-18 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The decrease shown within operating is the result of Christmas decorations and banners funded in prior year.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating includes Christmas decorations and banners.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, a 5% increase for group health insurance, the transfer of half a position into this department as well as the transfer of one position into another department (related to the public works re-organization). Christmas decorations, brackets for streetscape poles, and banners are included within the operating cost center for a total of \$88,180. Also included within operating is \$40,000 for a street paving condition survey which is completed every four years. A pothole patcher was funded within capital.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the retirement of an employee. A street sweeper was funded within capital.



## STREET

The Street Division is primarily responsible for the maintenance of Sanford's streets, associated street right-of-ways, curb and guttering, traffic services, and snow removal. The following are additional responsibilities: grading dirt streets; cutbacks for site distance; repainting street markings and hand rails; maintaining and upgrading traffic signals; fabrication, repair, and installation of street name signs (both regular and historic); rodent control; graffiti removal; installing Christmas decorations; and providing signage and barricade placement for special events. The Street Division also maintains sidewalks, curb and gutter, and catch basins. There are also responsibilities that are completed on a scheduled basis: the division sweeps curb and gutter streets, streets are resurfaced every twelve years, and potholes and utility cuts are patched within one week of notification. The Street Division also coordinates efforts with Progress Energy to operate and maintain the existing system of street lights within the city, including decorative lighting.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To ensure all streets, sidewalks, and curbs within the city are properly maintained

**Objective:** 1) To ensure we promptly respond to all notifications of deterioration and damage to sidewalks and roadways to guarantee a pleasant, safe, and adequate means of travel; 2) To continue a program of street maintenance that will ensure that all city streets are paved or resurfaced every twelve years; 3) Maintain a comprehensive program of open drainage and appropriate street cleaning that will aid in proper drainage for the street system

**Measures:**

Tonnage of patching	1,702	1,620	2,000
Feet of curb and gutter installed / repaired	397	482	600
Feet of sidewalk installed / repaired	589	670	1,300
Cutbacks for site distance	174	158	400
Feet of on-street ditches cleaned	5,096	4,016	6,500
Hours of street cleaning	1,201	923	1,200
Feet of shoulder work repair	4,209	5,133	6,000

**Goal:** To maintain adequate signage, replace damaged and faded signs, markings, and striping on all city streets and parking areas so as to maintain an effective and efficient flow of traffic for pedestrians and vehicles and enhance the safety for motorists and pedestrians

**Objective:** 1) To continue maintaining adequate signage on all city streets through repair and replacement activities and provide specialty signs as needed; 2) To maintain and enhance markings and striping on streets and parking areas throughout the city

**Measures:**

Feet of lines painted	355	500	600
Traffic sign installation	269	104	250
Street markers installed / replaced / repaired	147	155	200

**Goal:** To maintain adequate street lighting on all city streets and city parking areas and to determine the adequate number of lights required to light new areas of residential development to maintain a safe lighting plan for traffic of pedestrians and vehicles; to maintain the city's 5 signalized intersections

**Objective:** 1) To ensure we promptly correspond with Duke Progress Energy with all notifications of lighting repairs to guarantee a pleasant, safe, and adequate means of travel; 2) To maintain a comprehensive program of standard and decorative street lighting within the city limits; 3) to enhance all street lighting to AASHO standards

**Measures:**

Number of lights within city	3,478	3,495	3,702
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## STREET CAPITAL IMPROVEMENTS

**Fund:** General

**Function:** Streets

**Goal:** To provide funding for street capital improvements such as paving sidewalks and catch basin improvements as detailed in the five year Capital Improvements Program.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	0	0	0	0
Operating	693,344	125,726	872,726	392,374	181,840	181,840
Capital	0	264,159	78,459	1,050,288	1,450,000	600,000
<b>Total</b>	<b>693,344</b>	<b>389,885</b>	<b>951,185</b>	<b>1,442,662</b>	<b>1,631,840</b>	<b>781,840</b>
Budgeted Positions	0	0	0	0	0	0

### 2018-2019 CAPITAL OUTLAY DETAIL

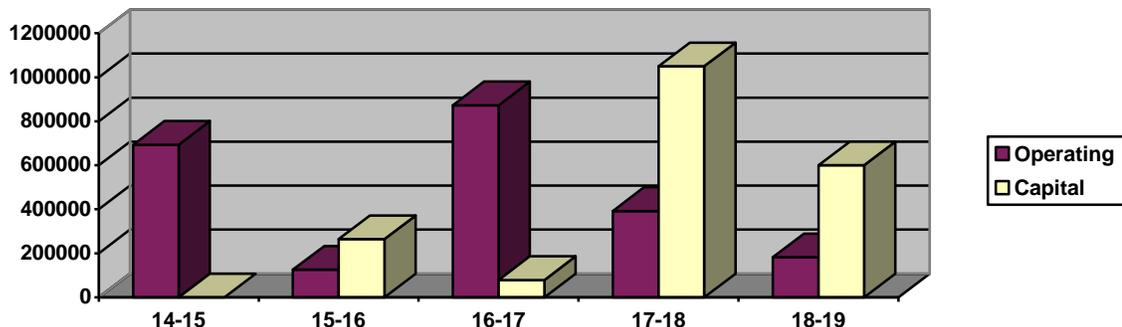
Capital outlay funding includes \$25,000 for sidewalk replacement, curb and gutter, and catch basin repair; and \$575,000 for street resurfacing.

### GRAPHIC REPRESENTATION

**FY 18-19** appropriations reflect a decrease of \$660,822 or forty-six (46%) percent compared to FY 17-18 budget. Operating includes debt payments for borrowed funds for street resurfacing completed in FY 12-13 and FY 17-18. \$25,000 for sidewalk replacement, curb and gutter, and catch basin repair as well as \$575,000 for street resurfacing are included in the capital cost center.

**FY 17-18** operating includes \$100,000 for sidewalk replacement, curb and gutter, and catch basin repair. The city plans to borrow \$1,000,000 for street resurfacing. Debt payments are included to repay these borrowed funds in the amount of \$65,660. Debt payments are also included in the amount of \$105,525 to repay funds borrowed in FY 2012-13 for street resurfacing.

**FY 16-17** includes funds for street resurfacing in the amount of \$500,000. Debt payments in the amount of \$105,525 are included to repay funds borrowed in FY 2012-13 for street resurfacing. Operating also includes \$15,000 to install sidewalks from First Street to Third Street and \$100,000 for additional sidewalk replacement, curb and gutter, and catch basin repair.



## SOLID WASTE

**Fund:** General

**Function:** Sanitation

**Goal:** To provide to the city residents a cost effective and comprehensive system of yard waste (leaf and limb) removal, bulk trash as well as right-of-way mowing, sidewalk cleaning, curb cutting, ditch cleaning and correcting sight distance problems.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	884,653	872,728	948,218	1,023,449	1,080,479	1,076,056
Operating	308,903	374,617	352,728	446,889	432,522	419,522
Capital	315,384	195,100	151,115	162,900	441,000	0
Total	1,508,940	1,442,445	1,452,061	1,633,238	1,954,001	1,495,578
Budgeted Positions	18	18 ½	18 ½	18 ½	18 ½	18 ½

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

#### GRAPHIC REPRESENTATION

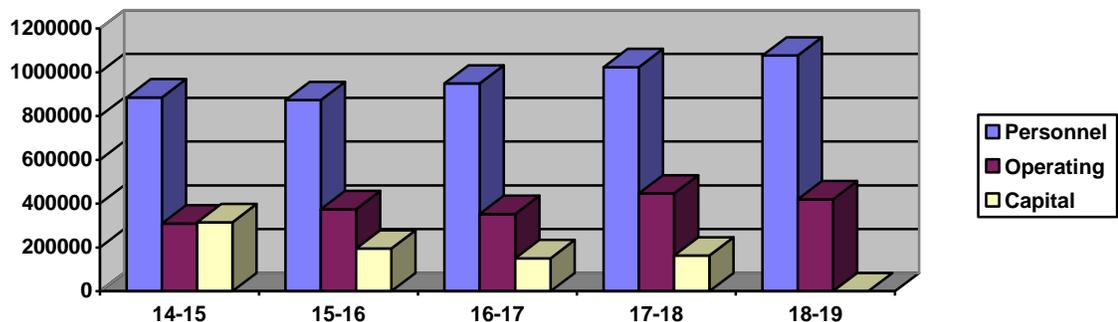
**FY 18-19** appropriations reflect a decrease of \$137,660 or eight (8%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. One maintenance worker position remains frozen resulting in a savings of approximately \$42,000.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. One maintenance worker position remains frozen. Operating includes debt for installment purchase of leaf vac truck. Capital funding includes a leaf vac truck.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, a 5% increase for group health insurance, and the transfer of half a position into this department related to the public works re-organization. Capital funding includes a knuckleboom truck.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. The debt of new capital is included in the operating cost center which reflects a substantial increase. Capital funding includes a knuckleboom truck.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and an employee who elected the early retirement incentive package. Capital funding includes a knuckleboom truck and a leaf vac truck.



## SOLID WASTE

The Solid Waste Department provides weekly collection of yard waste (leaves and limbs) as well as bulk trash from city residents at the curbside. The material from yard waste is either composted or ground into woodchips at the city's compost facility as a recycling process. The material is then sold back to the public. The division also maintains approximately 20 acres of city lots, mows approximately 115 miles of city right-of-ways and approximately 75 miles of Department of Transportation right-of-ways, as well as sidewalk cleaning, curb cutting, and spraying.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To develop and provide residents of the City of Sanford with the cost-effective debris collection program consisting of yard waste and bulk trash pick-up that will insure a better appearance within our city

**Objective:** Maintain a comprehensive yard waste collection program as well as scheduled bulk trash collection insuring a better appearance to our city

**Measures:**

Number of loads of limbs and leaves hauled	2,237	2,100	2,025
Number of loads of bulk trash hauled	796	625	630

**Goal:** Increase appearance of residential areas through the monitoring of mowing needs as well as cleaning of sidewalks and curb cutting

**Objective:** Increase time allotted for maintaining the aesthetics of our residential areas

**Measures:**

Equipment hours cutting curb	324	400	425
Equipment hours mowing	1,139	1,150	1,175
Equipment hours cleaning sidewalk	0	100	125
Pounds of litter collected by inmates	41,166	41,500	42,000

**SANITATION**

**Fund:** General

**Function:** Sanitation

**Goal:** To assure the citizens of the City of Sanford the most effective delivery of sanitation services including the addition of year around service for bulk trash collections.

**DEPARTMENTAL SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	0	0	0	0	0	0
Operating	1,156,074	1,168,767	1,179,230	1,223,857	1,234,006	1,234,006
Capital	0	0	0	0	0	0
<b>Total</b>	<b>1,156,074</b>	<b>1,168,767</b>	<b>1,179,230</b>	<b>1,223,857</b>	<b>1,234,006</b>	<b>1,234,006</b>
Budgeted Positions	0	0	0	0	0	0

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

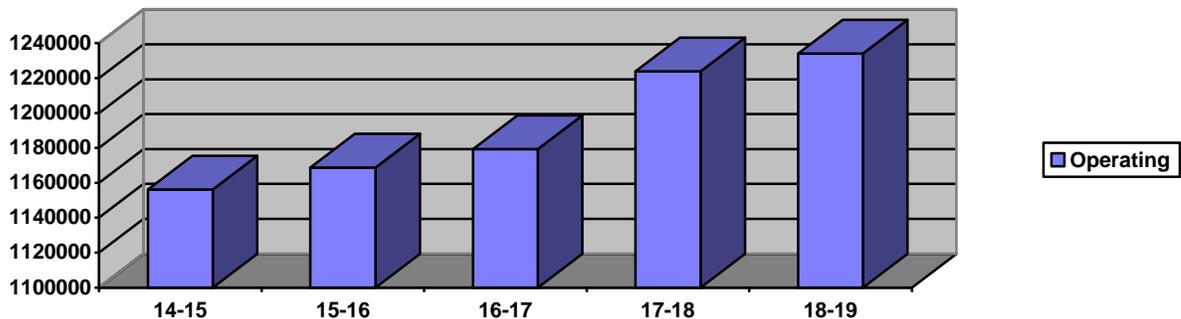
**FY 18-19** appropriations reflect an increase of \$10,149 or one (1%) percent compared to FY 17-18 budget. An increase in number of households and C.P.I. (2.1%) is reflected within operating. The annual waste management fee remains at \$225 per household.

**FY 17-18** reflects an increase in number of households and C.P.I. (2.8%). Council elected to increase the annual waste management fee from \$200 to \$225 per household.

**FY 16-17** reflects a slight increase in number of households and C.P.I. (0.7%). The annual waste management fee remained at \$200 per household.

**FY 14-15** reflects a 1.2% C.P.I. adjustment. Council elected to increase the annual waste management fee in FY 14-15 from \$150 to \$200 per household.

**FY 13-14** reflects a newly awarded waste collection contract resulting in a savings for the city. Council also elected to increase the annual waste management fee from \$125 to \$150 in FY 13-14.



## SANITATION

The Sanitation program is under the direction of the city's General Services department. Services are contracted with Waste Industries for one pickup weekly of garbage and bi-weekly collection of recyclables. The General Services director, city manager, and Solid Waste superintendent monitor the waste collector's performance to promote and encourage the prevention of litter throughout the city.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** Provide timely, efficient, and cost effective services to all residential customers being responsive to resident's concerns and desired level of performance

**Objective:** To track the level of services provided by accurately accounting for the billing of solid waste fees associated with the garbage services for all residential customers

**Measures:**

Number of units	8,809	8,960	9,025
Solid waste fees collected	\$1,750,559	\$1,986,415	\$2,036,250

**Goal:** To protect the environment and encourage the prevention of litter throughout the city

**Objective:** Determine the effectiveness of recycling and monitor tonnage of garbage from residential collection

**Measures:**

Number of tons of recycling collected	1,801	1,825	1,850
Number of tons of residential waste	7,172	7,100	7,100

## PARKS

**Fund:** General

**Function:** Cultural and Recreation

**Goal:** To provide enjoyable, quality parks for the general public.

### EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	0	0	96,003	94,986
Operating	0	0	0	0	108,995	108,995
Capital	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204,998</b>	<b>203,981</b>
Budgeted Positions	0	0	0	0	3	3

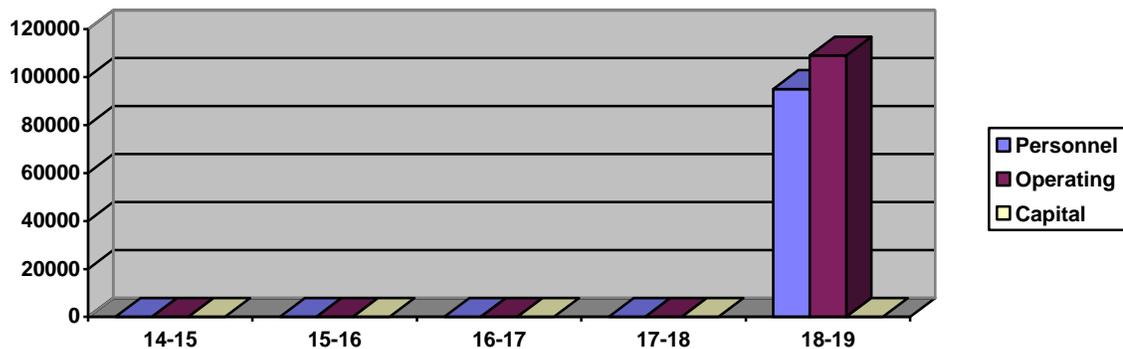
### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

The City has acquired a portion of Kiwanis Family Park and plans to upgrade current amenities and construct a new splash pad. This is part of the second phase of the voter-approved bond projects. This new department has been created to maintain the facilities at the splash pad, as well as existing city parks and greenways.

**FY 18-19** includes three full time positions for half a year.



## PARKS

Provide management of the city's parks which include Kiwanis, Depot, Martin Luther King Memorial etc. as well as the greenway system. Functions include an asset management approach to maintenance of elements and components of various facilities including but not limited to: playground equipment, splash pad elements, pumps and associated buildings, grills, shelters, signs, etc. which are located in and around city parks and greenways. Provide day to day maintenance activities such as trash pickup and removal as well as grass maintenance. All these activities are performed in an effort to provide the citizens with the best possible experience when attending a city facility.

Performance Measures	16-17 Actual	17-18 Actual	18-19 Projected
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**Goal:** To advance the quality of life by providing positive experiences through parks. We strive to provide the best parks possible for our citizens.

**Objective:** To manage resources while providing safe and enjoyable parks and recreation programs; to track and help understand what activities are getting the best citizen response.

**Measures:**

Advisory board meetings conducted	-	-	4
Marketing efforts	-	-	15
Cooperative community partnerships	-	-	5

## GOLF

**Fund:** General

**Function:** Cultural and Recreation

**Goal:** To provide an enjoyable, quality golf course for the general public.

### EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	425,112	463,189	477,442	474,941
Operating	0	0	215,163	256,961	265,913	263,413
Capital	0	0	58,566	365,005	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>698,841</b>	<b>1,085,155</b>	<b>743,355</b>	<b>738,354</b>
Budgeted Positions	0	0	6	6	6	6

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

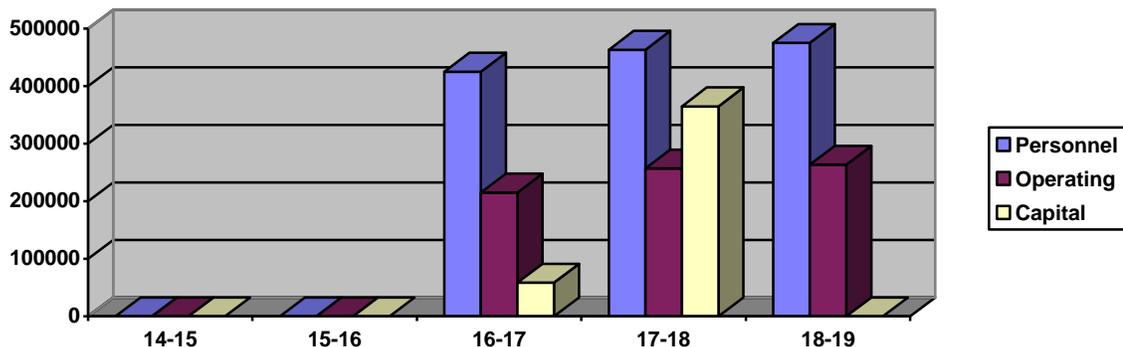
### GRAPHIC REPRESENTATION

**NOTE: Council elected to move the Golf Fund from the Enterprise Fund into the General Fund. Golf will now be shown within the General Government function of the General Fund. See page 185 for historical data.**

**FY 18-19** appropriations reflect a decrease of \$346,801 or thirty-two (32%) percent compared to FY 17-18 budget. This is mainly the result of capital purchased in prior year. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The increase shown within operating is mainly due to a full year of installment purchase debt for golf carts and mowers.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. The increase shown within operating is mainly due to installment purchase debt for capital items. New golf carts and mowers were purchased in this fiscal year and shown within the capital cost center. A budget amendment was approved at the end of the fiscal year 16-17 to order new golf carts, however, the carts were not received until after July 1, 2017. The capital budget is therefore overstated.

**FY 16-17** personnel cost center includes a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Capital reflects funds to repair cart paths and to purchase a maintenance utility vehicle.



## GOLF

The Sanford Municipal Golf Course is an 18 hole public golf course, a pro shop, and a complete practice facility on 155 acres of city property. The golf course serves the general public by offering a facility that caters to men, women, children, churches, industries, civic organizations, and to public and private schools in the community and surrounding areas.

Performance Measures	16-17 Actual	17-18 Actual	18-19 Projected
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**Goal:** To maintain the golf course at optimum level in order to provide an enjoyable, quality golf experience for all golfers

**Objective:** Keep a highly motivated and well trained maintenance crew that will take on the responsibility of keeping a first class municipal facility

**Measures:**

Aerate greens	1	1	1
Aerate fairways	1	1	1
Aerate tees	2	2	2
Fertilize fairways	2	2	2
Fertilize greens	28	30	32
Top dress greens	12	12	12
Spray for foreign grass	3	3	3
Overseed tees	1	1	1
Edge sand traps	3	3	3
Paint greens (winter)	1	1	1
Apply lime to fairways	0	1	0

**Goal:** To maintain a rate schedule that is both beneficial to the city and to the patrons who choose to play golf at the course

**Objective:** To maintain a clean and appealing course and clubhouse while providing superior customer service

**Measures:**

Rounds of golf	27,406	27,800	29,750
Days closed	43.5	56	55

**COMMUNITY DEVELOPMENT**

**Fund:** General

**Function:** Community Development

**Goal:** To be responsive to the needs of Sanford and Lee County’s citizens and provide an unparalleled level of customer service and assistance; to execute specialized guidance in the facilitation of planning issues, building inspections, historic preservation, and community revitalization projects; to respond to every challenge as quickly and professionally as possible.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	731,060	751,152	778,155	819,956	851,716	846,764
Operating	57,755	247,810	276,353	420,039	480,065	405,065
Capital	0	0	2,400	0	0	0
Total	788,815	998,962	1,056,908	1,239,995	1,331,781	1,251,829
Budgeted Positions	10	10	10	10	11	10

**2018-2019 CAPITAL OUTLAY DETAIL**

No capital outlay funding was requested.

**GRAPHIC REPRESENTATION**

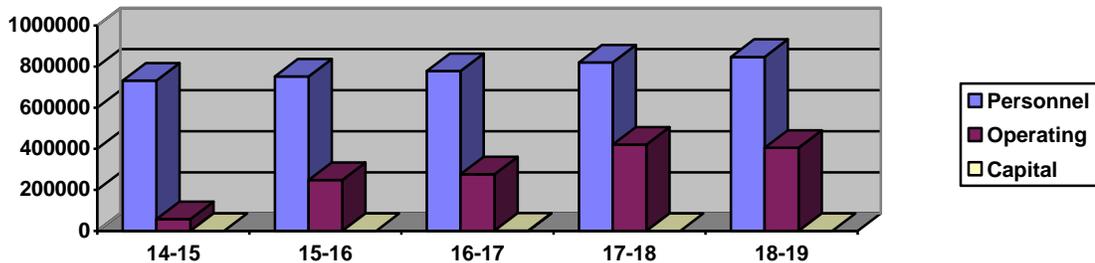
**FY 18-19** appropriations reflect an increase of \$11,834 or one percent (1%) compared to the FY 17-18 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The assistant director position remains frozen resulting in a savings of approximately \$93,000. Operating includes funds for Rapid Rehousing (\$35,180), and Emergency Shelter HVAC and plumbing repair (\$58,000) which is part of a community initiative to end homelessness.

**FY 17-18** personnel adjustments are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating includes funds to renovate the Buggy Factory for additional office space.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Operating includes funds to update the Land Use Plan.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Included within operating are funds to re-locate the Sanford / Lee County Planning and Community Development Department and other stand-alone departments to create a one-stop shop for economic development. This new department called “Buggy Factory” includes a recurring lease payment and one-time capital expenditures to set up the department. Operating includes funds for the initial set up of Energov software / training related to locating staff in the Buggy Factory.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. With the retirement of a top level employee, a position has been frozen resulting in the decrease shown within personnel.



**COMMUNITY DEVELOPMENT**

The Community Development Department provides services with respect to land use, zoning and development issues; overseeing the land use review and approval process; providing professional advice and direction with respect to the physical development and redevelopment to the City of Sanford, Lee County, and the Town of Broadway; developing, maintaining and providing compliance review of the Sanford/Lee County comprehensive plan; preparation and maintenance of the Sanford/Lee County base map; providing technical assistance and staff support to the various boards who review and/or make decisions regarding land development within all three jurisdictions.

The Community Development Department is responsible for the administration, management, and implementation of various federal, state, and local grant-funded programs that benefit the low, very low, and moderate income households within the city. Emphasis has been directed at the preservation of existing housing units, increasing home ownership opportunities, and residential landscape and exterior improvements. Community Development staff encourage and develop public/private partnerships with organizations.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To develop administrative programs and procedures designed to provide efficient customer service in all functions of the department

**Objective:** Respond to all correspondence items and/or requests for information within established timeframes

**Measures:**

Respond to all correspondence within five working days	95%	95%	95%
Return all phone calls same day	85%	85%	85%

**Goal:** To encourage and educate citizens on issues affecting zoning procedures and quality of life issues

**Objective:** Plan, schedule, and facilitate community wide meetings directed at enhancing citizen input and participation in the decision making process

**Measures:**

Community wide meetings	1	1	3
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**Goal:** To provide comprehensive land development growth management policies for development, redevelopment and preservation of land resources within Sanford, Lee County, and Broadway.

**Objective:** To enforce the Sanford/Lee County/Broadway Unified Development Ordinance (UDO) and all other related codes and ordinances

**COMMUNITY DEVELOPMENT**

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
<b>Measures:</b>			
Number of Planning Board cases processed	17	15	20
Number of Board of Adjustment cases processed	8	5	8
Number of major subdivision plats reviewed and/or approved	3	6	12
Number of minor subdivision plats reviewed and/or approved	28	33	36
Number of commercial projects researched/reviewed	216	231	254
Number of zoning permits (signs, temporary uses, ABC, etc.)	78	80	90
Number of zoning permits (residential projects)	420	462	508
Number of zoning permits (mobile home setups)	64	70	77
Number of zoning permits (commercial projects)	144	158	174

**Objective:** To investigate zoning complaints for Sanford, Lee County, and Broadway.

<b>Measures:</b>			
Zoning complaints received	238	262	288
Zoning complaints resolved	211	250	240

**Goal:** To provide opportunities for low to moderate income eligible households by rehabilitating existing homes.

**Objective:** Complete rehabilitation to owner occupied units in order to provide decent, safe, and standard housing units (funded through NC Housing Finance Agency). (CDBG housing funds no longer available.)

<b>Measures:</b>			
NC HFA Urgent Repair Program	14	17	14
NC HFA Single Family Rehabilitation Program	3	6	4
Annual block party	1	1	1
Sanford / Lee County Youth Council meetings per year	10	10	0
Race to Read 5K Run	1	0	0

## CODE ENFORCEMENT

**Fund:** General

**Function:** Community Development

**Goal:** To enforce the provisions of the Sanford City Code of Ordinances and to ensure fitness for human habitation, and safeguard the interest of the general public by investigating and bringing into compliance all nuisance violations.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	200,593	188,570	198,650	203,233	210,732	210,145
Operating	28,278	27,311	25,255	64,495	46,100	46,100
Capital	0	36,682	0	0	0	0
<b>Total</b>	<b>228,871</b>	<b>252,563</b>	<b>223,905</b>	<b>267,728</b>	<b>256,832</b>	<b>256,245</b>
Budgeted Positions	4	4	4	4	4	4

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

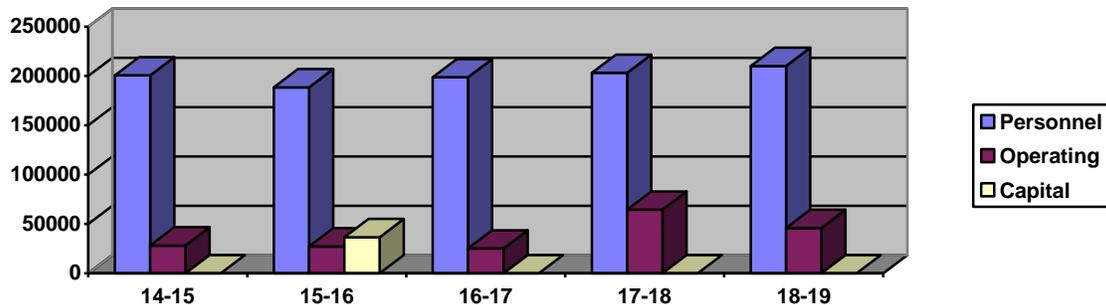
**FY 18-19** appropriations reflect a decrease of \$11,483 or four percent (4%) compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. One administrative assistant position remains frozen resulting in a savings of approximately \$49,000. The decrease shown within operating is due to demolition of property in prior year.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating includes additional funds for demolition of property.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Operating includes funds for Energov training.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and an employee who elected the early retirement incentive package.



## CODE ENFORCEMENT

The purpose of the Code Enforcement section of the Community Development Department is to provide protection, safety, and general welfare of the citizens of the City of Sanford by enforcing the Code of Ordinances. Compliance is achieved through the process of performing inspections on nuisance violations (i.e. rodent, overgrown lots, trash / junk, health / fire hazard, junked / nuisance vehicles) and issuing violation notices when necessary. Inspections are conducted on structures that are substandard to insure that they are fit for human habitation.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide a comprehensive program of service to the citizens of Sanford by enforcing the provisions of the Code of Ordinances, Unified Development Ordinance (UDO), and related North Carolina General Statutes, by inspecting to ensure residential structures are fit for human habitation, and by safeguarding the interest of the general public by investigating and bringing into compliance all nuisance violations.

**Objective:** Investigate complaints of overgrown lots, trash / junk, nuisance vehicles, rodents, animals, health / safety, minimum housing, commercial maintenance code and other items as directed within the City of Sanford. To assist other city agencies in bringing properties into compliance with the City of Sanford Code of Ordinances and the North Carolina General Statutes.

**Measures:**

Building Code	1	2	4
Commercial maintenance	16	22	50
Minimum housing complaints	101	64	100
Miscellaneous	17	38	48
Nuisance complaints	1,503	1,917	1,272
Vehicle complaints	376	533	400
Zoning	14	15	15
Housing task force block party	25	25	25
Solid waste violations	20	20	30

**PLANNING / HISTORIC PRESERVATION**

**Fund:** General

**Function:** Community Development

**Goal:** To restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, pre-historic, architectural, or cultural importance.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	94,956	98,783	85,553	90,489	93,554	93,047
Operating	13,999	11,921	19,141	33,707	16,975	16,975
Capital	0	0	10,000	106,118	110,000	35,000
<b>Total</b>	<b>108,955</b>	<b>110,704</b>	<b>114,694</b>	<b>230,314</b>	<b>220,529</b>	<b>145,022</b>
Budgeted Positions	1	1	1	1	1	1

**2018-2019 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes Wayfinding signs in Downtown Sanford and Historic Jonesboro, \$35,000.

**GRAPHIC REPRESENTATION**

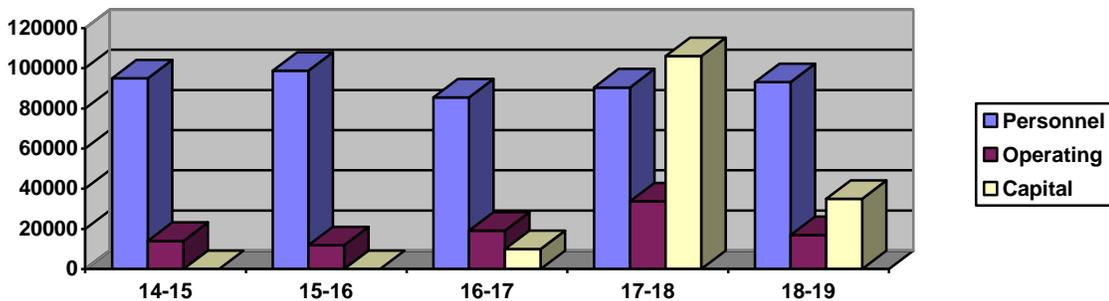
**FY 18-19** appropriations reflect a decrease of \$85,292 or thirty-seven percent (37%) compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Operating reflects a decrease due to insurance and bonds expense in prior year. Capital is reflected above.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating includes funds for Historic Preservation Trades Day and insurance and bonds expense. Funded within capital is Wayfinding signs and public art.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Due to changing job duties, employees were switched between this department and the Community Development department resulting in the decrease shown within personnel. Additional funds are included within operating for advertising of proposed annexations. Wayfinding signs are shown within the capital cost center.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Included within operating is a program to scan all historic district case files resulting in the increase shown.



**PLANNING / HISTORIC PRESERVATION**

Historic Preservation – The purpose of the Historic Preservation Division is to oversee the inventory of properties of historic, pre-historic, architectural and / or cultural significance, and make recommendations to the City Council to designate by ordinance “historical districts.” Historic Preservation staff offers assistance to property owners of buildings, structures, sites, or areas when considering the restoration, preservation, and operation of historic matters.

Annexation – Studies are conducted to determine the feasibility of all proposed voluntary and involuntary annexations, which include cost analysis for delivery of services and corresponding revenues.

Progressive Neighborhood Program – The city’s Progressive Neighborhood Program encourages public/private, community oriented partnerships that are neighborhood driven, and designed to improve the quality of life throughout the city. The program is designed to preserve neighborhoods by dealing with issues that affect long-term livability.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, prehistoric, architectural, or cultural importance

**Objective:** To take the necessary action to insure construction, re-construction, alteration, restoration, moving, or demolition of buildings, structures, appurtenant features, outdoor advertising signs, or other significant features, that would be incongruous with the special character of historic districts and landmarks

**Measures:**

Minor certificate of appropriateness	59	49	35
Major certificate of appropriateness	16	29	30
Investigate design guideline violations	23	25	10
Number of National Registered Historic Districts	5	5	5

**Goal:** Ensure that voluntary and involuntary annexation applications are processed in a timely manner and that they comply with the General Statutes of the State of North Carolina

**Objective:** Conduct feasibility studies, and cost analysis for delivery of services on all annexations, and process applications within the time frames specified in the general statutes

**Measures:**

Processed annexation applications	0	1	2
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**Goal:** To assist neighborhood driven partnerships through the city’s Progressive Neighborhood Program that encourages improvement of quality of life throughout the city.

**Objective:** Strive to be an All American City through hard work, commitment of resources, and caring people working together

**Measures:**

Review plan and make suggestions to the neighborhood committees	100%	100%	100%
Evaluation of infrastructure within neighborhood	100%	100%	100%

## UTILITY FUND

**Goal:** To account for the operations of the water treatment, wastewater treatment, and distribution systems.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Water-User Charges	10,342,799	10,275,173	10,610,818	10,758,444	11,162,984	11,162,984
Sewer-User Charges	7,171,039	7,644,040	9,782,196	8,640,480	9,305,536	9,305,536
Other	628,269	1,046,534	622,932	4,131,700	3,862,600	3,862,600
Intergovernmental	891,902	896,713	1,331,438	860,000	870,000	870,000
Interest Income	17,181	49,103	77,708	179,900	80,100	80,100
Retained Earnings	0	0	0	2,167,319	1,804,602	1,722,741
Transfer in Cap. Proj.	200,000	0	204,873	558,715	0	0
<b>Total</b>	<b>19,251,190</b>	<b>19,911,563</b>	<b>22,629,965</b>	<b>27,296,558</b>	<b>27,085,822</b>	<b>27,003,961</b>

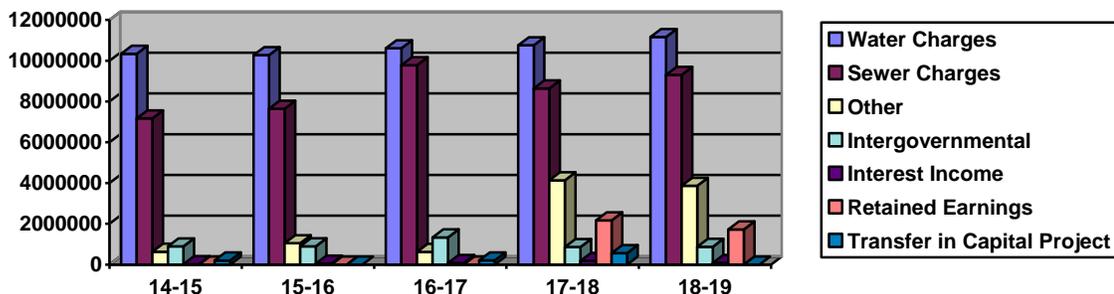
### GRAPHIC REPRESENTATION

**FY 18-19** revenues decreased \$292,597 or one (1%) percent compared to FY 17-18 budget. User charges reflect an increase of \$1,069,596 or six (6%) percent compared to prior year. Primarily, the additional revenues are associated with moderate growth in consumption and our wholesale water agreement with Chatham County. We also anticipate continued revenue associated with leachate disposal the entire fiscal year. Other revenue includes installment purchase proceeds in the amount of \$3,250,000 for a NC 42 waterline relocate (\$2.5M); and painting the Cool Springs water tank (\$750,000). **The City anticipates sufficient revenue to meet our FY 2018-19 obligations without raising water or sewer rates.** However, without revenue growth, future rate increases will be necessary. Retained earnings represents the purchase of one time capital.

**FY 17-18** retained earnings appropriated for items such as the Moncure Megasite, sewer assessment project, and an agreement with Lee County for Colon Road waterline. User charges reflect an increase due to an interlocal agreement with Chatham County to purchase the capacity to receive 1.5 million gallons of water per day beginning January 1, 2018. The city must extend a 16-inch waterline along Hawkins Avenue at a cost of approximately \$3.5 million to honor this agreement. **The City anticipates sufficient revenue to meet our FY 2017-18 obligations without raising water or sewer rates.**

**FY 16-17** reflects an increase in user charges due to a two percent (2%) water and two percent (2%) sewer increase as well as some growth in consumption. The average monthly impact on a city water/sewer account will be \$1.30 per month. Partnering with Lee County and private sector investors, the City will create a new industrial park referred to as the Central Carolina Enterprise Park (CCEP). The City plans to extend water and sewer lines to this 700 acre site located near the Deep River Community. This budget includes \$6,000,000 in "Other" revenue source as installment purchase proceeds to begin funding this project. Retained earnings represents the purchase of one time capital, re-appropriations, and funding large items such as the Moncure Megasite and the sewer assessment project.

Utility rates were not adjusted in **FY 15-16 and FY 14-15**. **FY 13-14** increased water and sewer rates by two percent.



**UTILITY FUND**

**EXPENDITURE SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	5,203,789	5,357,437	5,561,885	6,169,449	6,388,264	6,388,264
Operating	14,144,051	13,139,210	21,270,125	16,311,369	14,533,397	14,533,397
Capital Outlay	1,786,649	1,555,986	1,518,560	4,813,048	6,082,300	6,082,300
<b>Total</b>	<b>21,134,489</b>	<b>20,052,633</b>	<b>28,350,570</b>	<b>27,296,558</b>	<b>27,085,822</b>	<b>27,003,961</b>
Budgeted Positions	89	91	92	92	93	93

**GRAPHIC REPRESENTATION**

**FY 18-19** appropriation reflects a decrease of \$292,597 or one percent (1%) compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Three positions remain frozen and are included in the Engineering and Distribution and Collection departments. Prior year funding includes contributions to capital projects such as the sewer extension to the jetport (\$560,600); NC Highway 42 waterline relocate (\$400,000); and design of water main on Amos Bridges Road (\$89,500) resulting in the decrease shown within operating. Other factors driving the decrease shown within operating are a \$350,000 contribution to Lee County to extend the waterline on Colon Road, as well as a \$175,000 contribution made to the Airport Authority for utility line extension, both made in prior year. Capital is shown at the departmental level.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Three positions remain frozen and are included in the Engineering and Distribution and Collection departments. Operating includes contributions to capital projects such as the Moncure Megasite, Central Carolina Enterprise Park (CCEP) waterline extension, sewer remediation, and sewer assessments.

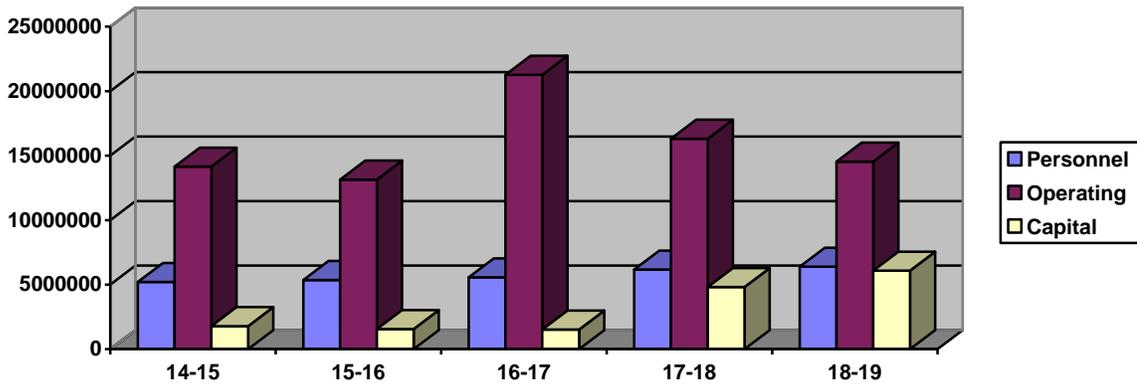
**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, a 5% increase for group health insurance, and the addition of a utility locator position within the Engineering department. A total of three (3) positions remain frozen and are included in the Engineering and Distribution and Collection departments. The increase shown within operating is mainly the result of water and sewer rehabilitation funds previously budgeted within the capital cost center is now included in the operating cost center as a result of re-classification requirements by auditors. Operating also includes installment purchase debt in the amount of \$359,000 related to the Central Carolina Enterprise Park (CCEP). Capital outlay cost center includes funds to extend water and sewer to a new industrial park referred to as CCEP; and Triassic development sewer extension.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment (based on a salary study performed in prior year), a 2% merit adjustment (not funded in the last six years), a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and the addition of a utility locator position within the Engineering department. A total of three (3) positions remain frozen. Capital outlay major funding includes sewer rehabilitation, water rehabilitation, sewer overflow project, and the final payment to Lee County for the Colon Road pump station.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Several employees elected to take advantage of the early retirement incentive package offered to employees in this fiscal year. Capital outlay major funding includes sewer rehabilitation, water rehabilitation, and other rolling stock.

**UTILITY FUND EXPENDITURE SUMMARIES (Continued)**

**FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. The city funded \$1,000,000 for water and sewer rehabilitation in **FY 13-14** as well as a Comprehensive Wastewater Master Plan in the amount of \$100,000. Capital includes funds to upgrade Gaster's Creek Lift Station.



**UTILITY FUND DEBT SERVICE**

**Fund:** Utility

**Function:** Debt Service

**Goal:** To account for the operations of debt service.

**DEPARTMENTAL SUMMARIES**

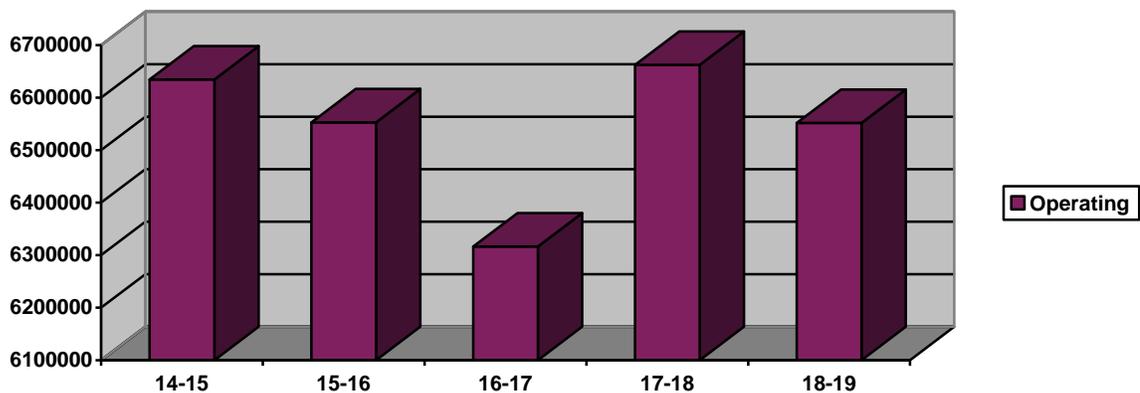
<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	0	0	0	0	0	0
Operating	6,634,488	6,552,826	6,316,336	6,662,357	6,551,843	6,551,843
Capital	0	0	0	0	0	0
<b>Total</b>	<b>6,634,488</b>	<b>6,552,826</b>	<b>6,316,336</b>	<b>6,662,357</b>	<b>6,551,843</b>	<b>6,551,843</b>
Budgeted Positions	0	0	0	0	0	0

**2018-2019 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 18-19** appropriations reflect a decrease of \$110,514 or two (2%) percent compared to **FY 17-18** budget. **FY 17-18** includes new debt for Hawkins Avenue waterline improvements. **FY 16-17** includes funds in the amount of \$359,000 for installment purchase debt related to Central Carolina Enterprise Park. The first annual payment on the \$17,500,000 State Revolving Fund loan for the Wastewater Treatment Plant Expansion was paid in **FY 14-15**. **Historical** shifts in spending are related to the net change in approved new debt and retirement of old debt.



## UTILITY FUND CONTRIBUTIONS

**Fund:** Utility

**Function:** Other

**Goal:** To account for contingency appropriations, transfer to general fund, and capital projects.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	0	0	0	0
Operating	1,492,491	382,802	8,110,728	1,560,031	219,931	219,931
Capital	0	0	0	0	0	0
<b>Total</b>	<b>1,492,491</b>	<b>382,802</b>	<b>8,110,728</b>	<b>1,560,031</b>	<b>219,931</b>	<b>219,931</b>
Budgeted Positions	0	0	0	0	0	0

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 18-19** appropriations reflect a decrease of \$1,340,100 or eighty-six (86%) percent compared to FY 17-18 budget. This decrease is mainly due to contributions to capital projects made in prior year. Contingency funds are included in the amount of \$100,000; and \$119,931 is budgeted for Other Post Employment Benefits (OPEB).

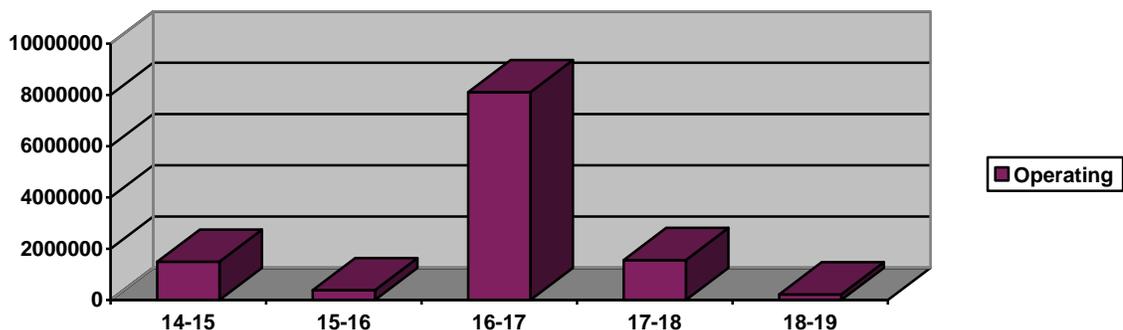
Contributions to several large capital projects are budgeted in **FY 17-18** and include sewer extension to the Raleigh Exec Jetport (\$560,600); NC 42 waterline relocate (\$400,000); design of water main on Amos Bridges Road (\$89,500); and agreement with Lee County for the construction of a waterline on Colon Road (\$350,000).

**FY 16-17** includes a contribution to the Airport Authority to install waterlines at the airport (\$175,000).

**FY 15-16** includes funds for the design of the water and sewer improvements at Central Carolina Enterprise Park in the amount of \$265,000. These funds will be reimbursed to the City once financing has been secured.

**FY 14-15** includes a \$1.4 million contribution to a capital project (VA Clinic). Other Post Employment Benefit (OPEB) contribution was not funded.

**NOTE:** Contingency funds are used for emergency needs within the fund relative to infrastructure. The contingency budget is transferred each year to departments utilizing funds; therefore the actual expenditures are not shown in this cost center.



## WAREHOUSE

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To maintain a sufficient inventory of parts/supplies for all operational departments.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	52,474	54,906	56,812	60,040	65,501	65,227
Operating	228,852	255,361	255,777	261,078	281,730	281,730
Capital	0	0	0	19,675	0	0
Total	281,326	310,267	312,589	340,793	347,231	346,957
Budgeted Positions	1	1	1	1	1	1

### 2018-2019 CAPITAL OUTLAY DETAIL

No funding for capital outlay requested.

### GRAPHIC REPRESENTATION

**FY 18-19** appropriations reflect an increase of \$6,164 or two (2%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. No significant changes within operating.

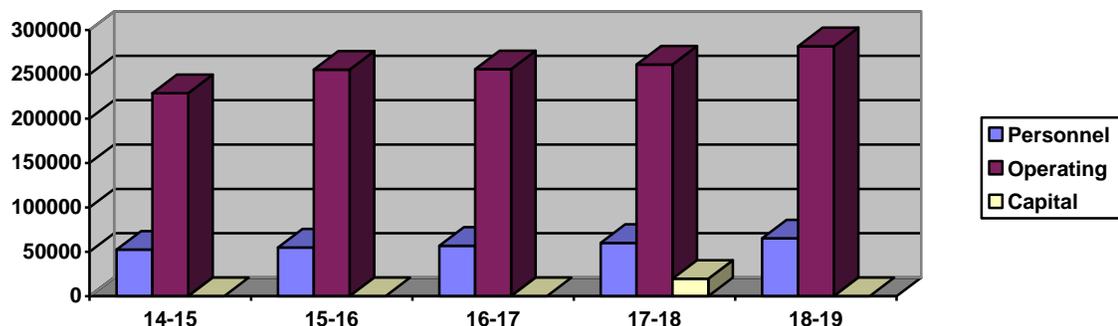
**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. No significant changes within operating. Capital reflects the purchase of a ½ ton truck.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. No significant changes within operating.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Included within operating are funds to purchase supplies for water meter change out.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.

It should be noted costs within this center are relative to inventory requirements.



## WAREHOUSE

The Warehouse is responsible for maintaining inventory control of materials and supplies which are used by operational departments. The department's inventory control system, which is a completely automated system, provides accurate inventory records but also assists in controlling inventory cost. Monthly reports are prepared charging the user departments for goods used and identifies items falling below established reorder quantities. The department is responsible for securing competitive bids on supplies and materials using guidelines established by NC General Statute 143-129. To control inventory loss and provide for departmental accountability, inventory counts are taken periodically.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide user departments with materials which are required for departmental operations, a complete inventory program is established

**Objective:** Working with department personnel in identifying additional items that need to be added to warehouse room inventory for departmental operational use

**Measures:**

Additional materials added to actual warehouse room inventory	9	9	9
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**Goal:** To maintain accurate inventory records, a comprehensive computerized inventory system will be continued

**Objective:** To ensure accountability and accuracy in the inventory records, a monthly physical inventory will be performed, not to exceed a 2% discrepancy of physical inventory to actual inventory records reported

**Measures:**

Monthly average accuracy of physical inventory versus inventory reporting records for fiscal year	99%	98%	98%
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**Goal:** To ensure that all materials are purchased at the most economical cost, a process of acquiring competitive bids on supplies and materials will be maintained

**Objective:** Secure competitive bids on purchases for water and sewer department's brass and copper parts, which consist of approximately 80% of actual warehouse room inventory; these bid quotes should not exceed more than 10% of purchasing the same materials from previous fiscal year

**Measures:**

Bid quotes obtained for water and sewer warehouse materials by approved vendors on a yearly basis	3	3	3
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## UTILITY FUND ADMINISTRATION

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To organize a systematic procedure of collecting and record keeping for water and sewer user charges.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	571,740	552,758	586,860	623,782	692,966	690,092
Operating	1,263,221	1,387,702	1,430,965	1,723,238	1,712,598	1,712,598
Capital	0	0	0	32,000	32,000	32,000
<b>Total</b>	<b>1,834,961</b>	<b>1,940,460</b>	<b>2,017,825</b>	<b>2,379,020</b>	<b>2,437,564</b>	<b>2,434,690</b>
Budgeted Positions	11	11	11	11	12	12

### 2018-2019 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) kiosk, \$32,000.

#### GRAPHIC REPRESENTATION

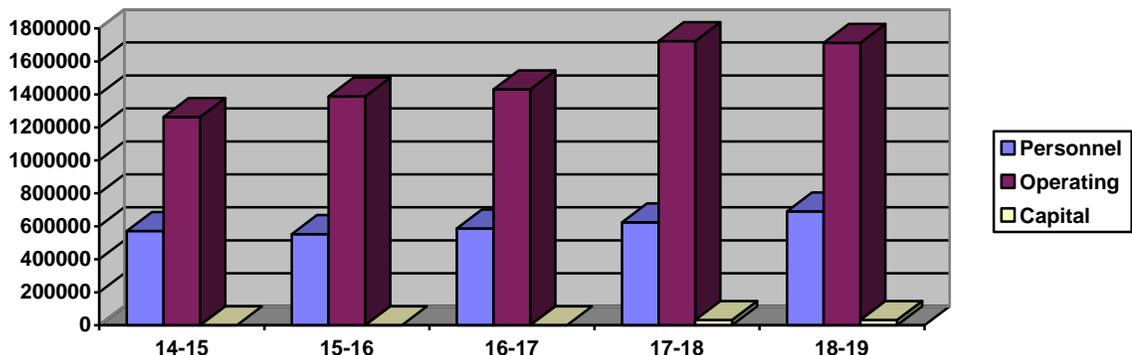
**FY 18-19** appropriations reflect an increase of \$55,670 or two (2%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, a 5% increase for group health insurance, and the addition of a new contract / purchasing specialist position. The decrease shown within operating is the result of a process change of direct billing. Capital is shown above.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating reflects an increase mainly due to general fund reimbursement. This is where the Utility Fund is charged for its portion of the costs of various General Fund departments. A utility kiosk is funded within capital.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Funds are included to update the rate model and smart metering feasibility study resulting in the increase shown within operating.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and an employee who elected to participate in the early retirement incentive package. Operating reflects an increase mainly due to general fund reimbursement.



## UTILITY FUND ADMINISTRATION

Utility Fund Administration is responsible for the accurate and timely collection and billing of water and sewer charges as well as billing any other fees generated in the utility function.

Performance Measures	15-16 Actual	16-17 Projected	17-18 Projected
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**Goal:** To insure accurate posting of collections to customer accounts and insure correct receivable balances

<b>Objective:</b> To achieve a minimum cash drawer accuracy of at least 95% department wide
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**Measures:**

Accuracy of payments versus receivable reports	100%	100%	100%
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**Goal:** To insure all billed accounts are collected promptly, reducing the age of receivables

<b>Objective:</b> Reduce the outstanding receivables for utility bills and assessment bills
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**Measures:**

Utility bill accounts receivable – current and overdue	\$788,426	\$784,484	\$780,542
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**Goal:** To bill customers accurately and promptly to insure the financial stability of the Utility Fund

<b>Objective:</b> Bill customer no later than the applicable bill date and insure all accounts are billed
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**Measures:**

Water and sewer bills – monthly	17,364	17,399	17,458
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## ENGINEERING

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To administer engineering and construction contracts and assure that work proceeds in an efficient and timely manner.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	486,119	588,361	604,959	681,977	679,414	675,642
Operating	51,548	68,576	85,122	80,857	123,820	123,820
Capital	8,997	76,072	27,223	0	5,000	5,000
<b>Total</b>	<b>546,664</b>	<b>733,009</b>	<b>717,304</b>	<b>762,834</b>	<b>808,234</b>	<b>804,462</b>
Budgeted Positions	8	9	10	10	10	10

### 2018-2019 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) RD7100 TL receiver, \$5,000.

### GRAPHIC REPRESENTATION

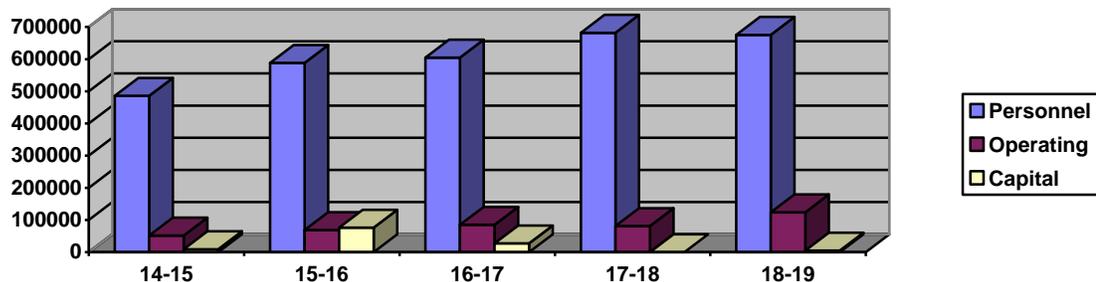
**FY 18-19** appropriations reflect an increase of \$41,628 or five (5%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. A vacant engineering technician position has been frozen, and a previously frozen civil engineer position has been funded. The two frozen positions are a drafting technician and an engineering technician for a total savings of approximately \$117,000. Included within operating are funds for the design of the drafting room remodel at city hall resulting in the increase shown. Capital is shown above.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Two positions remain frozen within this department. The decrease shown within operating is mainly the result of funds budgeted for Little Buffalo stream restoration in prior year.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, a 5% increase for group health insurance, and the addition of a new utility locator position. Two positions remain frozen within this department for a total savings of approximately \$120,000. Operating includes funds for Little Buffalo stream restoration study. Capital funding includes a ditch witch and a ½ ton truck.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and the addition of a new utility locator position. The utility locate program is state mandated where the City is required to locate underground utilities within three days of contractor request. Operating reflects an increase mainly due to utility locate contract support.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. A new Mobile 311 service is funded within operating. This service is a website that links the city's construction drawings into a file index system which can be accessed from any computer. This gives employees the ability to e-mail drawings to contractors or engineers immediately.



## ENGINEERING

The department provides technical support to all divisions of public works and the city. Additionally, we interface with developers and the public to ensure managed growth of the city's infrastructure. We manage capital projects undertaken by the city to provide for timely completion and efficient use of funds.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide competent, timely advice for departments within the city

**Objective:** To provide technical advice to city departments and the public by returning phone calls and performing field and office investigations

**Measures:**

Return phone calls within 24 hours	98%	100%	100%
Provide technical advice within 5 days	98%	100%	100%
Attend special meetings	100%	100%	100%

**Goal:** Communicate with developers, engineers, etc. to provide quality developments that are constructed to city standards

**Objective:** To provide construction and engineering support that results in products of the highest possible quality

**Measures:**

Provide construction inspection daily and within 24 hours of special requests	100%	100%	100%
Provide technical specifications to consulting engineers within 3 days	100%	100%	100%

**Goal:** Manage capital projects of the city in such a manner as to produce quality products in a timely manner

**Objective:** To provide project administration of capital projects such that projects remain in budget and meet milestone dates

**Measures:**

Review and process pay requests such that payments can be made on time	99%	99%	100%
Attend design and construction progress meetings	99%	99%	100%
Respond to citizen complaints within 24 hours	100%	100%	100%

**UF PUBLIC WORKS ADMINISTRATION**

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To administer engineering and construction contracts and assure that work proceeds in an efficient and timely manner.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	334,144	387,169	511,094	581,021	603,646	600,979
Operating	22,354	42,887	39,990	44,625	41,933	41,933
Capital	0	0	0	0	20,500	20,500
<b>Total</b>	<b>356,498</b>	<b>430,056</b>	<b>551,084</b>	<b>625,646</b>	<b>666,079</b>	<b>663,412</b>
Budgeted Positions	4	6	6	6	6	6

**2018-2019 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) passenger vehicle, \$20,500.

**GRAPHIC REPRESENTATION**

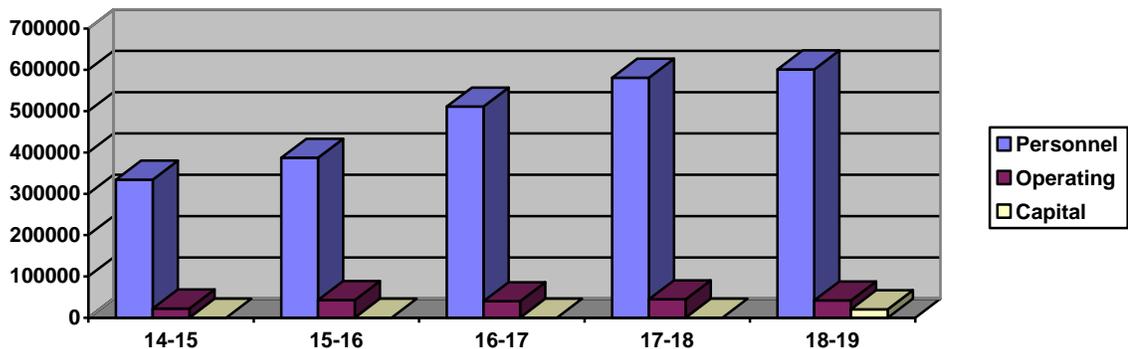
**FY 18-19** appropriations reflect an increase of \$37,766 or six percent (6%) compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. No significant changes within operating. Capital is shown above.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating includes funds for a new utility building / city hall study resulting in the increase shown.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, a 5% increase for group health insurance, and the transfer of two employees related to the public works re-organization into this department. A utility building study is included within operating.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating includes funds for a new utility building study.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance.



## UF PUBLIC WORKS ADMINISTRATION

Public Works Administration is responsible for the effective management of the Public Works Department which consists of Engineering, Water Construction and Maintenance, Sewer Construction and Maintenance, Water Treatment Plant, Wastewater Treatment Plant, and Street. Formal departmental staff meetings are held in order to enhance open, productive communication. Discussions are held concerning each division's activities and any actions or decisions made by administration. The Public Works Director meets informally with division heads on a daily basis to promote communication and problem solving. Safety training is provided on a continuous basis for prevention of accidents and compliance to OSHA standards. The division is also responsible for administrative work including routing record keeping, project funding through grant and loan applications, implementation of written policies, information literature for in-house and public use, special projects and public relations.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To maintain a productive department through strong leadership and teamwork; services essential to the quality of life in Sanford are provided to citizens and user departments in the most cost effective, and courteous manner possible

**Objective:** To provide constructive leadership to the department by projecting a clear vision for the future, developing effective divisions within the department, and planning, directing and coordinating the efficient use of these divisions while serving the citizens of Sanford

**Measures:**

Respond to customers' contacts within 24 hours	99%	100%	100%
Attend special meetings	99%	100%	100%
Schedule meetings to provide adequate communication	100%	100%	100%
Training opportunities to ensure staff is adequately trained	100%	100%	100%

## SEWER CONSTRUCTION AND MAINTENANCE

**Fund:** Utility

**Function:** Public Utilities

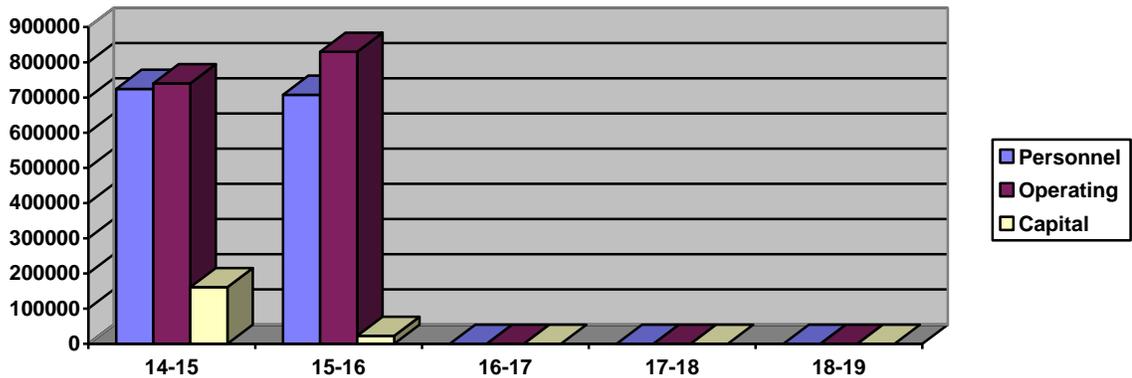
**Goal:** To expand and maintain a sewer system which will be safe, sanitary, and adequate through an effective construction and maintenance program.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	724,428	707,555	0	0	0	0
Operating	740,194	829,635	0	0	0	0
Capital	160,819	22,525	0	0	0	0
<b>Total</b>	<b>1,625,441</b>	<b>1,559,715</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Budgeted Positions	14	14	0	0	0	0

### GRAPHIC REPRESENTATION

**NOTE:** This department has been combined with Water Construction and Maintenance as a result of the public works re-organization and is now referred to as the Distribution and Collection department.



## WATER CONSTRUCTION AND MAINTENANCE

**Fund:** Utility

**Function:** Public Utilities

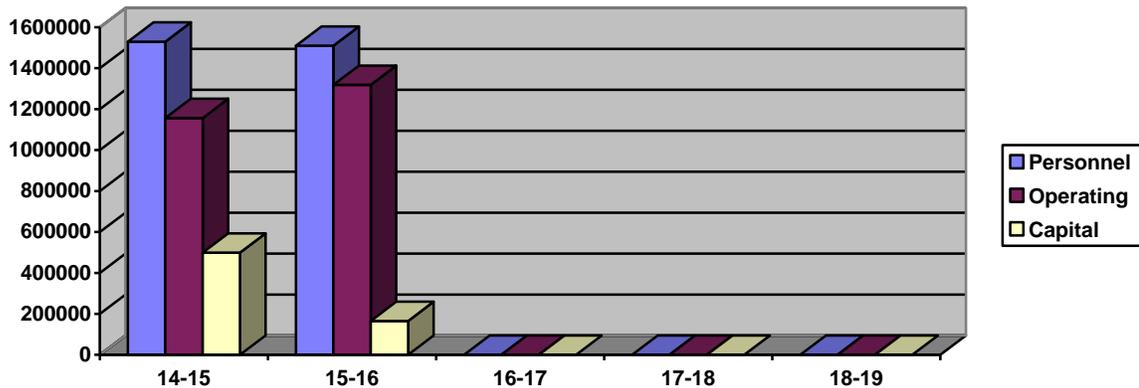
**Goal:** To expand and maintain a water system which will be safe, sanitary, and adequate through an effective construction and maintenance program.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	1,529,396	1,509,787	0	0	0	0
Operating	1,156,760	1,318,701	0	0	0	0
Capital	498,983	165,373	0	0	0	0
Total	3,185,139	2,993,861	0	0	0	0
Budgeted Positions	27	27	0	0	0	0

### GRAPHIC REPRESENTATION

**NOTE:** This department has been combined with Sewer Construction and Maintenance as a result of the public works re-organization and is now referred to as the Distribution and Collection department.



## WATER FILTRATION

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To treat and maintain an adequate and safe supply of water for our citizens.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	690,139	718,140	744,297	789,544	829,291	825,752
Operating	1,261,073	1,398,030	1,552,844	1,495,466	1,635,032	1,620,057
Capital	139,995	38,467	311,882	150,921	30,000	30,000
Total	2,091,207	2,154,637	2,609,023	2,435,931	2,494,323	2,475,809
Budgeted Positions	11	11	11	11	11	11

### 2018-2019 CAPITAL OUTLAY DETAIL

Capital outlay funding one (1) midsize vehicle, \$20,500; one (1) fixed ladder for hypochlorite building, \$4,500; and one (1) fixed ladder for raw water station, \$5,000.

### GRAPHIC REPRESENTATION

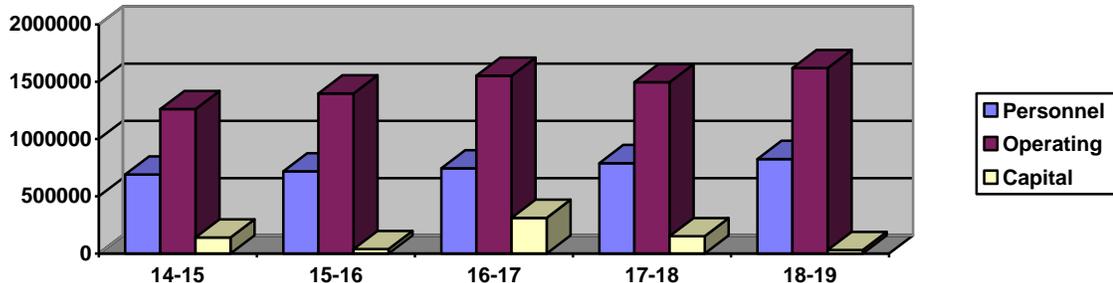
**FY 18-19** appropriations increased \$39,878 or two (2%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Operating includes additional funds for maintenance due to the age and heavy use of equipment. Capital is shown above.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Prior year includes funds for LED lighting upgrade, removal and rebuild of the high service pump #3 and raw water pump #3 resulting in the decrease shown within operating.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Operating includes funds for LED lighting upgrade at the water plant in the amount of \$22,000, maintenance equipment increase of \$80,000, and \$23,500 is included for Operator 10 software upgrade resulting in the increase shown. Large ticket capital items include the replacement of two chemical storage tanks, SCADA system upgrade, and fluoride system upgrade.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating reflects a Duke Progress meter error in prior year that has been corrected resulting in the increase shown.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. An increase in utilities is reflected within the operating cost center.



## WATER FILTRATION

The Water Filtration Department provides the citizens of Sanford, Lee County, the Town of Broadway and Chatham County utilities with potable drinking water through chemical treatment and distribution.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To provide a safe, reliable, uninterrupted supply of potable water to our customers

**Objective:** Maintain elevated tank levels above 50% and maintain system pressure above 100% psi

**Measures:**

SCADA computer records of tank levels	92%	96%	93%
SCADA computer records of system pressure	100%	98%	99%

**Goal:** To exceed state and federal regulations on bacteriological water quality

**Objective:** Collecting and analyzing fifty distribution samples monthly for bacteriological quality

**Measures:**

Maintain a combined chlorine level above 1.0 mg/l	88%	86%	90%
Maintain a heterotrophic plate count below 500	82%	92%	94%

**Goal:** To thoroughly train, state certify, and retain operators for consistency and efficient operation of the plant

**Objective:** Maintain state certified operators and laboratory staff

**Measures:**

Percent of certified operators of plant staff	100%	100%	100%
Retainage of employees	100%	100%	100%

## WATER RECLAMATION

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To provide an effective recycling of domestic and industrial wastewater.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	815,349	838,761	872,869	933,412	957,459	953,387
Operating	985,295	1,025,220	1,028,311	1,181,059	1,375,542	1,337,097
Capital	74,239	34,225	22,061	32,464	460,000	460,000
Total	1,874,883	1,898,206	1,923,241	2,146,935	2,793,001	2,750,484
Budgeted Positions	13	13	13	13	13	13

### 2018-2019 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) refrigerated sampler, \$10,000; and four (4) bar screens, \$450,000.

### GRAPHIC REPRESENTATION

**FY 18-19** appropriations increased \$603,549 or twenty-eight (28%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Operating reflects increases within utilities, sludge, and professional services. Capital is shown above.

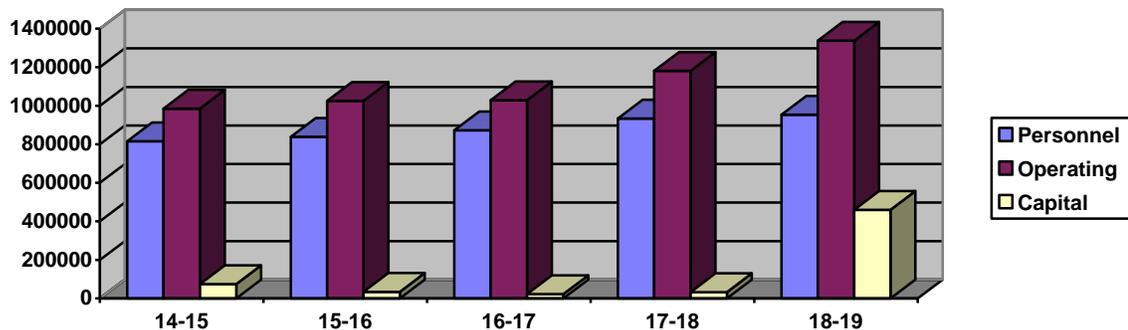
**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance.

**FY 16-17** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Operating includes \$50,000 to clean in-ground digestors and backwash tanks and funds appropriated at year end for emergencies.

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the retirement of two employees who elected to participate in the early retirement incentive package.

It should be noted the steady increase shown within operating is the result of new equipment and buildings coming on line in regards to the Wastewater Treatment Plant expansion and is reflected in the utility bills.



## WATER RECLAMATION

The Water Reclamation Department is responsible for treating wastewater by residential, commercial, and industrial users to state and EPA requirements. The maintenance personnel are continually practicing preventive maintenance and repairing equipment in order to assure continued operations. The laboratory personnel constantly sample and test industrial discharges for surcharge data, to meet state requirements, and to protect the treatment plant. The laboratory tests daily, the effluent discharge to ensure that compliance is maintained with all state permits. Current operations of the new bio-solids handling facility has enhanced efficiency and reduced operating cost.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** Comply with state and EPA regulations for Industrial Pretreatment Program and plant

**Objective:** Monitor industries with an aggressive sampling program to ensure compliance with their permits and test daily influent and effluent at the plant

**Measures:**

Number of samples taken from industries and at the plant	9,000	9,000	9,000
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**Goal:** Comply with state and EPA regulations for Land Application Program

**Objective:** Permit additional acreage for application of bio-solids

**Measures:**

Number of acres permitted for Land Application Program	917	917	917
--------------------------------------------------------	-----	-----	-----

**Goal:** Operate the plant with skilled and certified personnel for efficient operation

**Objective:** Certify all personnel to NC Biological Operator Certification grade I

**Measures:**

Percent of certified operators of plant staff	100%	100%	100%
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**DISTRIBUTION AND COLLECTION**

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To provide adequate, clean, and safe water to residential, commercial, and industrial users. To maintain underground gravity piping systems, force main piping systems, wastewater lift stations, and potable water booster station.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	2,184,994	2,499,673	2,588,428	2,577,185
Operating	0	0	2,062,627	2,664,215	2,635,339	2,635,339
Capital	0	0	286,246	255,849	234,800	234,800
<b>Total</b>	0	0	4,533,867	5,419,737	5,458,567	5,447,324
Budgeted Positions	0	0	40	40	40	40

**2018-2019 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) two ton dump truck, \$97,350; one (1) passenger vehicle, \$22,850; nine (9) meter reader hand held data collector, \$39,000; one (1) trailer jetting mobile unit, \$54,500; one (1) hustler super z mower, \$14,600; and one (1) whacker foot tamp, \$6,500.

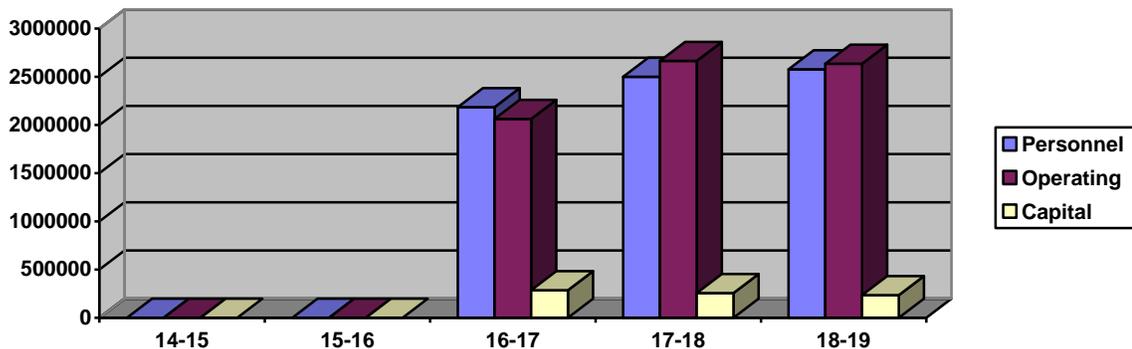
**GRAPHIC REPRESENTATION**

**Note:** This newly created department is the result of the public works re-organization and combines the Water Construction and Maintenance department with the Sewer Construction and Maintenance department.

**FY 18-19** appropriations increased \$27,587 or one (1%) percent compared to FY 17-18 budget. Personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The decrease shown within operating is the result of the meter change out program. Capital is shown above.

**FY 17-18** personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, and a 13% increase for group health insurance. Operating includes funds for a system wide meter change out which is scheduled to be completed every fifteen years resulting in the increase shown.

**FY 16-17** personnel reflects a 1% cost of living adjustment, a 2% merit adjustment, a 0.58% increase in retirement, and a 5% increase for group health insurance. Capital funding includes three ½ ton trucks, one ton utility truck, one passenger vehicle, a traffic warning system, one roller tamp, one mower tractor, one air compressor, and one foot tamp.



## DISTRIBUTION AND COLLECTION

The basic function of the Distribution and Collection Department is to distribute adequate, clean and safe water to residential, commercial and industrial users. This includes the monthly reading of meters, performing cut-on, cut-offs, taps and replacement of still meters. A comprehensive maintenance program is performed by departmental personnel which includes cutting all right-of-ways, prompt repairing of broken lines with immediate notification to the public on service interruptions, maintenance of water tanks and operation of a meter repair shop. This department inspects all water lines installed by contractors, raises covered valve boxes and checks and maintains all fire hydrants and valves. This department also has a Backflow Prevention Program to ensure water quality and eliminate cross connections as well as a Fats, Oils and Grease Program to help minimize entry of fats, oils and grease into the city's sanitary sewer system. This department is responsible for the operation and maintenance of the underground gravity piping systems, force main piping systems, wastewater lift stations and a potable water booster station. Facilities include 255 miles of gravity wastewater lines and pressurized force mains, 10,000 service laterals, 4,700 manholes, and 9 wastewater lift stations. The system serves a residential population of approximately 20,000 residents as well as 1,500 commercial and industrial customers. Programs include sewer line cleaning, smoke testing, sewer line rehabilitation, manhole rehabilitation and repairs, sewer lift station maintenance, easement clearing, root control, closed circuit televised inspections, and sewer line construction.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** Ensure the reliable distribution of drinking water to the residents of the City of Sanford and Lee County compliant with all current and future federal, state, and local requirements of system pressure, integrity, and water quality

**Objective:** 1) Perform leak investigations and respond to water main failures; 2) Install new taps and retaps and perform utility locates

**Measures:**

Miles of distribution lines maintained	635	635	635
Leak investigations	325	325	325
Major water line repairs (6" or greater)	130	135	125
Minor water line repairs (4" or smaller)	58	60	70
New water taps made	133	136	140
Water retaps	130	130	130

**Objective:** To install new meters, read existing meters, test meters, replace old meters and ensure optimum levels of customer service

**Measures:**

New meters installed	55	53	50
Water meters read	228,000	228,000	228,000
Large water meters tested (3" or greater)	32	33	33
Small meters tested (2" or smaller)	18	18	25
Replace old meters	675	670	1,350

**Objective:** Ensure consistent operational reliability of water distribution system through routine operation and maintenance of system components i.e. fire hydrants and isolation valves

**Measures:**

Hydrants inspected / maintained	2,100	2,100	2,100
Valves inspected / exercised	2,000	2,000	2,300

## DISTRIBUTION AND COLLECTION

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Objective:** Prevent water system contamination through administration of city's Backflow Prevention Program and minimize entry of fats, oils and grease in city's sanitary sewer system through city's Fats, Oils, and Grease Program

**Measures:**

City owned backflow devices inspected	42	42	42
Privately owned backflow devices inspected	715	715	715
Grease containing fluids removed (gallons)	440,000	440,000	440,000

**Goal:** To provide a safe and environmentally sound wastewater collection system that will accommodate peak demands without interruption while continuing efforts to improve and upgrade facilities to allow growth and expansion as economic development dictates and to be environmentally sensitive and in compliance with all state and federal regulations.

**Objective:** 1) Provide proper maintenance of sanitary sewer systems, continue TV inspection and smoke testing programs to detect and evaluate line impairments, continue manhole rehab and infiltration efforts to reduce flow and cost to the treatment plant, and repair and replace sanitary sewer lines to reduce inflow and infiltration.

**Measures:**

Stoppage complaints	200	205	200
New taps installed	20	21	25
Manhole adjustments	18	18	15
Right of ways mowed (feet)	154,000	155,000	155,000
Sewer line jetted (feet)	137,000	136,000	136,000
Sewer retaps	12	13	15
Priority outfall line inspection (feet)	250,000	250,000	250,000
Collections system line inspection	200,000	200,000	200,000

## WATER CAPITAL IMPROVEMENTS

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To account for the capital improvement costs which relates directly to the water treatment and distribution system.

### DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	0	0	0	0
Operating	4,955	25,359	485,884	426,435	214,049	214,049
Capital	329,850	473,841	487,425	4,022,439	3,750,000	3,750,000
<b>Total</b>	<b>366,397</b>	<b>499,200</b>	<b>973,309</b>	<b>4,448,874</b>	<b>3,964,049</b>	<b>3,964,049</b>
Budgeted Positions	0	0	0	0	0	0

### 2018-2019 CAPITAL OUTLAY DETAIL

Capital outlay funding includes NC 42 waterline relocation, \$2,500,000 (installment purchase); water rehabilitation, \$500,000; and paint the Cool Springs water tank, \$750,000 (installment purchase).

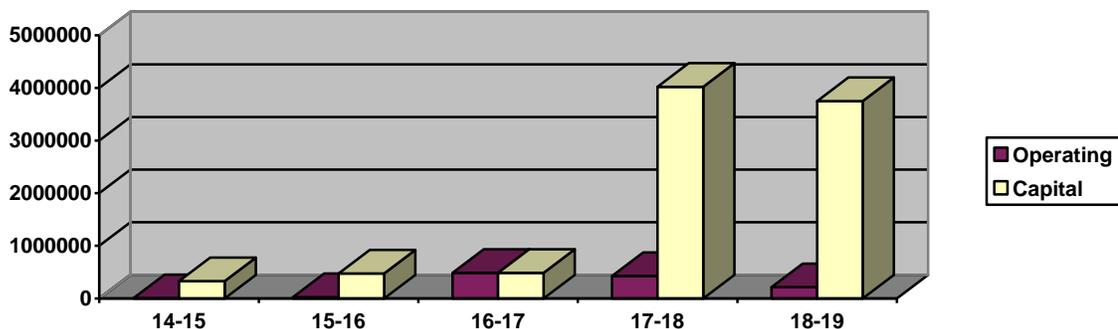
### GRAPHIC REPRESENTATION

**FY 18-19** appropriations reflect a decrease of \$484,825 or eleven (11%) percent compared to FY 17-18 budget. Operating includes debt payment for installment purchase of Hawkins Avenue waterline. Capital is shown above.

**FY 17-18** operating includes debt payment for installment purchase of Hawkins Avenue waterline. Capital includes improvements to the Hawkins Avenue waterline (\$3.5M) and painting the exterior of Tramway water tank, \$300,000.

**FY 16-17** includes funds to paint the Spruce Street water tank and is shown within the capital cost center.

Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



**SEWER CAPITAL IMPROVEMENTS**

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To account for the capital improvement costs which relates directly to the wastewater system.

**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Personnel	0	0	0	0	0	0
Operating	152,526	68,633	119,519	399,700	0	0
Capital	892,325	745,486	383,723	299,700	1,550,000	1,550,000
<b>Total</b>	<b>1,044,851</b>	<b>814,119</b>	<b>503,242</b>	<b>699,400</b>	<b>1,550,000</b>	<b>1,550,000</b>
Budgeted Positions	0	0	0	0	0	0

**2018-2019 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes sewer rehabilitation, \$500,000; Little Buffalo lift station improvements, \$350,000; and sewer rehabilitation project, \$700,000.

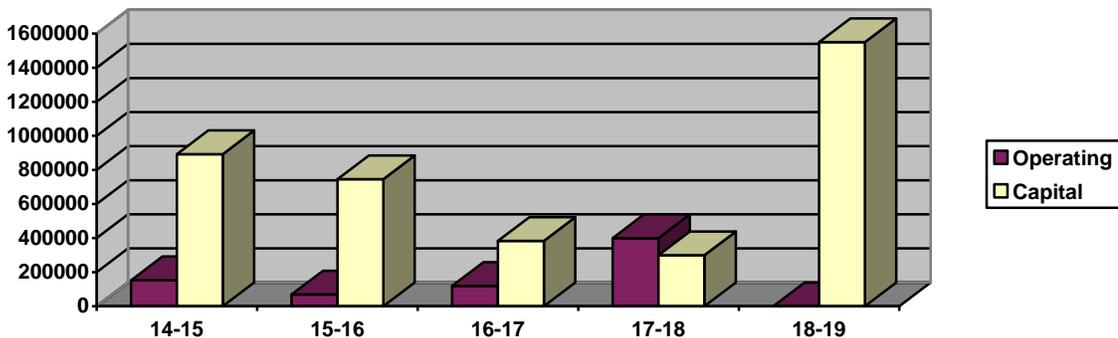
**GRAPHIC REPRESENTATION**

**FY 18-19** appropriations reflect an increase of \$850,600 or one hundred and twenty-two percent (122%) compared to FY 17-18 budget. Capital is shown above.

**FY 16-17** Sewer rehabilitation funds were previously included in the capital cost center, however, auditors have requested the City re-class these expenses in the operating budget. Partnering with Lee County and private sector investors, the City will create a new industrial park referred to as the Central Carolina Enterprise Park (CCEP). The City plans to extend water and sewer lines to this 700 acre site located near the Deep River Community. The majority of the capital listed above is for this industrial park project.

Included in **FY 14-15** is a \$400,000 payment to Lee County for the purchase of the Colon Road Pump Station.

Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



## GOLF FUND

**Goal:** To account for the activities of the City of Sanford Golf Course.

### REVENUE SUMMARIES

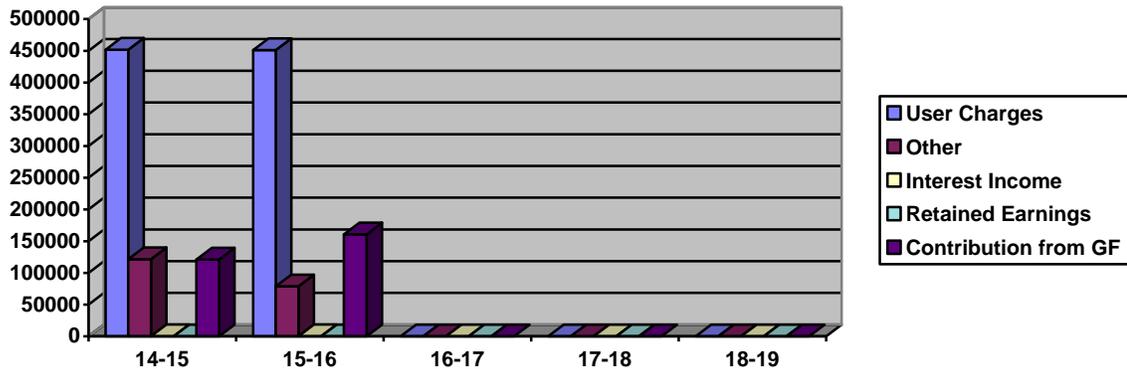
Revenue Sources	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
User Charges	451,728	451,085	0	0	0	0
Other	121,500	78,781	0	0	0	0
Interest Income	98	133	0	0	0	0
Retained Earnings	0	0	0	0	0	0
Contribution from GF	121,149	160,687	0	0	0	0
Total	694,476	690,685	0	0	0	0

### GRAPHIC REPRESENTATION

**NOTE:** Council elected to move the Golf Fund from the Enterprise Fund into the General Fund. Any revenue received pertaining to Golf will now be included in General Fund revenues. Golf user charges will be listed as a separate revenue source.

FY 15-16 other revenue source decrease is mainly due to an appropriation of \$40,000 for installment purchase proceeds for the purchase of a rough mower in prior year. The City elected to leave user fees unchanged in this fiscal year as the fees were increased in FY 11-12, FY 12-13 and FY 13-14. Council elected to transfer the Golf Department into the Enterprise fund in FY 11-12 and is now referred to as the Golf Fund.

It should be noted the number of days closed due to weather and rounds played drive this revenue source.



**GOLF FUND**

**Goal:** To provide an enjoyable, quality golf course for the general public.

**EXPENDITURE SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	401,602	416,968	0	0	0	0
Operating	403,203	257,635	0	0	0	0
Capital	37,383	5,000	0	0	0	0
<b>Total</b>	<b>842,188</b>	<b>679,603</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Budgeted Positions	6	6	0	0	0	0

**2018-2019 CAPITAL OUTLAY DETAIL**

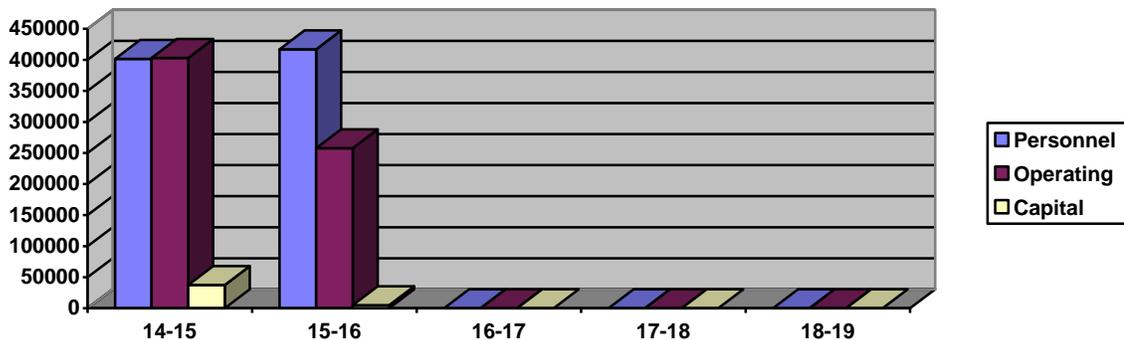
No funding for capital outlay approved.

**GRAPHIC REPRESENTATION**

**NOTE: Council elected to move the Golf Fund from the Enterprise Fund into the General Fund. Golf will now be shown within the General Government function of the General Fund.**

**FY 15-16** personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Staff elected to reduce course maintenance based on historical usage, resulting in the decrease shown within operating. A debt payment in the amount of \$8,447 is included for the purchase of the rough mower bought in FY 14-15 with installment purchase proceeds.

**FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and a decrease shown within temporary salaries. A rough mower was purchased in FY 14-15 and is shown within the capital cost center.



## MUNICIPAL SERVICE DISTRICT FUND

**Goal:** To account for the activities of the Municipal Service District established to assist in revitalization of the downtown area.

### REVENUE SUMMARIES

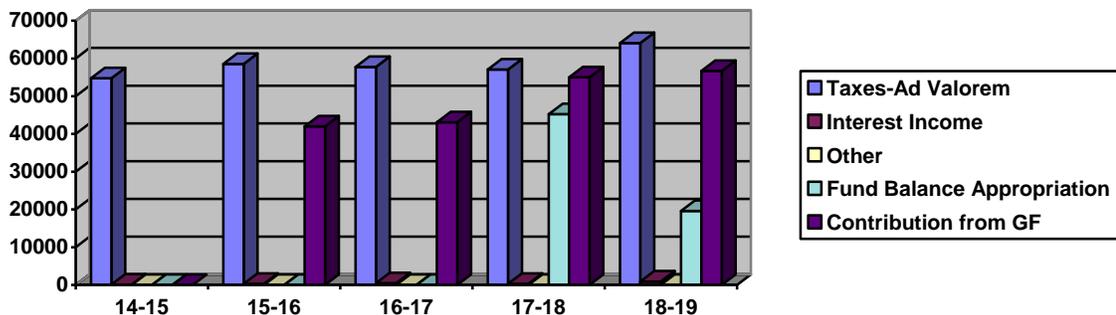
Revenue Sources	ACTUAL 14-15	ACTUAL 15-16	ACTUAL 16-17	BUDGET 17-18	REQUESTED 18-19	APPROVED 18-19
Taxes- Ad Valorem	54,752	58,546	57,735	57,070	64,067	64,067
Interest Income	71	278	446	300	900	900
Other	0	0	0	0	0	0
Fund Balance Appropriation	0	0	0	45,224	19,598	19,598
Contribution from GF	0	42,000	43,100	55,000	56,697	56,697
<b>Total</b>	<b>54,823</b>	<b>100,824</b>	<b>101,281</b>	<b>157,594</b>	<b>141,262</b>	<b>141,262</b>

### GRAPHIC REPRESENTATION

**FY 18-19** Municipal Service District revenue decreased \$16,332 or ten percent (10%) compared to FY 17-18 budget. This decrease is mainly due to fund balance appropriated. The tax rate remains level at 11 cents per \$100 valuation.

**FY 17-18** fund balance appropriated in the amount of \$45,224 is for building improvements within the City and an ice skating rink. The tax rate remains level at 11 cents per \$100 valuation.

**FY 15-16** council elected to make a \$42,000 contribution from the General Fund to allow Downtown Sanford, Inc. (DSI) the ability to hire its own employee rather than use city staff.



**MUNICIPAL SERVICE DISTRICT FUND**

**EXPENDITURE SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 14-15</b>	<b>ACTUAL 15-16</b>	<b>ACTUAL 16-17</b>	<b>BUDGET 17-18</b>	<b>REQUESTED 18-19</b>	<b>APPROVED 18-19</b>
Personnel	0	0	0	0	0	0
Operating	43,930	85,757	120,753	157,594	141,262	141,262
Capital Outlay	0	10,911	0	0	0	0
<b>Total</b>	<b>43,930</b>	<b>96,668</b>	<b>120,753</b>	<b>157,594</b>	<b>141,262</b>	<b>141,262</b>

**2018-2019 CAPITAL OUTLAY DETAIL**

No capital outlay funding was requested.

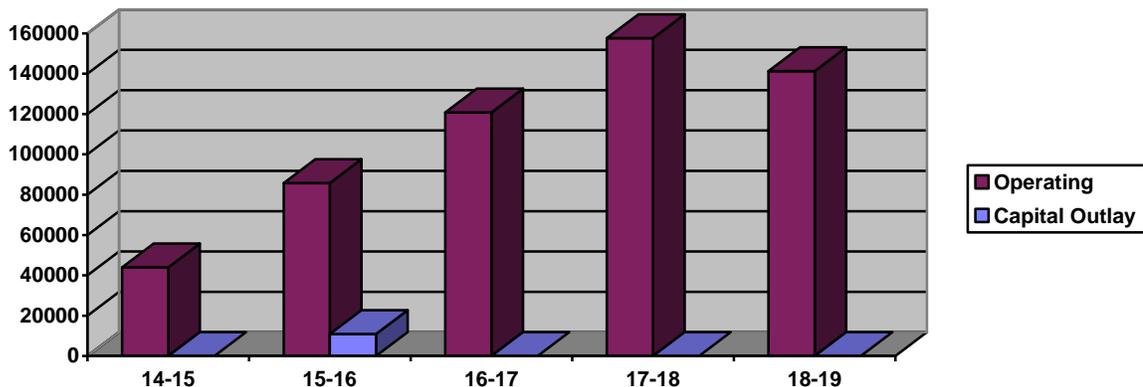
**GRAPHIC REPRESENTATION**

**FY 18-19** Municipal Service District expenditures reflect a decrease totaling \$16,332 or ten percent (10%) compared to FY 17-18 budget. The decrease is mainly due to a reduction in contractual services and building improvement grants. Building improvements in the amount of \$20,000, holiday decorations in the amount of \$10,000, and \$28,884 for advertising are included within operating. Operating also includes approximately \$55,000 for Downtown Sanford, Inc. (DSI) to fund personnel expenses.

**FY 17-18** includes building improvements in the amount of \$15,000, an ice skating rink in the amount of \$30,000, holiday decorations in the amount of \$10,000, and \$28,884 for advertising are included within operating. Operating also includes \$55,000 for Downtown Sanford, Inc. (DSI) to fund personnel expenses.

**FY 16-17** includes \$30,000 for building improvements and \$43,100 for DSI to fund personnel expenses.

**FY 15-16** reflects an increase mainly due to Council electing to make a contribution to this fund to allow Downtown Sanford, Inc. (DSI) the ability to hire its own employee rather than use city staff.



**MUNICIPAL SERVICE DISTRICT FUND**

**FUND BALANCE GOVERNMENTAL FUNDS**

	<u>ACTUAL 14-15</u>	<u>ACTUAL 15-16</u>	<u>ACTUAL 16-17</u>	<u>BUDGET 17-18</u>	<u>BUDGET 18-19</u>
<b>MUNICIPAL SERVICE</b>					
BEGINNING BALANCE	\$ 93,672	\$ 104,565	\$ 108,720	\$ 89,248	\$ 44,024
REVENUES					
AD VALOREM TAXES	54,752	57,398	57,439	57,070	64,067
OTHER	<u>71</u>	<u>1,425</u>	<u>742</u>	<u>300</u>	<u>900</u>
TOTAL	<u>54,823</u>	<u>58,823</u>	<u>58,181</u>	<u>57,370</u>	<u>64,967</u>
EXPENDITURES					
DOWNTOWN REVITALIZATION	<u>43,930</u>	<u>96,668</u>	<u>120,753</u>	<u>157,594</u>	<u>141,262</u>
TOTAL	<u>43,930</u>	<u>96,668</u>	<u>120,753</u>	<u>157,594</u>	<u>141,262</u>
TRANSFERS IN - GENERAL FUND	-	42,000	43,100	55,000	56,697
<b>ENDING BALANCE</b>	<b><u><u>\$ 104,565</u></u></b>	<b><u><u>\$ 108,720</u></u></b>	<b><u><u>\$ 89,248</u></u></b>	<b><u><u>\$ 44,024</u></u></b>	<b><u><u>\$ 24,426</u></u></b>

Note: The Municipal Service District plans to use fund balance in FY 18-19 for façade improvements of downtown buildings; FY 17-18 to fund an ice skating rink and improve the facades of downtown buildings; FY 16-17 to improve the facades of downtown buildings.

**MUNICIPAL SERVICE DISTRICT FUND**

To manage the development of Downtown Sanford Inc. (DSI) as the primary economic, cultural, and social center of the community; to educate the community on the unique assets and historical significance of the downtown area; and to promote and stimulate the improvement of these assets.

Performance Measures	16-17 Actual	17-18 Projected	18-19 Projected
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**Goal:** To retain and develop downtown businesses

**Objective:** Actively pursue federal and state grants and other local fundraising opportunities which will improve the downtown infrastructure conducive for economic retention and development

**Measures:**

Apply for federal and state grants	\$0	\$20,000	\$20,000
Private funds attained	\$20,030	\$25,000	\$25,000

**Objective:** Advocate on behalf of DSI to various civic groups and the general public to create a downtown awareness and solicit funding for various projects

**Measures:**

Conduct speaking engagements advocating DSI	6	5	4
Represent DSI on various local boards	2	2	2

**Goal:** To improve the district's overall appearance

**Objective:** To fund projects to improve the district's overall appearance

**Measures:**

Streetscape implemented on a number of downtown blocks	8	3	0
Building improvement grants awarded	11	5	5
Art project	1	2	2

**Goal:** To add to the quality of life of local residents

**Objective:** Sponsor events that add to the quality of life to local residents while at the same time exposing them to other opportunities that downtown has to offer

**Measures:**

Summer concert series	1	1	1
Holiday tree lighting	1	1	1
Movie series	1	0	2
Downtown festival	1	0	1
Merchant open house	1	1	1
Trick or treating	1	1	1
Small business Saturday	1	1	1
Easter egg hunt	1	1	0
Host NC Main Street	1	0	0

## CITY OF SANFORD CAPITAL IMPROVEMENTS PROGRAM

The City of Sanford's Capital Improvements Plan is prepared as a compendium to the annual operating budget. The plan is designed to provide a five year perspective of future capital needs for the city. The program is intended to coordinate financing, scheduling and planning of capital needs well in advance which will eliminate hasty decisions and provide well designed, orderly growth. Project prioritizing and funding resource availability are paramount in providing a successful program. Safeguarding the city's assets and meeting state and federal mandates are also critical components of the plan.

The city's Capital Improvements Plan contains projected revenue sources and cost estimates for each recommended capital project with a cost of \$50,000 or greater. Project descriptions detailing the specifics of each project along with visual aids are included when necessary. The projects are categorized by fund, department and type of improvement. The following improvement types are recommended.

1. Water Capital Projects
2. Sewer Capital Improvements
3. Street Capital Improvements
4. General Service Capital Improvements

Generally, the purchase of vehicles or heavy equipment is included in the annual operating budget, not the CIP, regardless of initial cost.

### Useful Life Table

Utility plants, tanks, and system lines	40 – 50 years
Buildings, land improvements and streets	20 years
Equipment	3 - 15 years

The financial data for the ensuing fiscal year of the plan will be the same as the recommended capital outlays for major improvements within the ensuing operating budget and/or capital project ordinances. The remainder of the five year plan will be subject to annual revisions and authorizations. The acceptance of the plan is not binding on future budgets but will be used as a planning document.

The following pages are excerpts from the Capital Improvement Program. This information will provide the reader with more information concerning current year projects.

## CAPITAL IMPROVEMENTS SCHEDULE

PROJECT DESCRIPTION	FUNDING SOURCE	PLANNING	PLANNING	PLANNING	PLANNING	PLANNING
		YEAR 2018-19	YEAR 2019-20	YEAR 2020-21	YEAR 2021-22	YEAR 2022-23
<b>WATER:</b>						
Water System Rehabilitation	6	500,000	500,000	500,000	500,000	500,000
Paint Water Tank - Cool Springs	4	750,000		-		
Paint Water Tank - Colon Rd	6		500,000			
Erection of Elevated Storage Facility for Potable Water	6		-		-	300,000
Pendergrass rd booster pump station improvements	6		50,000	400,000		
Water Treatment Plant Expansion	6	-	-	-	-	2,000,000
NC 42 water line relocation	4,8	2,500,000	-	-	-	
Carthage water line relocation- fire tower to wicker	6		-	300,000	200,000	
Amos Bridges water main	2	1,000,000				
Hawkins Avenue Waterline	4,6	-	4,500,000	-		
<b>TOTAL WATER</b>		<b>4,750,000</b>	<b>5,550,000</b>	<b>1,200,000</b>	<b>700,000</b>	<b>2,800,000</b>
<b>SEWER:</b>						
A Cured in Place Pipeline Renewal	6	700,000	-	-	-	-
Sewer Assessment Project	1	600,000	1,575,000	-	-	-
Sewer System Rehabilitation	6	500,000	500,000	250,000	250,000	250,000
Sewer Remediation Project - Section A	4,6	-	1,000,000	1,000,000	1,000,000	
Sewer Reconditioning	6	-	1,000,000	1,000,000	1,000,000	1,000,000
Little Buffalo Lift Station improvements	6	350,000	-	-		
Kelly Drive lift station replacement	6		250,000			
Gum Fork Branch Force Main Replacement	6		-	1,000,000		
Moncure Sewer Extension	3,6	6,500,000	-	-		
<b>TOTAL SEWER</b>		<b>8,650,000</b>	<b>4,325,000</b>	<b>3,250,000</b>	<b>2,250,000</b>	<b>1,250,000</b>
<b>TOTAL UTILITY FUND</b>		<b>13,400,000</b>	<b>9,875,000</b>	<b>4,450,000</b>	<b>2,950,000</b>	<b>4,050,000</b>
<b>STREET:</b>						
Street Resurfacing	5	575,000	575,000	575,000	575,000	575,000
Hill Ave Bridge Painting and Repairs	5		350,000	-		-
Sidewalk Rehab	5	25,000	100,000	100,000	100,000	100,000
<b>TOTAL STREET</b>		<b>600,000</b>	<b>1,025,000</b>	<b>675,000</b>	<b>675,000</b>	<b>675,000</b>
<b>GENERAL FUND PROJECTS:</b>						
Relocate phone cable on Charlotte, Chatham, McIver	5		-	-		
Cole St. Parking Lot retaining wall	5		-			
Temple Theatre parking lot	5		750,000			
Moore Street parking	5					
Municipal Park	2, 3,	1,887,050		-		
Wicker St.-Kiwanis Family Park Greenway	2		-	350,000		
Medical Mile Greenway	2			614,500		
Downtown Wicker Street Greenway	2			2,700,000		
Little Buffalo Greenway	2	-	-		-	350,000
Carthage Greenway	2		-	-		90,000
Passenger Depot	5		-	-	250,000	250,000
Parking Expansion at Service Center	5	-	-	-	-	-
Remodel / Renovate City Hall	4,5	-	-	-	-	-
Greenway System Development	4,5	-		-	-	
Vehicle, Salt, Sand, Rock/Christmas decorations Storage Bu	6	-	-	1,250,000		-
Golf Cart Storage Facility	5	-	-	200,000		-
Golf Club House Renovations	4,5	-	-	-	-	-
<b>TOTAL GENERAL PROJECTS</b>		<b>1,887,050</b>	<b>750,000</b>	<b>5,114,500</b>	<b>250,000</b>	<b>690,000</b>



**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

**Responsible Dept:** Engineering - Water **Project Title:** Water system rehabilitation

**PROJECT DESCRIPTION:** Various projects designed to rehabilitate the water distribution system.



**PROJECT JUSTIFICATION:** System components need to be replaced as they age.

**Externally Mandated:** No **Growth Related:** No **Service Related:** Yes

<b>PROJECTED STATUS as of JUNE 30, 2018:</b>			<b>PROJECTED DATES:</b>		
<b>2019 Appropriation:</b>	\$500,000		Projected Begin:	July, 2018	
Current Budget Amt:	\$500,000		Est. Completion:	June, 2019	
Total Expenditures:					
Projected Balance:	\$500,000				

Appro/Expenditure Plan	2018-19	2019-20	2020-21	2021-22	2022-23	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	500,000	500,000	500,000	500,000	500,000		2,500,000
Other							0
<b>Total</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>2,500,000</b>

Financing Plan (to be completed by Finance Dept.)	2018-19	2019-20	2020-21	2021-22	2022-23	Remaining Yrs	Total
General Fund							0
Utility Fund	500,000	500,000	500,000	500,000	500,000		2,500,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>2,500,000</b>

Operating Budget Impact	2018-19	2019-20	2020-21	2021-22	2022-23	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

List	Explanation: How & Why
Department/Division Impacted	
	This project will not affect the operating budget.

**CITY OF SANFORD**  
**CAPITAL IMPROVEMENT PROGRAM 2018-2019**  
**PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Engineering - Water	<b>Project Title:</b> Paint Cool Springs Water Tank
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**PROJECT DESCRIPTION:** Paint the Cool Springs Water Tank



**PROJECT JUSTIFICATION:** To maintain water tanks in the most cost effective manner, rule of thumb is to repaint them every ten years.

<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
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<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$750,000</b>		Projected Begin:	July, 2018		
Current Budget Amt:	\$750,000			Est. Completion:	June, 2019		
Total Expenditures:							
Projected Balance:	\$750,000						

<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	750,000						750,000
Other							0
<b>Total</b>	<b>750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>

<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts	750,000						750,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>

<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

<b>List</b>	<b>Explanation: How &amp; Why</b>
<b>Department/Division Impacted</b>	
	This project will not affect the operating budget.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

<b>Responsible Dept: Engineering - Water</b>		<b>Project Title: NC 42 Waterline Relocation</b>					
<b>PROJECT DESCRIPTION:</b> Relocate water transmission main on NC 42 from Horner Blvd to Dixie Farm Road in preparation for NCDOT road widening project.							
<b>PROJECT JUSTIFICATION:</b> Required by NCDOT							
<b>Externally Mandated:</b>	yes	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		\$2,500,000		<b>Projected Begin:</b>	July, 2017		
Current Budget Amt:	\$2,500,000			<b>Est. Completion:</b>	June, 2020		
Total Expenditures:	\$36,633						
Projected Balance:	\$2,463,367						
<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design	214,540						214,540
Acquisition							0
Construction	2,285,460						2,285,460
Other							0
<b>Total</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund	2,392,730						2,392,730
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)	107,270						107,270
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>
<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Impacts:</b> Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
<b>List Department/Division Impacted</b>	<b>Explanation: How &amp; Why</b>						
	This project will not affect the operating budget.						

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

**Responsible Dept:** Engineering - Water **Project Title:** Amos Bridges Water Main

**PROJECT DESCRIPTION:** Install a 12" water main along Amos Bridges Road from Colon Road to Hawkins Avenue



**PROJECT JUSTIFICATION:** Economic Development and a system improvement. Provides a cross connection between Colon Road and Hawkins Avenue which provides an alternate means to deliver water should sections of either line fail.

<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	Yes		
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<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
2019 Appropriation:		<b>\$89,500</b>		Projected Begin:	July, 2018		
Planned Adjustments		<b>\$910,500</b>		Est. Completion:	June, 2019		
Current Budget Amt:	\$1,000,000						
Total Expenditures:							
Projected Balance:	\$1,000,000						

Appro/Expenditure Plan	2018-19	2019-20	2020-21	2021-22	2022-23	Remaining Yrs	Total
Planning/Design	89,500						89,500
Acquisition							0
Construction	910,500						910,500
Other							0
<b>Total</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

Financing Plan (to be completed by Finance Dept.)	2018-19	2019-20	2020-21	2021-22	2022-23	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds	1,000,000						1,000,000
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

Operating Budget Impact	2018-19	2019-20	2020-21	2021-22	2022-23	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

List	Explanation: How & Why
<b>Department/Division Impacted</b>	
<b>Collection/Distribution</b>	This project will not affect the operating budget.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

**Responsible Dept: Engineering - Sewer** **Project Title: A Cured in Place Pipeline Renewal**

**PROJECT DESCRIPTION:** this will renew sewer by installing a fiberglass liner inside existing sewer line



**PROJECT JUSTIFICATION:** the City maintains approximately 200 miles of sewer line. As it ages it deteriorates and needs some form of rehabilitation. Renewal by Cured in Place lining is one of the more cost effective methods of rehabilitating sewer line.

**Externally Mandated:** No **Growth Related:** No **Service Related:** Yes

<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$700,000</b>		Projected Begin:	7/1/2018		
Current Budget Amt:	\$700,000			Est. Completion:	6/30/2019		
Total Expenditures:							
Projected Balance:	\$700,000						

<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	700,000						700,000
Other							0
<b>Total</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>

<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund	700,000						700,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>

<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

<b>List Department/Division Impacted</b>	<b>Explanation: How &amp; Why</b>
	This project will not affect the operating budget.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

**Responsible Dept: Engineering - Sewer** **Project Title: Sewer Assessment Project**

**PROJECT DESCRIPTION:** installation of sewer for residential areas with partial funding from the City



**PROJECT JUSTIFICATION:** there are residential areas within City limits that do not have access to sewer. Some have been unable to connect through the petition process due to high construction costs. Others have not been through the petition process. The project helps fund sewer extensions that might not otherwise be completed.

**Externally Mandated:** No **Growth Related:** No **Service Related:** Yes

<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$600,000</b>		<b>Projected Begin:</b>	7/1/18		
Current Budget Amt:	\$600,000			<b>Est. Completion:</b>	6/30/20		
Total Expenditures:							
Projected Balance:	\$600,000						

<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	600,000	1,575,000					2,175,000
Other							0
<b>Total</b>	<b>600,000</b>	<b>1,575,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,175,000</b>

<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)	600,000	1,575,000					2,175,000
Prior Year Balance							0
<b>Total</b>	<b>600,000</b>	<b>1,575,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,175,000</b>

<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

<b>List Department/Division Impacted</b>	<b>Explanation: How &amp; Why</b>
	This project will not affect the operating budget.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Engineering - Sewer	<b>Project Title:</b> Sewer System Rehabilitation
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**PROJECT DESCRIPTION:** Various projects to rehabilitate assets in the sewer collection system.



**PROJECT JUSTIFICATION:** The City's collection system consists of 200 miles of sewer mains and approximately 4000 manholes. Overtime these assets must be rehabilitated.

<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
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<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$500,000</b>		Projected Begin:	July, 2018		
Current Budget Amt:	\$500,000			Est. Completion:	June, 2019		
Total Expenditures:							
Projected Balance:	\$500,000						

<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	500,000	500,000	250,000	250,000	250,000		1,750,000
Other							0
<b>Total</b>	<b>500,000</b>	<b>500,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>0</b>	<b>1,750,000</b>

<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund	500,000	500,000	250,000	250,000	250,000		1,750,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>500,000</b>	<b>500,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>0</b>	<b>1,750,000</b>

<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

<b>List Department/Division Impacted</b>	<b>Explanation: How &amp; Why</b>
	This project will not affect the operating budget.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Engineering - Sewer		<b>Project Title:</b> Little Buffalo Lift Station Improvements					
<b>PROJECT DESCRIPTION:</b> Increase capacity of the lift station							
<b>PROJECT JUSTIFICATION:</b> Economic Development. With the growth of Central Carolina Enterprise Park and Triassic Park as well as the sewer to Moncure, more capacity will be needed at this lift station							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	Yes		
<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$350,000</b>			<b>Projected Begin:</b>	July, 2018	
Current Budget Amt:	\$350,000				<b>Est. Completion:</b>	June, 2019	
Total Expenditures:							
Projected Balance:	\$350,000						
<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	350,000						350,000
Other							0
<b>Total</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund	350,000						350,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>
<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Impacts:</b> Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
<b>Department/Division Impacted</b>							
<b>Collection/Distribution</b>	This project will not affect the operating budget.						

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

**Responsible Dept:** Engineering - Sewer **Project Title:** Moncure Sewer Extension

**PROJECT DESCRIPTION:** To extend sewer to the airport and the Moncure Mega site.



**PROJECT JUSTIFICATION:** Economic Development

<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	Yes		
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<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$6,500,000</b>		Projected Begin:	July, 2017		
Current Budget Amt:	\$6,500,000			Est. Completion:	June, 2019		
Total Expenditures:							
Projected Balance:	\$6,500,000						

<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	6,500,000						6,500,000
Other							0
<b>Total</b>	<b>6,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,500,000</b>

<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund	3,000,000						3,000,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt	3,500,000						3,500,000
Grants							0
Other							0
Prior Year Balance							0
<b>Total</b>	<b>6,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,500,000</b>

<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense	20,000	20,000	20,000	20,000	20,000		100,000
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>100,000</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

<b>List</b>	<b>Explanation: How &amp; Why</b>
<b>Department/Division Impacted</b>	
<b>Collection/Distribution</b>	This project is to serve an industrial site with a design capacity of over \$1M gallons per day, resulting in increased revenue. With this addition of this project, the city's maintenance and operation cost will increase by approximately \$20,000 per year.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

**Responsible Dept:** Engineering - Streets **Project Title:** Street Resurfacing

**PROJECT DESCRIPTION:** Rehabilitation of city streets.



**PROJECT JUSTIFICATION:** The City maintains 135 miles of roads. The condition of the roads deteriorate over a period of time. These funds will be used to improve the condition of select streets in our transportation systems.

**Externally Mandated:** No **Growth Related:** No **Service Related:** Yes

<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$575,000</b>		Projected Begin:	July, 2018		
Current Budget Amt:	\$575,000			Est. Completion:	June, 2019		
Total Expenditures:							
Projected Balance:	\$575,000						

<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	575,000	575,000	575,000	575,000	575,000		2,875,000
Other							0
<b>Total</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>	<b>0</b>	<b>2,875,000</b>

<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund	575,000	575,000	575,000	575,000	575,000		2,875,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>	<b>0</b>	<b>2,875,000</b>

<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

<b>List Department/Division Impacted</b>	<b>Explanation: How &amp; Why</b>
	This project will not affect the operating budget.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Engineering - Streets	<b>Project Title:</b> Sidewalk Rehabilitation
<b>PROJECT DESCRIPTION:</b> Replace sections of city sidewalk.	
	
<b>PROJECT JUSTIFICATION:</b> The City maintains in excess of 32 miles of sidewalk which deteriorates over time. The city will utilize the funds to address substandard sections of sidewalk, curb, and gutter.	

<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes
<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>	
<b>2019 Appropriation:</b>		<b>\$25,000</b>		Projected Begin:	July, 2018
Current Budget Amt:	\$25,000			Est. Completion:	June, 2019
Total Expenditures:					
Projected Balance:	\$25,000				

<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	25,000	100,000	100,000	100,000	100,000		425,000
Other							0
<b>Total</b>	<b>25,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>425,000</b>

<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund	25,000	100,000	100,000	100,000	100,000		425,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>25,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>425,000</b>

<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Operating Budget Impacts:** Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

<b>List Department/Division Impacted</b>	<b>Explanation: How &amp; Why</b>
	This project will not affect the operating budget.

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2018-2019  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Engineering		<b>Project Title:</b> Municipal Park					
<b>PROJECT DESCRIPTION:</b> Provide park enhancements as per the bond referendum.							
<b>PROJECT JUSTIFICATION:</b> Citizens of Sanford have indicated they want a higher level of park improvements than what is being supplied by the county.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
<b>PROJECTED STATUS as of JUNE 30, 2018:</b>				<b>PROJECTED DATES:</b>			
<b>2019 Appropriation:</b>		<b>\$1,887,050</b>		Projected Begin:	July, 2017		
Current Budget Amt:	\$1,887,050			Est. Completion:	June, 2019		
Total Expenditures:							
Projected Balance:	\$1,887,050						
<b>Appro/Expenditure Plan</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	1,887,050						1,887,050
Other							0
<b>Total</b>	<b>1,887,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,887,050</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds	1,887,050						1,887,050
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>1,887,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,887,050</b>
<b>Operating Budget Impact</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Impacts:</b> Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
<b>Department/Division Impacted</b>	This project may affect the operating budget and is currently being evaluated.						

## CITY OF SANFORD CAPITAL/GRANT BUDGETS

The City of Sanford's Capital/Grant Budgets are authorized for appropriations through General Statutes 159-13.2 and are adopted separate from the annual operating budget. This authorization includes funding of "capital project" and "grant project" appropriations. The capital budget is used for projects financed totally or in part through bond proceeds, notes or other debt instruments which involve a capital asset. The grant budget refers to projects financed with revenues received from state or federal government for operation or capital purposes defined by the specific grant. The project ordinance authorizes the funding for the length of the project, therefore funds are cumulative for the life of the project. The city uses these ordinances to fund projects within the Capital Improvements Program and Community Development Grant Program. Each ordinance clearly identifies its purpose and authorization and identifies the revenues and appropriations (balanced). A project ordinance may be amended with City Council enactment in the same manner as the annual operating ordinance.

Following is a summary of ongoing project activity:

APPROPRIATION	PROJECT / PROGRAM BUDGET	CURRENT YR. ACTIVITY	PRIOR YRS. ACTIVITY	TOTAL TO JUNE 30, 2017
<b>SPECIAL REVENUES</b>				
<b>Community Development</b>				
Revenues	991,688	425,989	701,746	1,127,735
Expenditures	992,688	369,819	174,562	544,381
Other financing sources (uses)	1,000	26,000	(25,000)	1,000
Project Fund Balance				<u>\$ 584,354</u>
<b>GENERAL FUND CAPITAL PROJECTS</b>				
<b>Downtown Improvements</b>				
Other financing sources (uses)	196,157	(16,195)	196,157	179,962
Expenditures	196,157	-	179,962	179,962
Project Fund Balance				<u>\$ -</u>
<b>GENERAL FUND CAPITAL PROJECTS</b>				
<b>Sidewalk / Greenway / Streetscape</b>				
Revenues	439,982	149,178	189,680	338,858
Other financing sources (uses)	14,293,105	1,946,298	12,346,807	14,293,105
Expenditures	14,733,087	3,164,788	10,615,778	13,780,566
Project Fund Balance				<u>\$ 851,397</u>
<b>UTILITY CAPITAL PROJECTS</b>				
<b>Water &amp; Sewer Capital Improvements</b>				
Revenues	7,766,703	58,034	117,707	175,741
Other financing sources	10,868,468	7,610,127	3,258,341	10,868,468
Expenditures	18,635,171	1,628,505	346,566	1,975,071
Project Fund Balance				<u>\$ 9,069,138</u>

**2018-2019  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>GOVERNING BODY (9)</b>		
Mayor	1	*
City Council Members	7	*
City Clerk/Asst. to City Manager	1	\$49,797 - \$82,164
<b>DEPARTMENT OF ADMINISTRATION (4)</b>		
City Manager	1	*
Deputy City Clerk	1	\$37,019 - \$61,081
Public Information Officer/Grant Writer	1	\$49,797 - \$82,164
Management Analyst	1	\$54,968 - \$90,697
<b>DEPARTMENT OF HUMAN RESOURCES (5)</b>		
<i>HUMAN RESOURCES</i>		
Human Resources/Risk Mgmt. Director	1	\$73,918 - \$121,965
Human Resources Analyst	1	\$45,108 - \$74,428
Human Resources Assistant	1	\$37,019 - \$61,081
Receptionist	1	\$27,528 - \$45,420
<i>RISK MANAGEMENT</i>		
Risk Management Officer	1	\$52,320 - \$86,327
<b>DEPARTMENT OF LEGAL (2)</b>		
City Attorney	1	\$81,614 - \$134,662
Paralegal	1	\$38,905 - \$64,193
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT (22)</b>		
<i>COMMUNITY DEVELOPMENT</i>		
Comm. Development Director	1	\$81,614 - \$134,662
Asst. Comm. Dev. Director	1	\$63,758 - \$105,201
Administrative Assistant I	1	\$33,551 - \$55,359
Comm. Development Manager	1	\$60,686 - \$100,132
Zoning Administrator	1	\$60,686 - \$100,132
Senior Planner / Long Range	1	\$60,686 - \$100,132
Planner II	1	\$52,320 - \$86,327
Planner I	1	\$47,392 - \$78,197
Planning Technician	1	\$40,883 - \$67,458
Administrative Assistant III	1	\$40,883 - \$67,458

\* Amount is established and set by the City Council on a year to year basis.

**2018-2019  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (22)</b>		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$60,686 - \$100,132
Building Inspector III	1	\$49,797 - \$82,164
Building Inspector II	2	\$47,392 - \$78,197
Building Inspector I	1	\$45,108 - \$74,428
Administrative Assistant II	1	\$37,019 - \$61,081
Administrative Assistant I	1	\$33,551 - \$55,359
<i>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</i>		
Code Enforcement Supervisor	1	\$49,797 - \$82,164
Code Enforcement Officer	2	\$42,952 - \$70,870
Staff Assistant	1	\$30,388 - \$50,141
<i>COMMUNITY ENHANCEMENT – PLANNING/HPC</i>		
Planner II	1	\$52,320 - \$86,327
<b>DEPARTMENT OF INFORMATION TECHNOLOGY (3)</b>		
Information Technology Director	1	\$73,918 - \$121,965
Program Analyst/Webmaster	2	\$52,320 - \$86,327
<b>SANFORD GOLF COURSE (6)</b>		
Golf Course Manager	1	\$63,758 - \$105,201
Golf Course Superintendent	1	\$52,320 - \$86,327
Asst. Golf Course Manager	1	\$42,952 - \$70,870
Lead Turfgrass Technician	1	\$33,551 - \$55,359
Turfgrass Technician	1	\$30,388 - \$50,141
Turfgrass Technician	1	Part-time

**2018-2019  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF POLICE (110)</b>		
Chief of Police	1	\$81,614 - \$134,662
Assistant Chief	1	\$66,984 - \$110,523
Administrative Assistant II	1	\$37,019 - \$61,081
Administrative Assistant I	1	\$33,551 - \$55,359
Police Records Supervisor	1	\$40,883 - \$67,458
Records Clerk	1	\$33,551 - \$55,359
Patrol Major	1	\$63,758 - \$105,201
Internal Affairs / Training Officer	1	\$57,765 - \$95,312
Narcotics Captain	1	\$57,765 - \$95,312
Patrol Captain	6	\$54,968 - \$90,697
Sergeant	7	\$47,392 - \$78,197
Detective Captain	1	\$57,765 - \$95,312
Detective	10	\$45,108 - \$74,428
Narcotics Agent	5	\$45,108 - \$74,428
Police Officer III	37	\$42,952 - \$70,870
Police Officer II	6	\$40,883 - \$67,458
Police Officer I	8	\$38,905 - \$64,193
Telecomm. Supervisor	1	\$42,952 - \$70,870
Lead Telecommunicator	3	\$38,905 - \$64,193
Telecommunicator	13	\$35,263 - \$58,184
Receptionist	4	\$27,528 - \$45,420
<b>DEPARTMENT OF FIRE (54)</b>		
Chief	1	\$77,660 - \$128,138
Deputy Fire Chief / Fire Marshal	1	\$63,758 - \$105,201
Battalion Commander	3	\$54,968 - \$90,697
Deputy Fire Marshal	1	\$52,320 - \$86,327
Administrative Assistant II	1	\$33,551 - \$55,359
Company Captain	9	\$47,392 - \$78,197
Firefighter III	24	\$40,883 - \$67,458
Fire Inspector	1	Part-time
Firefighter III/Driver Operator	9	\$40,883 - \$67,458
Firefighter II	1	\$38,905 - \$64,193
Firefighter I	3	\$37,019 - \$61,081

2018-2019

DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF FINANCIAL SERVICES (20)</b>		
<i>FINANCE</i>		
Director of Financial Services	1	\$81,614 - \$134,662
Financial Services Supervisor	1	\$57,765 - \$95,312
Financial Services Support Assistant	1	\$33,551 - \$55,359
Accountant I	1	\$42,952 - \$70,870
Accountant II	1	\$47,392 - \$78,197
Senior Budget Analyst	1	\$49,797 - \$82,164
Accounting Technician	2	\$33,551 - \$55,359
Financial Services Support Specialist	1	\$49,797 - \$82,164
<i>UTILITY FUND ADMINISTRATION</i>		
Customer Service Manager	1	\$54,968 - \$90,697
Assistant Customer Service Manager	1	\$49,797 - \$82,164
Senior Accountant	1	\$47,392 - \$78,197
Contract / Purchasing Specialist	1	\$49,797 - \$82,164
Customer Service Representative	4	\$30,388 - \$50,141
Customer Service Representative	1	Part-time
Senior Customer Service Represent.	1	\$33,551 - \$55,359
Customer Service Specialist	1	\$33,551 - \$55,359
Customer Service Billing Specialist	1	\$40,883 - \$67,458

**2018-2019  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF PUBLIC WORKS (132)</b>		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$85,719 - \$141,436
Public Works Manager	1	\$73,918 - \$121,965
Public Works Administrator	1	\$49,797 - \$82,164
Public Works Safety Officer	1	\$42,952 - \$70,870
Administrative Assistant II	1	\$37,019 - \$61,081
Administrative Assistant I	1	\$33,551 - \$55,359
<i>STREET</i>		
Administrator	½	\$60,686 - \$100,132
Crew Supervisor I	3	\$37,019 - \$61,081
Equipment Operator III	1	\$33,551 - \$55,359
Equipment Operator II	3	\$30,388 - \$50,141
Equipment Operator I	1	\$28,926 - \$47,728
Maintenance Worker II	5	\$28,926 - \$47,728
Maintenance Worker I	1	\$27,528 - \$45,420
Lead Maintenance Worker	2	\$30,388 - \$50,141
Traffic Services Technician	1	\$35,263 - \$58,184
<i>SOLID WASTE</i>		
Administrator	½	\$60,686 - \$100,132
Solid Waste Superintendent	1	\$54,968 - \$90,697
Crew Supervisor I	2	\$37,019 - \$61,081
Equipment Operator II	8	\$30,388 - \$50,141
Equipment Operator I	2	\$28,926 - \$47,728
Lead Maintenance Worker / Graffiti	1	\$30,388 - \$50,141
Maintenance Worker II	3	\$28,926 - \$47,728
Compost Facility Operator	1	\$30,388 - \$50,141
<i>HORTICULTURE</i>		
Horticulturist	1	\$47,392 - \$78,197
Lead Groundskeeper	2	\$30,388 - \$50,141
Groundskeeper II	1	\$28,926 - \$47,728
Groundskeeper I	2	\$27,528 - \$45,420

**2018-2019  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF PUBLIC WORKS CON'T (135)</b>		
<i>FLEET MAINTENANCE</i>		
Administrator	½	\$60,686 - \$100,132
Fleet Maint. Superintendent	1	\$54,968 - \$90,697
Mechanic II	3	\$37,019 - \$61,081
Garage Clerk	1	\$33,551 - \$55,359
<i>ENGINEERING</i>		
City Engineer	1	\$70,357 - \$116,089
Civil Engineer II	1	\$57,765 - \$95,312
Civil Engineer I	1	\$52,320 - \$86,327
Drafting Technician	1	\$35,263 - \$58,184
Engineering Technician	1	\$40,883 - \$67,458
Utility Locator	2	\$35,263 - \$58,184
Engineering GIS Technician	1	\$38,905 - \$64,193
Construction Inspector	2	\$40,883 - \$67,458
<i>DISTRIBUTION AND COLLECTION</i>		
Distribution & Collection Administrator	1	\$60,686 - \$100,132
Distribution & Collection Coordinator	1	\$47,392 - \$78,197
Utility Connection Coordinator	1	\$47,392 - \$78,197
Crew Supervisor I	5	\$37,019 - \$61,081
Utility Technician	1	\$35,263 - \$58,184
Utility Maint. Worker II	9	\$28,926 - \$47,728
Utility Maint. Worker I	3	\$27,528 - \$45,420
Lead Utility Maint. Worker	4	\$30,388 - \$50,141
Equipment Operator III	1	\$33,551 - \$55,359
Equipment Operator II	5	\$30,388 - \$50,141
Meter Reading Supervisor	1	\$37,019 - \$61,081
Meter Reader	7	\$30,388 - \$50,141
Meter Services Technician	1	\$31,939 - \$52,699

**2018-2019  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF PUBLIC WORKS CON'T (135)</b>		
<i>WATER FILTRATION</i>		
Water Filtration Administrator	1	\$60,686 - \$100,132
Chief Operator	1	\$42,952 - \$70,870
Operator III	4	\$37,019 - \$61,081
Operator II	1	\$33,551 - \$55,359
Operator I	1	\$33,551 - \$55,359
Utility Mechanic II	1	\$37,019 - \$61,081
Lab Supervisor	1	\$49,797 - \$82,164
Lab Technician II	1	\$40,883 - \$67,458
<i>WATER RECLAMATION</i>		
Water Reclamation Administrator	1	\$60,686 - \$100,132
Chief Operator	1	\$42,952 - \$70,870
Pretreatment Coordinator	1	\$45,108 - \$74,428
Lab Supervisor	1	\$49,797 - \$82,164
Lab Assistant II	1	\$35,263 - \$58,184
Utility Mechanic II	1	\$38,905 - \$64,193
Utility Mechanic I	1	\$37,019 - \$61,081
Operator III	3	\$37,019 - \$61,081
Operator II	3	\$33,551 - \$55,359
<i>WAREHOUSE</i>		
Maintenance/Inventory Tech.	1	\$33,551 - \$55,359
<i>PUBLIC BUILDING</i>		
Administrator	½	\$60,686 - \$100,132
Bldg./Grounds Superintendent	1	\$54,968 - \$90,697
Facilities Maintenance Technician	1	\$33,551 - \$55,359
Administrative Assistant I	1	\$33,551 - \$55,359
<i>PARKS</i>		
Park Technician	1	\$40,883 - \$67,458
Lead Park Attendant	1	\$33,551 - \$55,359

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

**1.0 GENERAL**

It is the City of Sanford's policy to fairly compensate each employee for the value of his contribution to the success of the city through his assigned work. The employee wage and salary program will promote the goals of the City of Sanford and individual employees by optimizing employee performance and contributions. It is our intention to use a compensation system that will determine the current market value of a position based on the skills, knowledge and behaviors required of a fully competent incumbent. The system used will be objective and non-discriminatory in theory, application and practice.

The program includes the basic "salary schedule" and the "positions listed by salary grade". The salary schedule consists of steps for minimum, maximum, and intervening rates of pay for all classes of positions. The salaries and wages shall be adopted within the annual budget ordinance.

**2.0 ADMINISTRATION AND MAINTENANCE**

The City Manager shall be responsible for the administration and maintenance of the pay plan. The plan is intended to provide equitable compensation for all positions, reflecting differences in duties and responsibilities, the comparable rates of pay for positions in private and public employment in the area, changes in cost of living, the financial conditions of the City, and other factors.

To assist the City Manager in evaluating pay levels and benefits, the Human Resources department will conduct and/or participate in periodic wage surveys of local businesses, industrial establishments and other North Carolina municipalities. The information obtained from such surveys, in conjunction with other economic indicators, is the basis for the Manager's proposed salary recommendations for maintaining a pay plan that is current, competitive, and promotes the attainment of the city's goals and objectives.

**3.0 NEW EMPLOYEES – STARTING SALARIES**

Under normal circumstances, a qualified but inexperienced new employee starts at the minimum salary for the classification in which they are employed; however, exceptionally well qualified applicants may be employed above the minimum of the established salary range upon approval by the City Manager.

New employees will be given written performance appraisals as they complete milestone points following date of hire based on the following schedule:

- a. Six (6) months - performance appraisal with salary adjustment, if approved

An employee appointed for less than full-time service will be paid an equitable compensation for the position assumed. The wage-rate must be approved by the City Manager.

**4.0 TRAINEE DESIGNATION AND PROVISIONS**

Applicants being considered for employment or City employees who do not meet the established minimum requirements for the position which they are being considered may be hired or engaged in a "trainee" status and appointed a rate of pay below the minimum established for the position. "Trainee" salaries shall be one grade below the minimum salary established for the position for which the person is being trained. A new employee designated as "trainee" shall concurrently serve a probationary period. However, probationary periods shall be no less than six months and trainee periods may extend from three to eighteen months. A trainee shall remain a probationary employee until the trainee period is satisfactorily completed. If the

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

training is successfully completed, the employee shall be paid at least the minimum rate established for the position for which the employee was trained.

**5.0 PROBATIONARY PAY INCREASES**

Employees hired, promoted, or reclassified may receive a pay increase within the range of up to approximately 5% upon successful completion of the probationary period. Employees serving a twelve-month probationary period are eligible for consideration of approximately a 2.5% increase after six months of successful employment and up to approximately an additional 5% upon successful completion of twelve months. The Human Resources Director must recommend and the City Manager must approve any exception.

**6.0 MERIT PAY**

Employees may be considered for advancement within the established salary range based on the quality of their overall performance. Guidelines for determining performance levels and performance pay increases shall be established and approved by the City Manager.

Merit increases are given at the discretion of City Council based upon available funds. When provided, a merit increase shall be given at the employee's anniversary/evaluation date, which is generally 12-months from the employee's probationary date, and shall accompany a written performance appraisal. Performance appraisals will be conducted for all employees in accordance with COS-PP-303, Employee Performance Appraisal, and forwarded to the Human Resources Department at least fourteen (14) days prior to the effective date. The salary increase should be in accordance with approved guidelines. The City Manager must approve any exception.

If the performance and salary review date for an employee occurs during a leave of absence, the employee should be reviewed within two (2) weeks of the employee's return to work unless an adjustment to the performance evaluation due date is approved. If a salary adjustment is recommended and approved, the adjustment will be effective at the beginning of the payroll period following the employee's return to work or adjusted performance evaluation due date.

**7.0 MERIT/PERFORMANCE PAY BONUS**

Employees who are at the maximum of their salary range for their position classification are eligible to be considered for a merit/performance pay bonus. Merit/performance pay bonuses shall be awarded in a lump sum payment and do not become part of the employee's base salary. The performance appraisal rating required for bonus consideration and the amount of the performance pay bonus will be determined by the City Manager with recommendation from the department head and the Human Resources Department.

**8.0 SALARY EFFECT - PROMOTIONS/DEMOTIONS/TRANSFERS/RECLASSIFICATIONS**

**Promotions** – When an employee is promoted into a position to which he is qualified, the employee's salary shall normally be advanced to the minimum level of the new position, or to a salary which provides an increase of up to approximately 5% over the employee's salary before the promotion, provided, however, that the new salary may not exceed the maximum rate of the new salary range. The purpose of the promotion pay increase is to recognize and compensate the employee for taking on increased responsibility. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

At the discretion of the department head, a promoted employee may serve a six-month (6) probationary period in the new position. Upon satisfactory completion of the probationary period, the department head may recommend a probationary pay increase for the employee. A written performance appraisal must accompany the request and be submitted to the Human Resources Department. The increase must be recommended by the department head and Human Resources Director and approved by the City Manager.

**Demotions** – When an employee is demoted into a position to which he is qualified, the employee’s salary shall be adjusted as indicated below:

*Demotion initiated by management:*

- as a result of marginal or unacceptable performance or disciplinary reasons - the salary shall be decreased at least 5%, or to the maximum of the new range.
- due to reasons other than inadequate performance or discipline - the salary will not be reduced.

*Demotion requested by employee:*

- due to dissatisfaction with the job or for other personal reasons - the salary shall be set at a rate in the lower pay range based on the skills, knowledge, and abilities of the employee as compared to position requirements.

The demotion must be recommended by the department head, reviewed by the Human Resources Director and approved by the City Manager. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

**Transfers** – The salary of an employee reassigned to a position in the same class or to a position in a different class within the same salary range shall not be changed by the assignment. Exceptions require prior approval of the City Manager. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

**Reclassifications** – An employee whose position is reclassified to a class having a higher salary range shall receive a pay increase to the minimum of the new pay range or adjusted upward by at least 5.0% or an amount approved by the City Manager. If the employee is required to complete a probationary period, the employee’s salary may be advanced according to probationary pay guidelines. A written performance appraisal must accompany the request and be submitted to the Human Resources Department. The increase must be recommended by the department head and Human Resources Director and approved by the City Manager.

If the position is reclassified to a lower pay range, the employee’s salary shall remain the same. If the employee’s salary is above the maximum established for the new range, the salary of the employee shall be maintained at the current level until the range is increased above the employee’s salary.

**9.0 POSITION DESCRIPTION, RE-EVALUATION, & EFFECT ON SALARY**

Written position descriptions should be kept current and accurately reflect the responsibilities and requirements of the position. The Human Resources Department will maintain all position descriptions. Preparation of the position description is the responsibility of the employee’s supervisor. Supervisors may request an analysis of a new position or re-evaluation of a current position description through Human Resources.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

When re-evaluation results in a position class being assigned to a higher salary range, employees in that class shall receive a pay increase to the minimum step of the new range or at least 5.0% or an amount approved by the City Manager. When re-evaluation results in a position class being assigned to a lower salary range, the salaries of employees in that class will remain unchanged. If this assignment to a lower salary range results in an employee being paid at a rate above the maximum step established for the new class, the salary of the employee shall be maintained at the current level until such time the employee's salary range is increased above the employee's current salary. Changes/adjustments must be recommended by the department head and Human Resources and approved by the City Manager.

**10.0 CERTIFICATION**

Salary increases may be granted to incumbents after obtaining job-related tenure, education, or certification/licensure in specialized areas of up to approximately 5.0%. Failure to obtain job related certification by the required time period may result in disciplinary action up to and including termination.

**11.0 INTERIM ASSIGNMENT**

Salary increases may be granted to employees who are temporarily assigned to a position at a higher salary grade. The assignment must be for an extended period of time; a minimum of 30 consecutive days. The salary shall be adjusted to the minimum of the higher salary grade or up to approximately 10%; whichever is greater. The salary shall be adjusted back to the lower grade and step upon completion of the assignment. Any non-exempt employee temporarily assigned to an exempt position shall not be eligible for overtime pay or compensatory time during the assignment.

**12.0 EFFECTIVE DATE OF SALARY CHANGES**

Salary changes shall be effective on the first day of the payroll period containing the effective date of the change; unless otherwise noted or approved by the City Manager.

**13.0 AUTHORITY**

The City Manager shall have responsibility for approving the following salary actions for city employees:

- a) transactions outside established guidelines
- b) new hires
- c) merit/performance pay bonus
- d) equity adjustments
- e) promotions
- f) demotions
- g) position reclassifications

Other pay adjustments for city employees that are within the established percentage frequency guidelines may be approved by the City Manager's designee.

**14.0 SALARY INCREASE GUIDE**

A salary increase guide will be established and published by Human Resources prior to the beginning of each fiscal year and updated as conditions warrant.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

**15.0 OVERTIME PAY PROVISIONS**

Employees of the City can be requested and may be required to work overtime hours as necessitated by the needs of the City and determined by the department head. To the extent that local government jurisdictions are so required, the City will comply with the Fair Labor Standards Act (FLSA). The Human Resources Director shall determine which jobs are “non-exempt” and are therefore subject to the Act in areas such as hours of work and work periods, rates of overtime compensation, and other provisions.

Non-exempt employees will be paid at a straight rate for hours up to the FLSA established limit for their position (usually 40 hours in a 7-day period; 171 hours for police personnel in a 28-day cycle; and 159 hours for fire personnel in a 21-day cycle). Hours worked beyond the FLSA established limit will be compensated in either compensatory time off or pay at one and a half times the pay rate. In determining eligibility for overtime in a work period, hours actually worked shall be considered; in addition, vacation, sick, personal, and holiday leave will be included in the computation of hours worked.

Whenever practicable, departments may schedule time off on an hour-for-hour basis within the applicable work period for non-exempt employees, instead of paying overtime. When time off within the work period cannot be granted, overtime worked will be paid or compensatory leave granted in accordance with the FLSA.

Overtime will be distributed as equally as practical among qualified employees in the same job classification, department and shift, without regard to age, sex, race, color, creed, religion, national origin or physical handicap.

Employees in positions determined to be “exempt” from the FLSA (as Executive, Administrative, or Professional staff) will not receive pay for hours worked in excess of their normal work periods. These employees may be granted compensatory leave by their supervisor where the work is of an unusual, unscheduled or emergency nature. Where work activities are directed by the department head and approved by the City Manager as a result of a natural disaster, these employees may be granted compensatory leave or pay at straight time; paid time is not contingent upon Federal funding. Such compensatory pay or time is not guaranteed and ends without compensation upon separation from the organization.

No employee shall work overtime except as authorized by the manager; and the City Manager’s approval is required for any variances from this policy.

**16.0 CALL-BACK and ON-CALL PAY**

The City provides continuous twenty-four hour a day, seven day a week service to its customers. Therefore, it is necessary for certain employees to respond to any reasonable request for duty at any hour of the day or night. One of the conditions of employment with the City is the acceptance of a share of the responsibility for continuous service, in accordance with the nature of each job position. If an employee fails to respond to reasonable calls for emergency service, either special or routine, the employee shall be subject to disciplinary action up to and including dismissal.

**Call-Back Pay** - Non-exempt employees will be paid at a rate of one and a half times the pay rate for hours worked outside the normal working hours when called back to work and the hours worked are beyond the FLSA established limit for the work period.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

**On-Call Pay** - Non-exempt employees required to be “on-call” duty will be paid for five hours of work for each week of on-call time they serve plus any actual hours worked during the call. An additional two hours of overtime will be paid when the Service Center is closed for a holiday. Hours actually worked while on-call are calculated beginning when the employee leaves home to report to the work site and are added to the regular total hours worked for the week. On-call time is defined as that time when an employee must remain near an established telephone or otherwise substantially restrict personal activities in order to be ready to respond when called.

**17.0 PAYROLL DEDUCTIONS**

Deductions shall be made from each employee’s salary, as required by law. Additional deductions may be made upon request of the employee on determination by the City Manager as to the capability of payroll equipment and appropriateness of the deduction.

There are three (3) classes of payroll deductions:

1. Statutory deductions - mandatory for all full-time employees:
  - a) F.I.C.A.
  - b) Federal Income Tax
  - c) State Income Tax
  - d) Local Government Employees Retirement
  
2. Voluntary deductions - these deductions must be authorized in writing, by the employee:
  - a) Voluntary life insurance
  - b) Cancer insurance
  - c) Savings
  - d) Miscellaneous collections
  
3. Special Deductions - these deductions may be made as requested, but will not require the approval of the employee:
  - a) Tax garnishments
  - b) Overpayment of wages
  - c) Under deduction of statutory deductions
  - d) Court orders

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Performance Management Program	March 1, 2012	COS-PP-303

**1.0 GENERAL**

Performance management is an ongoing process that helps managers and employees plan performance expectations for the upcoming year, communicate about those expectations during the year and review the results at the end of the year. Our employees benefit from a greater understanding of what is expected of them and the ongoing feedback and support that they need to be successful. The City benefits by having a skilled and knowledgeable workforce focused on achieving results.

The purpose of the performance management program is to:

- a) Provide for a formal method of communicating performance feedback to employees;
- b) Provide information upon which management can base personnel decisions;
- c) Provide a sound basis for compensation decisions;
- d) Standardize records for documenting employee performance;
- e) Provide for the establishment of specific job expectations and measurable and obtainable goals;
- f) Provide annual appraisal of on-the-job performance;
- g) Provide supervisors with a formal means of assessing what the employee accomplishes and how they accomplished it (i.e. customer focused, accountability, flexibility, collaboration, effective communication, etc.);
- h) Assist managers in assessing employee potential;
- i) Provide means for "raising the bar" on overall performance goals and expectations.

**2.0 PERFORMANCE MANAGEMENT PROCESS**

The Performance Management Process consists of the following steps:

- Performance Planning – establish specific goals and standards required to meet job responsibilities (SMART).
- Performance Monitoring – ongoing process of observing performance and behaviors.
- Providing Feedback – both positive and constructive.
- Performance Review and Appraisal – formal documented system that includes discussion with employee.

The following actions are required:

- a) Within the first thirty (30) days of the new appraisal period, the supervisor must establish job expectations and performance standards, which should include measurable and obtainable goals. These will be discussed with the employee and recorded on the performance appraisal form.
- b) Monitor performance progress throughout the year, observing both performance and behaviors.
- c) Provide consistent feedback to employee (both positive and constructive).
- d) At the end of the appraisal period or prior to a promotion, a performance review is conducted. This performance review will consist of the following:
  1. Review of job expectations and measurable and obtainable goals by supervisor and employee;
  2. Preparation of appraisal form by supervisor;
  3. Conducting of performance appraisal discussion with employee;
  4. Forwarding of forms to Human Resources Department.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Performance Management Program	March 1, 2012	COS-PP-303

**3.0 PERFORMANCE APPRAISAL GUIDELINES AND DISCUSSION**

Performance appraisals must be completed on all:

- Full-time employees at the end of the probationary period and then every 12 months thereafter;
- Transferring or promoted employees if more than six months have elapsed since the last appraisal was conducted.

The appraisal of performance should be based upon performance of the specific job expectations and measurement of completion of goals. The overall performance rating is measured on a scale of one (1) to ten (10) as shown and described on the appraisal form.

An employee with a rating of one (1) or two (2) will be re-appraised in three (3) months. If at that time performance has not improved enough to warrant a rating of three (3) or above, transfer or termination will be considered.

**4.0 APPROVALS**

Levels of approval for a performance rating will be as follows:

- a) Appraisals with a rating of three (3) through eight (8) require two (2) levels of approval;
- b) Appraisals with a rating of one (1), two (2), nine (9), or ten (10) require three levels of approval, one of which must be the department head with budgetary responsibility for the employee's department and one of which must be the City Manager.

All approval signatures must be obtained prior to the performance appraisal discussion. Each department may expand the approval process as desired.

The City Manager's signature will be required on all performance appraisal forms for those actions requiring approval in accordance with COS-PP-301, 13.0.

The employee performance appraisal discussion must be conducted so that all forms will arrive in the Human Resources Office at least fourteen (14) days prior to the effective date. During the discussion, the supervisor and employee will review the completed appraisal form and discuss goals for the new appraisal period. The employee may enter personal comments and then should sign the form. The employee's signature indicates only that they have reviewed the form and does not indicate agreement with the appraisal.

The supervisor and the employee should retain copies of the completed appraisal form and the original will be placed in the employee's personnel folder.

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Investment Policy	June 1, 2006	COS-FP-901

**PURPOSE**

Funds of the City will be invested in accordance with North Carolina General Statutes 159-30 and these policies and written administrative procedures. The City's investment portfolio shall be managed in a manner to attain a market rate of return while preserving and protecting capital in the overall portfolio.

**RESPONSIBILITY**

The Finance Director or his designee shall have the responsibility for the administration of the investment policy of the City of Sanford. The Finance Director will routinely monitor the contents of the portfolio, the available markets, and the relative values of competing instruments, and will adjust the portfolio accordingly.

**PORTFOLIO DIVERSIFICATION**

The City will diversify use of investment instruments to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities.

Diversification by Instrument:

Percent of Portfolio

U.S. Treasury obligations (bills, notes, bonds)	100%
U.S. Government Agencies (fully guaranteed)	100%
Bankers Acceptance (BAs)	40%
Commercial Paper	40%
Repurchase Agreements	25%
Certificates of Deposit (CDs) Commercial Banks	100%
North Carolina Cash Management Trust	95%
RBC Centura Public Fund Account	30%

Diversification by Financial Institution:

**Bankers' Acceptance (BAs):**

No more than 25% of the total BA portfolio with any one institution.

**Commercial Paper:**

No more than 30% of the total commercial paper portfolio with any one issuer.

**Repurchase Agreements:**

No more than 15% of the total repurchase agreement portfolio with any one institution.

**Certificates of Deposit (CDs)**

No more than 60% of the total CD portfolio with one institution.

Maturity Scheduling:

Investment maturities shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures, as well as considering sizable blocks of anticipated revenue (tax receipts, etc.). Maturities shall be timed to comply with the following guidelines:

Under	1 year	80%
Under	2 years	100%

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Investment Policy	June 1, 2006	COS-FP-901

**A. Strategy**

The City invests funds by using a specific, but flexible, investment strategy. The City formulates its investment strategy by monitoring the performance of current economic indicators and current economic projections. The criteria for selecting investments are ranked as to: legality, safety, liquidity, yield, ease and cost of handling. Obvious profit opportunities are taken when market conditions shift (swaps). Long-term investments (over one year) are limited to maturities of two years or less. Maturities are selected to coincide with the periods when funds will be needed to meet expenditures.

**B. Market Trading Procedures**

The City monitors the investment market daily. It is the city's policy to contact the banks in Sanford for bids and offerings to receive the best pricing/yield possible. Other North Carolina based financial institutions may also be contacted when appropriate. All purchases, sales, swaps, and commitments are verified and documented as to the settlement date, interest rate, maturity date, and price. All transactions are recorded in complete detail. Investments are frequently settled by a bank wire transfer.

**C. Collateralization of Deposits**

North Carolina General Statute 159-31 (b) requires that sufficient collateral be pledged for all public funds. For demand deposits and time deposits, FDIC and FSLIC protection is available for \$100,000. However, once the City's demand or time deposits exceed \$100,000, specific eligible securities must be pledged as collateral for the City's funds. The Finance Director or his designee will ensure that sufficient and proper collateral exists for all demand and time deposits in excess of \$100,000.

**D. Third-Party Safekeeping**

The City uses third-party safekeeping for all investments not covered by collateralization requirements. Third-party safekeeping arrangements will be bid as part of the banking services contract. Third-party safekeeping provides the City with the safest category of credit risk for these investments.

**REPORTING REQUIREMENTS**

The Finance Director shall generate monthly reports for management purposes. In addition, the Law and Finance Committee of the City Council will be provided quarterly reports which include data on investment instruments being held and a statement that the portfolio conforms to these policies.

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## BUDGET GLOSSARY

**ABC Revenues** - Contributions from the local Alcoholic Beverage Control Board. The City is appropriated a portion of the net operating revenue derived from the operation of the local liquor stores.

**ADA** – American Disability Act

**Accrual Accounting** - A basis of accounting in which revenues and expenses are recorded at the time they are incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**Activity** – Departmental efforts which contribute to the achievement of a specific set of program objectives.

**Ad Valorem Taxes** - Revenue accounts showing taxes paid on real property, personal property to include property of public service companies allocated by the Ad Valorem Tax Division of the State Department of Revenue.

**Annualize** – Taking activities that occurred mid-year and calculating their cost for a full year.

**Appropriation** - An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

**ARRA** – American Recovery and Reinvestment Act (stimulus funds)

**Assessed Valuation** - A value that is established for real or personal property for use as a basis to levy property taxes.

**Assessment Roll** - An official list of real and personal property containing legal descriptions, ownerships and assessed values.

**Attrition** – A method to achieve a reduction in employees by not refilling the positions vacated through resignation, reassignment, transfer, retirement or other means excluding layoffs.

**Authority (Airport)**- A municipal or public agency which performs a specific function and is usually financed from fees or service charges. The agency could be independent from government, but rely on government for financial support.

**Balanced Budget** – North Carolina General Statute 159-8(a) states a budget is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

**Basis of Accounting** - A term used to refer to when revenues, expenditures, expenses, and transfers--and the related assets and liabilities--are recognized in the accounts and reported in the financial statements; the City of Sanford uses the modified accrual basis of accounting for budget preparation, as required by the North Carolina Local Government Budget and Fiscal Control Act.

**Basis of Budgeting** – Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles (GAAP), applicable to governmental units. Budget ordinances are adopted annually for all funds, except project ordinance budgets which are adopted on a multi-year basis. All annual appropriations lapse at fiscal year end, except for project ordinance budgets which continue the length of the project.

**Bond** - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

**Bond Anticipation Notes (BANs)** - Short-term interest-bearing notes issued by the City in anticipation of bonds to be issued at a later date; the notes are retired from proceeds of the bond issue to which they are related.

**Budget** - A statement in dollar terms of the City's program of service delivery for the ensuing fiscal year.

**Budget Amendment** - A legal procedure utilized by the City staff and City Council to revise a budget appropriation.

**Budget Calendar** - The schedule of key dates which the City's departments follow in the preparation, adoption and administration of the budget.

**Budget Document** - The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

**Budget Message** - The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

**Budget Ordinance** - The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**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 the limitations of available appropriations and available revenues.

**Capital Outlays** - Expenditures for the acquisition of capital assets. Includes the cost of land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment.

**Capital Improvement Program (CIP)** - A plan for major capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

**Cash Accounting** - A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**Cash Management** - The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships.

**CAV**- Community Assistance Visit

**Classification** - Assignment of a position title and an associated pay range based on the job skills required for a particular position.

**COBRA** – Consolidated Omnibus Budget Reconciliation Act

**CDHP** – Consumer Driven Health Plan

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of increase in the cost of living (i.e., economic inflation).

**Contingency Account** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies. (Examples would be maintenance agreements, rent and/or profession consulting services)

**Cost of Living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Services** - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Deficit** - An excess of expenditures over revenues or expense over income.

**Delinquent Taxes** - Taxes that remain unpaid on and after the due date on which a penalty for non-payment is attached.

**Department** - An organizational unit responsible for carrying out a major governmental function.

**DENR** – Department of Environment and Natural Resources

**Depreciation** - The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed assets lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Disbursement** - Payment for goods and services in cash or by check.

**Distinguished Budget Presentation Awards Program** – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Downtown / HPC (Historic Preservation Commission)** – A department established to restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, pre-historic, architectural, or cultural importance.

**Downtown Sanford, Inc. (DSI)** – A group of downtown businesses established to focus on revitalization efforts in Sanford's business tax district.

**ESTC** – Emergency Service Training Center

**Employee (or Fringe) 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 pension, medical and life insurance plans.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside or commit funds for future expenditures.

**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 insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in Sanford are established for services such as water and sewer and golf course.

**EPA** – Environmental Protection Association

**EPZ** – Emergency Processing Zone – A 10 mile area located around the Shearon Harris Nuclear Power Plant.

**ERRP** – Early Retiree Reinsurance Program

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the City Council.

**Expenditure** - This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

**Expenses** - Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

**FLSA** – Fair Labor Standards Act

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as they 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 designating the beginning and ending period for recording financial transactions. The City of Sanford's fiscal year begins July 1st and ends June 30th.

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

**FMLA** – Family and Medical Leave Act

**401K** – Reference to Internal Revenue Code – Section 401, paragraph K which allows establishment of tax-deferred retirement savings plans for employees. Contributions can be made by an employee as well as their employer.

**Frozen Position** – A vacant position which is not funded and cannot be filled without approval from the City Council.

**Full Faith and Credit** – A pledge of a government's taxing power to repay debt obligations.

**Function** - A group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or accomplishing a major service.

**Fund** - An accounting entity that has a set of self balancing accounts and that records all financial transactions for specific activities or government functions.

**Fund Balance** - Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statute declares that a portion of fund balance is not available for appropriation.

**General Accepted Accounting Principles (GAAP)** - Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices.

**General Fund** - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenue includes property taxes, licenses and permits, local taxes and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, public works, and general administration.

**General Ledger** - A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

**General Obligation Bonds** - Bonds that finance a variety of public projects such as streets, buildings and improvements; the repayment of these bonds is usually made from the General Fund and these bonds are backed by the full faith and credit of the issuing government.

**Geographic Information System (GIS)** - A project which will link the City to a county-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by the City departments.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

**GFOA** – Government Finance Officers Association

**Governmental Accounting Standards Board (GASB)** – A board created to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

**Governmental Funds** – Governmental funds are used to account for those functions reported as governmental activities in the government-wide financial statements. Most of the City's basic services are accounted for in governmental funds. These funds focus on how assets can readily be converted into cash flow in and out, and what monies are left at year-end that will be available for spending in the next year.

**Grant** - A contribution by a government or other organizations to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed by the grantee.

**Indirect Cost** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one department or one cost center.

**Infrastructure** – The basic facilities, equipment, and installations needed for the functioning of a system.

**Interfund Activity** - Amounts transferred from one fund to another. Transfer from General Fund to Special Tax District (\$50,000) in support of Streetscape.

**Interfund Reimbursements** – Funds due from one fund to another as a result of charges for services shared. (Sewer Const. \$65,000; Water Const. \$65,000; Utility Fund Administration \$269,500)

**Intergovernmental Revenue** - Revenue received from another government for a specified purpose.

**Internal Service Fund** - Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

**Inventory** - A detailed listing of property currently held by the government.

**Investment Revenue** - Revenue earned on investments with a third party. The City uses a pooled cash system. We pool all funds' cash and invest it in total. The interest earned is then allocated back to individual funds by average cash balance in that fund.

**LAN**- Local Area Network

**Lapsing Appropriation** – An appropriation made for a certain period of time generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Lease-Purchase Agreement** - An agreement that conveys the right to property or equipment for a stated period of item that allows the City to spread the cost of the acquisition over several budget years.

**LEED**- Leadership in Energy and Environmental Design

**Levy** - To impose taxes, special assessments, or service charges for the support of City activities.

**LIDAR**- Light Aerial Detection Radar

**Line Item Budget** - A budget that lists each expenditure category (salaries, material, telephone, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**Local Government Budget and Fiscal Control Act** - This act governs all financial activities of local Governments within the State of North Carolina.

**Long Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Mill** – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed valuations.

**Maturities** - The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

**Merit Program** - An established system to recognize and financially reward employee performance that exceeds the City's standards for a classification.

**Modified Accrual Accounting** - The accounting approach under which revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period, and expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due.

**NFPA** – National Fire Protection Association

**Objectives** - A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objective should imply a specific standard of performance for a given program.

**Object Code** - An expenditure category, such as salaries, supplies or vehicles.

**Operations** - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as supplies, utilities, materials and travel. Generally, all expenses that do not meet the personal services and capital outlay criteria.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, service fees, interest earnings and/or grant revenues. Operating revenues are used to pay for day to day services.

**Operating Expenses** – The cost for personnel, materials and equipment required for a department, function or cost center.

**OSHA** – Occupational Safety and Hazard Administration

**Other Post Employment Benefits (OPEB)** – Benefits that are provided to retired employees beyond those provided by their pension plans. Such benefits may include medical, prescription drug, life, dental, vision, disability, and long-term care insurance.

**PASS** – Personal Alert Safety System

**Pay-as-you-go Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Measures** - Descriptions of a programs effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

**Personal Services** - General category that includes salaries and wages, pensions, health insurance and other fringe benefits.

**PLC** – Programmable Logic Controller

**PPO** – Preferred Provider Organization

**Position** – A position represents one full time equivalent unless otherwise noted as permanent part-time. Each position is allocated to be funded in the applicable department(s) based on duties performed.

**Powell Bill Funds** - Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**Productivity** - A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**Program** - An organized set of related work activities which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**Property Tax** - Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**RAS** – Return Activated Sludge

**Reappropriation** - Appropriations which are not expended at the end of a fiscal year that were earmarked for a specific purpose and are funded in the subsequent year.

**Reclassification** - Change in a position title and /or the associated pay range based on changes in the job skills required for a given position.

**Requisition** - A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

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

**Retained Earnings** - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

**Reserve** - A portion of fund balance earmarked to indicate 1) that is not available for expenditure, or 2) is legally segregated for a specific future use.

**Resources** - Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**Revaluation** - Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Lee County Tax Assessor's Office; under State law, all property must be revalued no less frequently than once every eight years.

**Revenue** - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Revenue Bonds** - Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Funds. Such bonds sometimes also contain a mortgage on the fund's property.

**RIT** – Rapid Intervention Team

**SCBA** – Self Contained Breathing Apparatus

**Service Level** - Services(s) or product(s) which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Special Assessment** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund** - A fund used to account for the revenues from specific sources which are to be used for legally specified expenditures.

**State Revolving Loan** – The State of North Carolina partnered with the United States Environmental Protection Agency (EPA) to provide loans to local governments for utility improvements; the stream of loan repayments are then used to serve as capital for future loans; this revolving structure has resulted in a robust infrastructure assistance program within the State of North Carolina.

**TMA** – Tax Management Associates – the firm hired by the County to audit business inventories as they relate to their tax assessments.

**Tax Base** - The assessed valuation of all taxable real and personal property within the City's corporate limits.

**Transfers** - All interfund transactions except loans or advances, quasi-external transactions and reimbursements.

**UDO** – Unified Development Ordinance

**URP** – Urgent Repair Program

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**User Charges** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**USERRA** – Uniform Services Employment and Re-employment Rights Act

**WAN** – Wide Area Network

**WTP** – Water Treatment Plant

**WWTP** – Waste Water Treatment Plant

## APPENDIX

### FY 17-18 ACCOMPLISHMENTS

The accomplishments of the City of Sanford are highlighted below to give the reader some insight as to how the major goals provide direction to all areas of municipal service.

#### SECURITY

##### ***Inspections***

- ◇ Continued increase in development reviews and permits, especially in applications for residential development and value for non-residential development. .
- ◇ Issued 163 commercial permits and 421 residential permits.
- ◇ Continued to work with Tyler Technology personnel with the transition of our current desktop-based “Energov” software to a similar web-based product. It is anticipated this 2+ year project will be complete in October/November 2018.

##### ***Fire***

- ◇ The department continued the smoke detector program where we are canvassing neighborhoods where the City has had fatalities over the past few years.
- ◇ Ordered a new fire truck with an expected delivery date of mid-October 2018.
- ◇ Replaced the HVAC at #3 Fire Station (dayroom and bedroom).
- ◇ Replaced UHF mobile radios on all trucks.
- ◇ Replaced all beds in the dormitory area at #2 Fire Station.
- ◇ Continued 5-year replacement of turnout gear (NFPA).

##### ***Risk Management***

- ◇ Investigated 47 property and liability claims against the City ranging from damage to vehicles, damage to homes or businesses from water line breaks or sewer backups, etc.
- ◇ Investigated 27 workers’ compensation claims.
- ◇ Completed an audit of city fleet (approximately 376 vehicles) and all equipment with a value equal to or greater than \$5,000.00.
- ◇ Fifteen job site and or facility inspections conducted.
- ◇ Conducted six safety or risk management related classes held at the department level.
- ◇ Assisted all departments in developing and improving their current emergency action plans, process safety management plans, and hazardous communication plans within city departments.
- ◇ Worked with Public Works and OSHA’s educational office to organize and conduct an OSHA safety visit.
- ◇ Provided guidance and conducted research for city department heads on workers’ compensation insurance, City of Sanford safety requirements, NC motor vehicle law, property and liability claims (per department), and OSHA regulations.

#### PLANNING AND ZONING

##### ***Code Enforcement***

- ◇ Continued to see an increase in all case types, except for Minimum Housing, which decreased from 101 to 64 cases.

### **Zoning and Design Review**

- ◇ Continued administration of the Unified Development Ordinance (UDO) and related land development activities, including review of site plans and subdivision plats, issuance of all zoning approvals, site inspections and amendments to the UDO as warranted based on land use needs.
- ◇ Processed and prepared staff reports for numerous re-zonings, variances, and special use permits for the respective boards of Sanford, Lee County, and the Town of Broadway.
- ◇ Processed numerous development review applications and site plans through the Technical Review Committee (TRC).

### **Community Development**

- ◇ Housing Task Force – continued with annual Block Party event that focused on Price St/Saunders St/Dudley Ave area (off Vance St) in spring of 2018.
- ◇ Continued to serve as lead staff for the administration of Single-Family Rehab (SFR) and Urgent Repair (URP) grant programs.
- ◇ Staff continued to serve as lead support for S3 Housing Connect, a homeless initiative that began in winter 2017. S3 Connect has flourished into six committees of volunteers from non-profits, faith-based organizations and community leaders. These six committees meet monthly to push forward with different goals and tasks to improve our community's response to homelessness.

### **Planning**

- ◇ Approved two local landmarks, W.B. Wicker School and the Buggy Building
- ◇ Oversaw the request for proposal, selection process, and the completion of Jonesboro Cornet Band Mural, three Coca-Cola Ghost Signs; and the DREAM mural in Jonesboro
- ◇ Adopt a highway picked up a total of 92 bags of trash during four different trash pick-ups
- ◇ Worked with local City and County officials to seek redevelopment/adaptive reuse of 513 Wicker Street (old tobacco warehouse). Will continue into FY18-19.
- ◇ Worked with local official, TARPO and NCDOT for project submittals for the draft 2018-2027 Statewide Transportation Improvement Program (STIP)
- ◇ Kicked off the preliminary discussions with NCDOT and local officials regarding planned update to our Comprehensive Transportation Improvement Plan (CTIP). Project will be a multi-year program.
- ◇ Signs included parking medallions in public parking lots, mast arm signage hanging at intersections and directional signage at key entry points.

## **TRANSPORTATION AND PUBLIC WORKS**

### **Solid Waste**

- ◇ Continued focusing on the primary purpose of the Solid Waste Division, to protect public health and the environment by assuring that solid and hazardous wastes are managed properly.
- ◇ Continued promotion of comprehensive waste management activities that include the following components of successful waste management: source reduction, reuse, recycling, resource recovery (waste to energy), and landfilling.
- ◇ Continued compliance with North Carolina Department of Environmental Quality and US EPA solid waste regulations while maintaining cost effective services to all our customers.
- ◇ Reviewed the divisions Debris Management Plan. This plan is a proactive approach to coordinating and managing debris removal operations during a natural debris-generating event as part of the City of Sanford's overall emergency management plan. Communities with a debris management plan are better prepared to restore public services and ensure the public health and safety in the aftermath of a disaster, and they are better positioned to receive the full level of assistance available from FEMA and other participating entities.
- ◇ Participated in two Sanford Citizens Academy; one school day visit; and one middle school career day to help educate the importance of recycling.

- ◇ Participated with NC Department of Correction Division of Prisons Inmate Labor Program. Work release provides employment of 1,100 nearing release from prison. The labor is beneficial in developing skills and contacts that will help in getting a job after release.

### **Sanitation**

- ◇ Garbage collection services were contracted with Waste Industries for one pickup weekly of garbage and bi-weekly collection of recyclables. The division ensured timely, efficient, and cost-effective services to all residential customers, including being responsive to resident concerns and their desired level of performance.
- ◇ Collected and disposed of 6,626 tons of yard waste.
- ◇ Recycled 1,877 tons of recyclables through Waste Industries.
- ◇ Collected and disposed 1,385 tons of bulk trash.

### **Street**

- ◇ 1,530 tons of asphalt were installed for patching; and 132 yards of concrete were installed for curb, gutter, and sidewalk apron work.
- ◇ Replace a 60" culvert on McLeod Drive near Overbrook Lane.

### **Fleet Maintenance**

- ◇ Disposed of surplus property through online auction with GovDeals.

### **Public Building**

- ◇ Managed facilities budget to ensure that funds were spent efficiently and actively sought cost savings within the unit.
- ◇ Maintained all 7 facilities to include: roofing system, plumbing system, HVAC, janitorial services, and pest control services.
- ◇ Painted all exterior doors at City Hall and Service Center, pressured washed exterior City Hall and Service Center, painted bathrooms at City Hall, stained the interior of the Golf Course.

### **Warehouse**

- ◇ Continue to consistently maintain a sufficient inventory of parts / supplies at low cost for all operational departments.

### **Horticulture**

- ◇ Converted turf areas from Fescue grass to Bermuda grass on traffic islands and parks.
- ◇ Downtown streetscape spruce up- replaced trees that died, re-mulched all beds throughout, and added Christmas decorations to Moore Street area
- ◇ Re-landscaped several islands to enhance appearance

## **UTILITIES**

### **Engineering**

- ◇ Completed the Downtown and Jonesboro streetscape projects.
- ◇ Resurfaced 3.49 miles of city streets
- ◇ Installed solar powered pedestrian warning system on Carbondon Road for Endor Iron Furnace Trail Crossing
- ◇ Painted an elevated water storage tank
- ◇ Replaced valves and hydrants on the water distribution system
- ◇ Installed 8,100 feet of gravity sewer and 8,100 feet of waterline to serve the Central Carolina Enterprise Park
- ◇ Installed 2,000 feet of gravity sewer to serve the Triassic Park

### ***Water Filtration***

- ◇ The Water Filtration Plant exceeded meeting all state / federal regulations for drinking water.
- ◇ The Water Filtration Plant also received recognition from the Department of Labor for twenty-two consecutive years with no loss time accidents.
- ◇ Dramatically reduced the application of copper sulfate in the reservoir for algae control. Reduced the chemical application by approximately 90%. This will both reduce chemical costs, and copper concentrations in the plant NPDES discharge.
- ◇ Reduced copper concentrations ultimately enhances the ecological diversity found in the Cape Fear River Basin.
- ◇ Received recognition from the North Carolina Division of Water Quality for “Facility Optimization” in turbidity removal. The lowered combined filter effluent turbidity directly increases water quality reducing the amount of disinfectant required for regulatory compliance, both reducing chemical costs and providing a higher quality product for our customers.

### ***Water Reclamation***

- ◇ Maintained laboratory certification.
- ◇ Land applied 551 dry tons of sludge.
- ◇ Treated 1.6 billion gallons of wastewater.
- ◇ Used 4.3 million gallons of reclaimed water.
- ◇ Completed construction of storage warehouse.
- ◇ Sampled 11 industries semi-annually to ensure compliance with pretreatment program.

### ***Distribution and Collection***

- ◇ Maintained 585 miles of distribution lines, 176 hydrants, and 236 miles of collection system.
- ◇ Repaired 106 major water lines and 10 minor water lines.
- ◇ Made 122 new water taps and 48 water retaps.
- ◇ Made 16 new 4” sewer taps
- ◇ Installed 122 new water meters and replaced 1,210 old meters.
- ◇ Tested 16 large water meters and 12 small water meters.
- ◇ Read 232,014 water meters.
- ◇ Inspected 47 city owned backflow devices and 1,100 privately owned backflow devices.
- ◇ Removed 1,049,725 gallons of grease containing fluids and inspected 108 (of 195) grease traps.
- ◇ Inspected 126 valves.

## **FINANCIAL PLANNING**

### ***Utility Fund Administration***

- ◇ Utilized Tyler Notify, an auto-dialer system to notify customers of past-due bills, bad weather, notifications, and cutoffs.
- ◇ Updated customer accounts from returned surveys which yielded an additional 996 round-up customers
- ◇ Began using Payargo which eliminated staff from keying returned payments.
- ◇ Streamlined new customer verification process.
- ◇ Department started using online collections for uncollectable accounts.

### ***Finance***

- ◇ Received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers’ Association for the city’s June 30, 2017 Comprehensive Annual Financial Report; this is the 37th straight year the city has received this honor.
- ◇ Received a Distinguished Budget Presentation Award from the Government Finance Officers’ Association for the city’s Annual Operating Budget ending June 30, 2018; this is the 32<sup>nd</sup> straight year the city has received this honor.

- ◇ Continued the contract in which the City of Sanford provides accounting services to a smaller area municipality; this arrangement provides the smaller unit with increased internal controls without hiring additional personnel.

## **DEVELOPMENT OF STAFF AND TECHNOLOGIES**

### ***Governing Body***

- ◇ Continue to maintain relationship with Sister City in Yixing, China.
- ◇ Continued participation in monthly meetings of the Triangle J. Council of Governments in Research Triangle Park.
- ◇ Mayor and council members attended the National League of Cities Annual Conference in Charlotte, NC; and the NC League of Municipalities Annual Conference in Raleigh, NC.
- ◇ Participated in the S3 Housing Connect Homelessness Task Force to help end the issue of homelessness.
- ◇ Participated in the residential task force to meet with local and out of town developers to enhance growth in Sanford.
- ◇ Held quarterly interlocal committee meetings with Lee County personnel.

### ***Information Technology***

- ◇ Updated the city e-mail system for increased functionality for mobile phones and mobile devices.
- ◇ Enhanced the city website [www.sanfordnc.net](http://www.sanfordnc.net) to a very modern look with many new features for citizens and employees.
- ◇ Achieved a state grant for operation of the Government Access Channel Sanford TV 191.
- ◇ Upgraded software in 911 dispatch.
- ◇ Installed new desktop computers at Central Fire Station, Fire Station #2, and Fire Station #3.
- ◇ Installed new Toughbook computer systems in fire trucks.
- ◇ Installed several new computer systems and printers throughout the city to increase efficiency
- ◇ Upgraded network managed anti-virus system.
- ◇ Purchased and distributed 33 computer systems for the 2017 Employee Computer Purchase Program.
- ◇ Improved processes to provide electronic agendas and budgets to tablet computers.
- ◇ Performed several performance enhancements to the City's wireless network.
- ◇ Produced the video that helped the city win the 2017 National Night Out award as well as creating several informational videos for city services on Sanford TV191 and the website.
- ◇ Implemented new city intranet for employees to stay connected with Human Resources and Risk Management information.
- ◇ Maintained, repaired, and supported 250 computer systems/users in 15 buildings with 40 network printers.
- ◇ Installed new software packages, service pack upgrades, and security patches for PC's and servers on the City's LAN and WAN network.

### ***Human Resources***

- ◇ Over \$3.7 million paid in medical claims/fixed costs under our BCBSNC group health care plan resulting in a loss ratio of 129%; up from 114.46% for plan year 2016-17; claims costs decreased approximately \$24,000 from prior year.
- ◇ An initial rate increase of 5% for plan year 2018-2019 was recommended to cover expected medical claims, fixed, health care reform, and wellness program initiative costs; 9% increase was implemented following changes in stop-loss rate, copays, deductibles, out-of-pocket limits, and wellness program initiatives. Successfully re-negotiated 19.89% decrease in the administrative fee and a 9% increase in the stop-loss fee for an annual savings of approximately \$18,000. The PPO medical plan option continues to be the plan of choice among employees.
- ◇ Successfully re-negotiated rates with the city's flexible spending account plan provider with no administrative rate change for 2018-19 plan year.
- ◇ Re-negotiated dental rates for all plans resulting in no increase for 2018-19 plan year.

- ◇ Wellness Program continues to be successful. Participation increased during the fiscal year and there were several new participants. The committee remains active and several new initiatives were introduced to include various challenges.
- ◇ Implemented a new diabetes program with an average of 22 participants. Preliminary results revealed participants improved their A1C and eating habits which decreased their weight as a result.
- ◇ Coordinated successful flu shot program.
- ◇ A new waist incentive and Data Analytics program will be introduced during the 2018-19 year.
- ◇ Recruited, hired, conducted new employee orientation, and processed 27 new employees; processed 6 new council / board / commission members; and processed 28 employee promotions.
- ◇ Increase in employee turnover rate from 6.25% in calendar year 2017 to 6.83% in 2018. Excluding retirees, the turnover rate is 2.98%, down from 3.88%.

## **RECREATION**

### ***Golf***

- ◇ The Sanford Municipal Golf Course held the 42<sup>nd</sup> Annual Brick Capital Classic Golf Tournament
- ◇ Voted Best Golf Course in Lee County for 5<sup>th</sup> Straight year By The Sanford Herald survey.
- ◇ Replaced the roof on the Club House.

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