

City of Sanford, North Carolina Annual Operating Budget

Fiscal Year July 1, 2019 – June 30, 2020





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, 2018

Christopher P. Morrill

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, 2018. 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 approximately 30,000 residents.

During fiscal year 2004-05 the city purchased the county water system from Lee County. The city now provides water to more than 18,400 city and county residents as well as sewer service to approximately 9,800 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 issued another \$2 million in bonded debt to complete the park project which includes a splash pad. This project should be complete in September of 2019. 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

2018 Census Estimates

City of Sanford	29,917
Town of Broadway	1,281
Lee County	61,452

Population Projections

Lee County in 2030	63,462
Lee County in 2037	64,872

Economic Characteristics

Median Age	34.8 years
Average Household Size	2.58 people

Bond Rating for City of Sanford

- Fitch - Revenue Bonds AA-
- Fitch – GO Bonds AA
- Moody’s Aa3
- NC Municipal Council ¹ 84

Bond Rating for Lee County

- Standard & Poor’s AA-
- Moody’s Aa3

Family Income

Median Household	\$45,417
Per Capita	\$21,767

¹ 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	241.0 persons/sq. mi.
Urban Area (City of Sanford)	51 percent
Rural Area (Outside City)	49 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	\$0.775 per \$100 valuation
Sanford	\$0.60 per \$100 valuation
Broadway	\$0.49 per \$100 valuation

Example: A house valued at \$100,000 would pay \$600 per year in city taxes and \$775 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

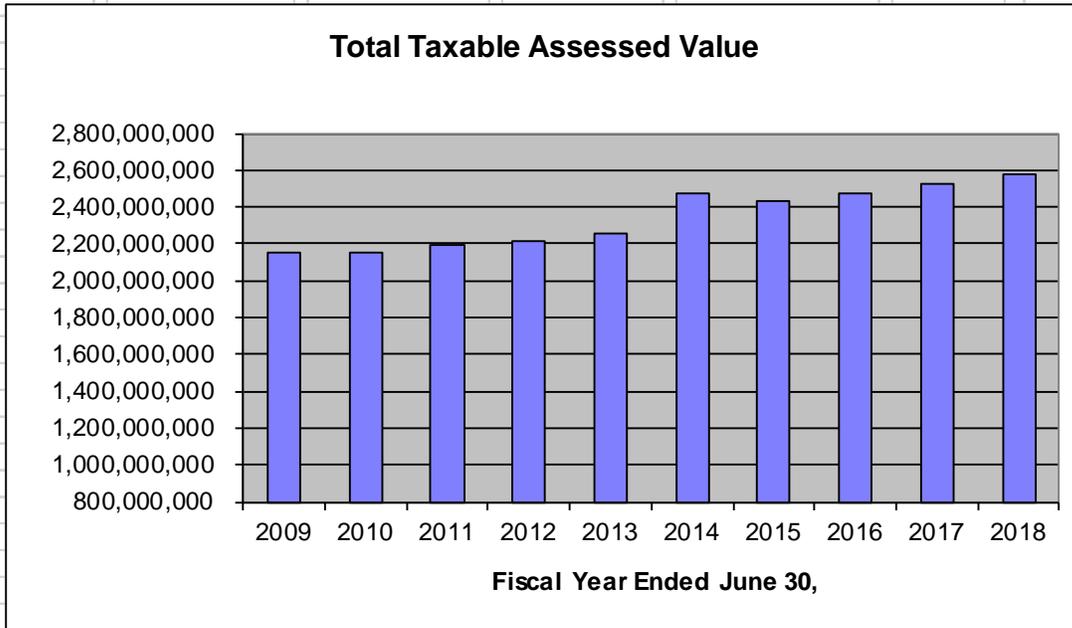
Fiscal Year Ended June 30, 2018

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
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%
2018	29,313	611,967,501	20,877	37.40	9,948	4.7%
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, 2018

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
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%
2018	1,835,878,842	684,560,991	52,850,167	2,573,290,000	0.60	96.95%

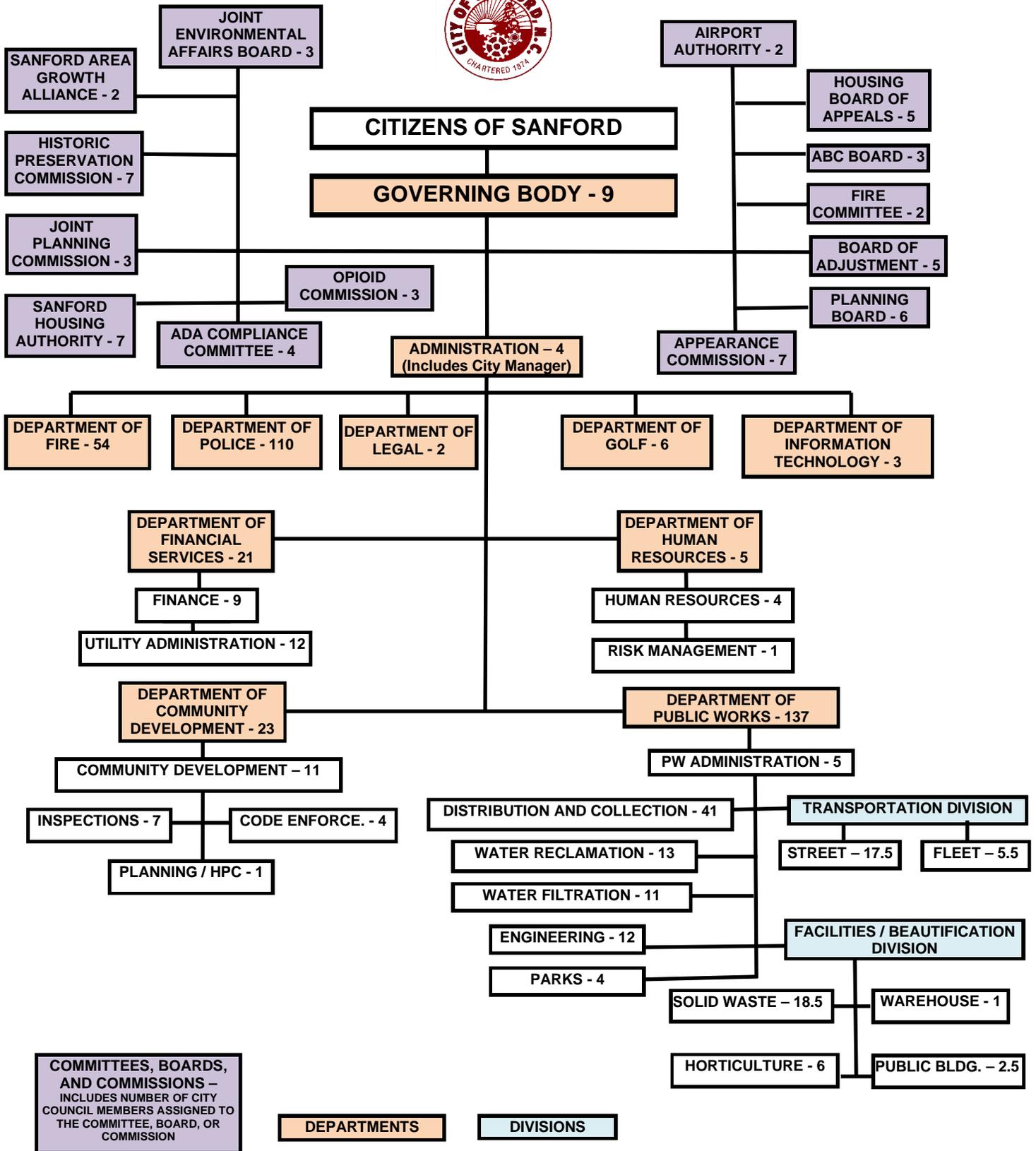


Source: Lee County Tax Office

Fiscal Year Ended June 30, 2018

CITY OF SANFORD, NORTH CAROLINA						
PRINCIPAL PROPERTY TAX PAYERS						
JUNE 30, 2018 COMPARED TO JUNE 30, 2008						
	2018			2008		
	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Taxpayer	Value	Rank	Value	Value	Rank	Value
Coty	\$ 114,788,461	1	4.46%	\$ 51,981,803	1	2.58%
Frontier Spinning Mills, Inc.	89,678,230	2	3.48%	29,010,023	4	1.44%
Simpson & Simpson	69,544,971	3	2.70%	49,493,983	2	2.45%
Magneti Marelli USA, Inc.	42,621,015	4	1.66%	26,903,701	5	1.33%
Moen	38,159,107	5	1.48%	34,772,463	3	1.72%
Static Control Components, Inc.	33,222,718	6	1.29%	22,303,186	7	1.11%
Pentair Water Pool & Spa Inc.	28,420,235	7	1.10%			
Central Carolina Hospital/AMISUB	26,752,667	8	1.04%	21,340,839	8	1.06%
Tyson	24,531,447	9	0.95%	16,411,676	10	0.81%
E&R Moore	22,751,798	10	0.88%			
Alltell Carolina, Inc.				24,654,040	6	1.22%
The Oaks				20,124,400	9	1.00%
Total	\$ 490,470,649		19.04%	\$ 296,996,114		14.72%
Source: Lee County Tax Office						

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 2019-2020 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 18-19 are included in an appendix beginning on page 239.



PO Box 3729

Sanford, NC 27331-3729

City of Sanford

(919) 777-1110

MEMORANDUM

TO: The Honorable Mayor Mann and City Council Members

FROM: Hal Hegwer, City Manager

DATE: May 21, 2019

SUBJECT: Proposed Annual Operating Budget Fiscal Year 2019-20

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) 2019-20.

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.

For the coming year, we are excited to complete construction on the voter-approved park bond project at Kiwanis Family Park. The project will feature a splash pad, an inclusive playground, a walking trail, new restroom facilities, and additional parking. This budget includes a full year's debt payment as well as operational expenditures associated with this facility.

Cooperation among local governments continues to be successful, paving the way for greater support by the private sector. Central Carolina Enterprise Park (CCEP), our public-private initiative with Lee County Government and private investors, is poised to attract new investment this coming year with the completion of a 117,000 square foot spec building. The FY 2019-20 budget includes monthly lease payments on this building for the entire year; however, payments will conclude upon the sale of the building.

It is highly anticipated that the North Carolina General Assembly will pass legislation that will allow the City of Sanford to accept noncontiguous properties for

annexation when property owners submit petitions voluntarily. This legislation will allow the City of Sanford to grow its boundaries to certain areas that are highly attractive for development but were previously unattainable due to satellite annexation restrictions. A prime example of this is the area in northern Lee County near the sewer line that will soon serve the Raleigh Executive Jetport. These future annexations will allow us to offer the city services that developers are seeking, while also providing opportunities to grow our tax base. We owe a great amount of gratitude to Senator Jim Burgin and Representative John Sauls for all their efforts in this endeavor.

Investing in our employees is necessary 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 enhanced wellness programs and a 2 percent cost of living increase for employees that takes effect on the July 11, 2019 pay date.

Providing exceptional health care benefits for City of Sanford employees continues to be a priority. Based on medical claims for FY 2018-19, the proposed budget includes a 10-percent increase in employee premiums, but no additional increase is proposed for dependent population premiums. This increase is necessary to strengthen our reserve funds and account for an increase in claims.

As part of our efforts to promote employee wellness, an incentive program encouraging weight or waist circumference goals was initiated in FY 2018-19. This program will carry over to FY 2019-20, whereby a \$250 incentive will be paid to employees who meet a certain threshold. Additionally, the proposed budget includes a new wellness program that will assist those with hypertension. The hypertension program is structured similarly to the existing diabetes program with generic copays covered at 100%, a cash incentive, and face-to-face meetings with a pharmacist care manager. A data analytics program is also being initiated this fiscal year to capture health information to be utilized for employee education and to assist in wellness and plan design decisions. Not only will these programs promote and improve health among employees, but its successes are anticipated to contribute to future healthcare cost savings.

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 71.8 percent of the total projected General Fund revenue for FY 2019-20. Ad valorem tax revenues are projected to increase by \$471,923, or 3 percent, due to growth. Sales tax revenues are projected to increase by \$278,718, or 4.3 percent, due to growth and as a result of the FY 2018-19 2-cent tax rate increase.

GENERAL FUND REVENUES

The proposed FY 2019-20 budget increases the annual sanitation fee by \$45 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 community pride. The increased costs associated with the delivery of this service necessitates a fee increase. Per figures provided by Waste Industries, the increase in cost to provide recycling services alone has resulted in the company increasing its annual fee \$12 per household. This increases the City's payment to Waste Industries by \$108,600 for the upcoming fiscal year. Additionally, Waste Industries is proposing a 1.5-percent Consumer Price Index increase for other services, which would equate to an approximate \$18,100 increase. The proposed sanitation fee change will increase the current rate from \$225 to \$270. Based on the figure of 9,050 current customers, the change will increase annual revenues by \$407,250.

In early 2019, Lee County performed property reappraisals for all properties within Lee County. Based on the revaluation, the increased value provides the opportunity to adjust the City's tax rate. For the FY 2019-20, I recommend reducing the current rate from \$0.62 per \$100 assessed valuation to the rate of \$0.60 per \$100 assessed valuation. This amount is the revenue neutral rate of \$0.598 rounded to the nearest cent. Using this new rate, ad valorem revenues are expected to be \$16,464,059.

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 current average fund balance percentage for populations of our size is 56.37 percent of operating costs. Meanwhile, as shown in the chart below, our available fund balance at the end of FY 2017-18 was 39.76 percent, or \$11,273,592.

The fund balance includes law enforcement separation allowance funds (LESFAF) that total \$979,041 and \$1,005,687 that was re-appropriated into FY 2018-19. For comparative purposes, excluding this separation allowance and re-appropriation, our fund balance would total \$9,288,864, or 32 percent. Our goal for this year is to transfer LESFAF to a state trust for clarity and the anticipation of higher potential returns on investment.

In FY 2019-20, we are budgeting to use \$241,629 in fund balance. All of the budgeted fund balance will be allocated for the purchase of one-time capital expenditures.

City of Sanford Historic Fund Balance

Fund Balance	2018	2017	2016	2015	2014	2013	2012
Available (FBA)	11,273,592	\$7,334,502	\$8,829,983	\$7,784,597	\$7,619,273	\$8,937,266	\$9,411,869
Change in Fund Balance Available	3,939,089	(\$1,495,481)	\$1,045,886	\$165,324	(\$1,317,993)	(\$474,603)	\$25,475
Unit FBA%	39.76	24.10	31.82	29.40	32.94	36.27	39.65
Group Average FBA %	56.37	56.07	53.95	54.43	50.03	49.97	51.11

*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. Significant changes in 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.

Several operating transfers and contributions to specific organizations are included in the General Fund for FY 2019-20. Staff received a total of \$128,828 in funding requests from the following: Outreach Mission, Family Promise of Lee County, the Lee County Arts Council, the Railroad House, Temple Theatre, and the Boys & Girls Clubs of Central Carolina. 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 \$195,135 to meet the contractual obligations of economic development incentives.

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 budget includes a \$214,225 contribution to SAGA, which is an increase of \$5,225 from the previous budget.

In General Government, major capital expenditures include \$17,000 for an archive and file server and \$70,000 for improvements to pedestrian walkways at City Hall. The FY 2019-20 budget also includes \$75,984 for costs associated with the municipal election. This budget item includes \$38,754 for a potential municipal primary election and \$37,230 for the municipal general election.

Public Safety – This category includes Police, Fire, and Inspections. The Public Safety budget is projected to increase by \$256,402, or 1.6 percent, from FY 2018-19.

In Police, major capital expenditures include technology upgrades and replacement of existing equipment and servers totaling \$130,138. The proposed budget also includes \$11,500 for accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). CALEA is a credentialing authority whose primary mission is to accredit public safety agencies. They seek to improve law enforcement by creating a national body of standards developed by law enforcement professionals. Looking forward to future budget years, we will need to consider approximately \$4,000 annually to maintain this accreditation.

Expenditures for Fire are budgeted to increase as compared to FY 2018-19. This is primarily due to the purchase of a new fire pumper and a new utility vehicle. The proposed budget also includes \$11,500 for accreditation through the Commission on Fire Accreditation International (CFAI). CFAI is an agency self-assessment and offers an international recognition of achievement. This accreditation will show our community that the Sanford Fire Department is performing according to the industry's best practices and is holding itself accountable through peer review. The annual cost for retaining the CFAI accreditation is approximately \$4,000.

The proposed budget includes a replacement truck for the Building Inspections Department. This replacement would allow the existing vehicle to be used by the Zoning & Design Review Division.

Transportation – This category includes Street Maintenance and Street Capital Improvements, which are needed to bolster community pride and maintain our quality of place. Funding for this category increased by \$206,716, or 6.1 percent, from FY 2018-19. The budget includes \$575,000 for street rehabilitation. Additionally, \$70,000 is budgeted for sidewalk replacement, curb and gutter maintenance, and catch basin repairs. In response to the North Carolina Department of Transportation's inspection of the Hill Avenue bridge, \$360,000 has been budgeted to make necessary repairs. A debt payment in the amount of \$231,785 is included to repay loans for previous street resurfacing.

Sanitation – This category encompasses our Solid Waste Division and Sanitation Services. Funding for this category is decreased by \$68,996, or 2.4 percent, versus FY 2018-19.

In FY 2019-20, Waste Industries will charge the City an additional \$12 annually per household for recycling as well as a 1.5-percent Consumer Price Index increase for other services. Due to these adjustments, there will be an 8.8-percent increase in our payment to Waste Industries. In response, I propose a \$45 increase to the current sanitation fee. The new sanitation fee will total \$270 and will be paid annually by residential property owners.

Community Development – This category includes Community Development, Code Enforcement, the Buggy Company building, and Planning/Historic Preservation. There will be an overall decrease in this category of \$127,136, or 6.5 percent, versus FY 2018-19.

The budget includes funding of wayfinding signage, Unified Development Ordinance (UDO) updates, an initiative to end homelessness, a study with the School of Government's Development Finance Initiative (DFI), the addition of a new Planner I position, and the services of a consultant to assist with code enforcement. Expenditures in this category are necessary for the City to foster quality development, establish quality of place, and exhibit community pride.

We have seen success in the installation of wayfinding signage. The aesthetically pleasing signs have been well received by the public. This will be the third year and fourth phase of the wayfinding project. For this phase, \$35,000 has been included in the budget.

As the Sanford City Council is aware, our recently 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, or \$50,000, would be paid during FY 2019-20.

In recognition of homelessness and its detrimental effects on our community, we have continued to support the homelessness initiative. The budget allocates \$15,000 for rapid re-housing, a program that helps individuals and families quickly exit homelessness and return to permanent housing. Another \$15,000 is earmarked for roof repairs at the Bread of Life Ministries shelter. We will continue to employ a consultant to assist in our efforts and have budgeted \$12,500 to continue working with Partners for Impact. In total, \$42,500 has been budgeted in furthering this initiative. 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.

The federal government's opportunity zone program offers a tax incentive to inspire long-term investment in low income areas by allowing investors to utilize their long-term capital gains. This budget includes \$37,500 for a two-year effort to engage the services of the University of North Carolina School of Government's Development Finance Initiative (DFI) to capitalize on the opportunity zone in East Sanford. DFI will work with us on a plan to solicit proposals from the private sector for an investment within our opportunity zone.

The Planning Department continues to see growth in construction activity. To encourage this growth and better accommodate increases in development, the proposed budget includes an additional planner position. In 2007, the Zoning & Design Review division had five staff members; over the years the staff count was reduced to four. I propose adding a position so that the department can adequately facilitate development reviews. The individual will also assist with the homelessness initiative.

This budget continues to retain the services of State Building Code Enforcement, which assists our Code Enforcement division in blight removal. Blighted properties decrease surrounding property values, pose safety hazards, reduce tax revenue, and disrupt and erode housing markets. Every effort to minimize blight will vastly improve our existing housing stock and property values. The proposed budget includes \$30,000 for this service.

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

The Golf Department budget reflects a 1.5 percent increase that is primarily due to capital purchases. The proposed budget includes a rotary fairway mower and a driving range cart. This is necessary to maintain the course and its services.

For the second year, the budget includes a Parks Department in response to the second phase of the voter-approved bond projects. Our new recreational amenities at Kiwanis Family Park should be complete within this upcoming year. The Parks Department will be responsible for the management and maintenance of this new amenity as well as existing city parks and greenways. This year's budget includes a full year of funding the Parks Department.

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

Debt Service – This category includes principal, interest, and fees paid or accrued on bonds and notes. This budget includes \$1,137,216 for debt related to streetscape installment purchases, the bonds issued for streetscape and sidewalk projects, and future bond issuance debt for parks.

UTILITY FUND OVERVIEW

Our main priority this year is to sell revenue bonds to fund new capital projects and to refinance existing debt not to exceed \$45 million. Approximately \$13.5 million of the issuance will be used for several large capital projects, while the remaining \$31.5 million will refinance existing outstanding debt issued in 2010 for the wastewater treatment plant expansion. It is anticipated that this refunding initiative will save the City approximately \$150,000 annually for the next 15 years, at the conclusion of which the debt will be retired.

The City of Sanford must raise additional revenue for debt service for planned capital improvements, to retain adequate reserves, and to preserve the required debt service coverage to maintain a strong bond rating. Therefore, the budget includes 3-percent rate increases for both water and sewer services. 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 2019-20 is 1.24.

Due to growth in construction and expansion in infrastructure, this budget includes two additions to personnel: a Utility Technician and a Construction Inspector. Our utility infrastructure is expanding, and we will need additional lift stations to service the Moncure Megasite. The Utility Technician will maintain and repair specialized machinery and equipment in the wastewater collection system, water pump stations, and sewer lift stations. The Construction Inspector position has been added in anticipation of continued increases in construction projects.

UTILITY FUND REVENUES

Utility Fund revenues for FY 2019-20 are estimated at \$21,281,374 (excludes appropriated retained earnings and loan proceeds). This is a decrease of \$749,846, or 3.5 percent, as compared to FY 2018-19. There are several reasons for this decrease. As a result of changes in Duke Energy's needs, we are no longer participating in coal ash leachate disposal, and therefore will not receive associated revenues. We also will not receive the Build America bonds (BABs) rebate due to the refinancing of bonds. Overall, we are experiencing growth in consumption due to an increase in the number of utility accounts and commercial and industrial activity. To comply with bond rating agency requirements, 3-percent rate increases for both water and sewer services are necessary.

UTILITY FUND EXPENSES

Utility Fund expenses will decrease by \$13,563,356, or 37 percent, compared to the FY 2018-19 budget. This decrease is primarily related to prior year contributions to capital projects. Utility Fund capital purchases include \$907,850 for vehicles and equipment. Every year, the proposed budget includes \$1 million for utility infrastructure improvements.

Major budget expenses are listed below.

Major Budget Expenses:	
Pendergrass Pump Station Improvements	\$200,000
Colon Road Water Tank Painting	\$600,000
Water Line and Sewer Relocations (DOT Projects)	\$200,000
Gum Fork Lift Station Improvements	\$250,000

MUNICIPAL SERVICE DISTRICT

The proposed Municipal Service District budget for FY 2019-20 is \$145,763, which reflects a 0.1-percent increase compared to FY 2018-19. The budget includes \$20,000 for facade improvements and \$30,000 for advertising. The General Fund contribution to the Municipal Service District is \$57,732, a \$1,035 increase from the prior year. I recommend that the current year tax rate of \$0.11 per \$100 assessed valuation be reduced to \$0.092 per \$100 assessed valuation, which is revenue neutral.

SUMMARY

This budget reflects Sanford 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.

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.

In summary, this budget accomplishes the following:

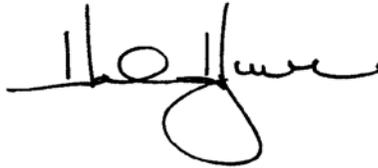
- 1) Maintains adequate funding for public safety services.
- 2) Continues to invest in a community initiative to end homelessness.
- 3) Raises revenue to accommodate new expenditures related to the recycling program.
- 4) Enhances staffing to accommodate growth.
- 5) Invests in a vision and tools to implement smart growth.
- 6) Continues investment in utility infrastructure.

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 2019-20.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Hal Hegwer". The signature is fluid and cursive, with a large loop at the end.

Hal Hegwer, City Manager

FY 19-20 Changes To Budget Ordinance from Originally Presented to Council

	<i>AMOUNT PRESENTED TO COUNCIL ON 5/21/2019</i>	<i>CHANGES</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
GENERAL FUND				
EXPENDITURES				
Governing Body	341,155	334,155	(7,000)	Do not fund fireworks
Human Resources	297,731	293,506	(4,225)	Employee survey with School of Government not as expensive as originally planned - \$7,225 proposed budget; expected to pay \$3,000
Information Technology	396,334	402,934	6,600	Broadband expense (City to pay 50% of cost)
Fire	5,522,246	5,510,746	(11,500)	Do not fund National Fire Accreditation Project
GF Contributions	1,576,391	1,586,391	10,000	Fund Entrepreneurship Grant
TOTAL EXPENDITURE ADJUSTMENTS			\$ (6,125)	
GENERAL FUND				
REVENUE				
Fund Balance	241,629	235,504	(6,125)	Reduce fund balance
TOTAL REVENUE ADJUSTMENTS			\$ (6,125)	

FY 19-20 Changes To Budget Ordinance from Originally Presented to Council

	<i>AMOUNT PRESENTED TO COUNCIL ON 5/21/2019</i>	<i>CHANGES</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
MUNICIPAL SERVICE DISTRICT				
EXPENSES				
Advertising	30,000	35,000	5,000	Expenses increased as requested by DSI - MSD tax rate will remain at \$0.11
Contractual Services	63,053	66,218	3,165	Expenses increased as requested by DSI - MSD tax rate will remain at \$0.11
Building Improvement Grants	20,000	30,000	10,000	Entrepreneurship Grant
TOTAL EXPENSE ADJUSTMENTS			\$ 18,165	
MUNICIPAL SERVICE DISTRICT				
REVENUE				
Ad Valorem Tax	63,139	75,493	12,354	Additional revenue as tax rate will remain at \$0.11 (presented to council at \$0.092)
Motor Vehicle Tax	2,392	2,860	468	Additional revenue as tax rate will remain at \$0.11 (presented to council at \$0.092)
Contribution - General Fund	57,732	67,732	10,000	Council elected to fund the Entrepreneurship Grant
Fund Balance Appropriation	20,000	15,343	(4,657)	Reduced fund balance
TOTAL REVENUE ADJUSTMENTS			\$ 18,165	

**ANNUAL BUDGET ORDINANCE
FOR FISCAL YEAR 2019-2020**

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, 2019 and ending June 30, 2020 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$33,207,674	\$33,207,674
Enterprise Fund	23,112,995	23,112,995
Municipal Service District	<u>163,928</u>	<u>163,928</u>
TOTAL BUDGET	<u>\$56,484,597</u>	<u>\$56,484,597</u>

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	334,155
Administration	354,369
Human Resources	293,506
Risk Management	53,032
Elections	75,984
Finance	821,984
Information Technology	402,934
Legal	178,456
Public Building	641,700
Central Office	19,777
GF Contributions	1,586,391
Fleet Maintenance	1,139,885
Horticulture	795,232

PUBLIC SAFETY

Police	8,776,774
Dispatching Services	1,259,540
Police – 911 Surcharge	405,106
Fire	5,510,746
Inspections	591,604

TRANSPORTATION

Street	2,343,139
Street Capital Imp.	1,236,785

SANITATION

Solid Waste	1,454,640
Sanitation	1,368,848

COMMUNITY DEVELOPMENT

Community Development	1,361,251
Code Enforcement	307,362
Planning / Historic Preservation	153,457

CULTURAL AND RECREATION

Parks	422,073
Golf	756,728

DEBT SERVICE

1,137,216

SUBTOTAL GENERAL FUND EXPENDITURES

33,782,674

Less Departmental Charges (Fleet Maintenance)

(575,000)

TOTAL GENERAL FUND EXPENDITURES

33,207,674

TAXES- AD VALOREM

Current Year Taxes	15,058,863
Prior Year Taxes	80,000
NC Vehicle Tax	1,274,196
NC Vehicle Tax - Penalties	8,000
Penalties Less Discounts	43,000

OTHER TAXES

Vehicle Fees	690,000
Privilege License	3,600
Cable Franchise – Video Programming	180,902
Disposal Tax	20,337
Local Sales Tax – Article 39	2,460,418
Local Sales Tax – Article 40	1,170,958
Local Sales Tax – Article 44	1,017,232
Local Sales Tax – Article 42	1,230,209

INVESTMENT INCOME

Interest Income	300,000
Powell Bill Interest Income	100

LICENSE AND PERMITS

City Permits – Non-residential	87,000
City Permits – Residential	44,000
City Permits – Other	132,000
County Permits – Non-residential	35,000
County Permits – Residential	50,000
County Permits – Other	100,000
Broadway Permits – Residential	250
Broadway Permits – Other	4,750
City of Sanford Zoning Fees	17,000
Lee County Zoning Permits	5,000
Broadway Zoning Permits	100
Fire Permits / Fines	30,000

INTERGOVERNMENTAL REVENUES**UNITED STATES OF AMERICA**

Federal Drug Forfeiture	45,525
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STATE OF NORTH CAROLINA

Electricity Sales Tax	1,924,822
Natural Gas Sales Tax	78,123
Telecommunication Sales Tax	139,057
Beer and Wine Tax	65,360
N.C. DOT Mowing Agreement	37,439
Powell Bill	778,945
NC Electronics Management Fund	1,800
State Drug Forfeiture	2,175

OTHER LOCAL GOVERNMENTS

Consolidated Planning Services	507,392
911 Surcharge Reimbursement	405,106
911 Dispatch	370,287
Lee County Inspection Contract	45,672
Financial Services – Broadway	3,500
Receipt Lee County – Buggy Factory	19,352
Clearwater Drive Fire Service	46,000

SALES AND SERVICE

Sale of Material	5,000
Sale of Compost Materials	16,000
Sale of Capital Assets	150,000
Sale of Non-Capital Assets	5,000
Sanitation Fees	2,443,500

GOLF

Green Fees – Annual	50,000
Green Fees – Daily	190,000
Cart Fees	220,000
Driving Range Fees	15,000
Tournament Fees	11,500
Pro Shop	55,000
Concessions	30,000

OTHER

Court Cost Fees	5,500
ABC Revenue	210,000
Street Paving Charges	225,000
Parking Revenue	5,000
Miscellaneous	85,000
Tower Consultant Fee	8,000
Civil Violation	700
Employee Computer Purchase	50,000
Airport Loan Reimbursement	38,000
Animal Control	500
Installment Purchase Proceeds	640,000
APPROPRIATED FUND BALANCE	235,504

TOTAL GENERAL FUND REVENUE

33,207,674

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

Debt Service	4,921,780
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OTHER

Utility Fund Contributions	256,302
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PUBLIC UTILITIES

UF Administration	2,542,628
Engineering	1,101,778
UF PW Administration	584,712
Distribution and Collection	6,034,081
Water Filtration	2,798,282
Water Reclamation	2,485,101
Water Capital Imp.	1,450,000
Sewer Capital Imp.	800,000
Warehouse	343,331

SUBTOTAL UTILITY FUND EXPENSES	23,317,995
Less Departmental Charges (Warehouse)	(205,000)
TOTAL UTILITY FUND EXPENSES	23,112,995

USER CHARGES

Water Charges	11,535,688
Sewer Charges	8,683,586

INVESTMENT INCOME

Interest Income	300,000
Interest on Assessments	100

OTHER

Water Capacity Fees	160,000
Taps and Connections	135,000
Sewer Surcharge	15,000
Sludge Charge	51,000
Monitoring Fee	75,000
Charges on Past Due Accounts	140,000
Oil and Grease Fees	20,000
Sales Other Funds	30,000
Non Compliance Fees	1,000
Sale of Capital Assets	40,000
Miscellaneous	5,000
Meter Rental	3,000
Rental Income	74,000
After Hours Fees	7,500
NSF Charges	5,500

RETAINED EARNINGS	1,831,621
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TOTAL UTILITY FUND REVENUE	23,112,995
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TOTAL ENTERPRISE FUND	23,112,995
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SCHEDULE C: MUNICIPAL SERVICE DISTRICT FUND

OTHER

Municipal Service District Fund	163,928
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	TOTAL MUNICIPAL SERVICE DISTRICT EXPENSES	163,928
 TAXES AD VALOREM		
Current Year Taxes	75,493	
Motor Vehicle Tax	2,860	
 INVESTMENT INCOME		
Interest Income	2,500	
 OTHER		
Contribution from General Fund	67,732	
 FUND BALANCE APPROPRIATION	 15,343	
	 TOTAL MUNICIPAL SERVICE DISTRICT REVENUE	 163,928
	 TOTAL ALL FUNDS	 \$56,484,597

Section 3: There is hereby levied for the fiscal year ending June 30, 2020, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2019 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 \$.60

Section 4: There is hereby levied for the fiscal year ending June 30, 2020, 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, 2019 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, 2020, 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, 2019 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 4th day of June, 2019.

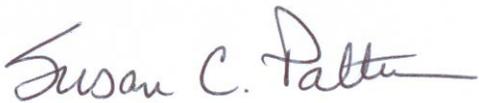


T. Chet Mann, Mayor

ATTEST:



Bonnie Davis, City Clerk



Susan C. Patterson, City Attorney

CITY OF SANFORD
RATE SCHEDULE FOR FISCAL YEARS 2019-2020
RATES EFFECTIVE JULY 1, 2019

Water Utility Rates

Residential			Non-Residential		
Monthly Consumption Level	Inside City	Outside City	Monthly Consumption Level	Inside City	Outside City
Minimum Charge for up to 3 ccf (\$ / month)	\$15.05	\$30.09	Minimum Charge for up to 3 ccf (\$ / month)	\$15.05	\$30.09
Over 3 ccf (\$ / ccf)	\$4.56	\$9.09	3 ccf to 8 ccf (\$ / ccf)	\$4.56	\$9.09
			Over 8 ccf (\$ / ccf)	\$2.97	\$5.91

1 ccf = 100 cubic feet = 748 gallons

Sewer Utility Rates

Monthly Consumption Level	Inside City	Outside City
Minimum Charge for up to 3 ccf (\$ / month)	\$16.08	\$24.11
Over 3 ccf (\$ / ccf)	\$5.36	\$8.03

1 ccf = 100 cubic feet = 748 gallons

Sewer Only Rates

Monthly Consumption Level	Inside City	Outside City
Flat Fee	\$33.23	\$48.28

Industrial Surcharge Rates

Strength Parameter	Proposed Rate (\$/1,000 lb)
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 2019-2020
RATES EFFECTIVE JULY 1, 2019

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

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

Sanitation Fee	
Annually	\$270.00

Vehicle Tax	
Annually	\$30.00 per vehicle and trailer

CITY OF SANFORD
BEER AND WINE FEES FOR FISCAL YEARS 2019-2020
RATES EFFECTIVE JULY 1, 2019

Beer and Wine Fees		
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 2019-2020

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 st and 2 nd submittals	\$500 plus \$2.00 per 1,000 square feet of Gross Floor Area
Plan Review (Multifamily) – 1 st and 2 nd submittals	\$500 plus \$2.00 per dwelling unit
Preliminary Plat (Major Subdivision) – 1 st and 2 nd submittals	\$200 plus \$10 per lot
Final Plat (Major Subdivision)	No charge
Minor Subdivision Plat	\$50
Plan/Plat Resubmission – 3 rd 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 2019-2020**

Material	Price Per Pickup Load	Price per 2 ½ Cu. Yd. Loader Bucket for Larger Truck Loads
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 **2019-2020 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 2019-2020 Rates for the
Installation of Hydrant Meters for Contractors**

Hydrant Meter Size	Deposit Fee	Plus Daily Rental Fee
¾"	\$200.00	\$1.00 per day (per calendar year)
1"	\$400.00	\$1.00 per day (per calendar year)
2 ½"	\$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 2019-2020
Water and Sewer Tap Rates**

Residential	Tap Size	Rate
<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
Commercial and Industrial	Tap Size	Rate
<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

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

Construction Reviews/Inspections

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

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

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

HAZARDOUS MATERIALS / CONFINED SPACE / TRENCH RESCUE EMERGENCY RESPONSE FEES

RESPONSE UNITS	Inside City Limits Response	County Response
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 st 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

RESIDENTIAL (New)	Includes all Single Family Dwellings, Duplexes, and Townhouses.
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).

RESIDENTIAL (Modular Homes)	<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

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

OTHER RESIDENTIAL CONSTRUCTION	Includes all Residential Additions.
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>

OTHER RESIDENTIAL CONSTRUCTION	Includes all Residential Renovations, Repairs, and Other Residential Construction not listed elsewhere.
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

COMMERCIAL (New)	50,000 Square Feet and Less.	
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

COMMERCIAL (New)	50,001 Square Feet and More.	
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by:</p> <ol style="list-style-type: none"> 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. 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. <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)**

COMMERCIAL (New)	Modular Units.	
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

OTHER COMMERCIAL CONSTRUCTION	Includes all Commercial Renovations, Repairs, and Other Commercial Construction not listed elsewhere.	
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). 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.</p>	

**BUILDING PERMIT FEES
MISCELLANEOUS**

MISCELLANEOUS BUILDING PERMITS	
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

RESIDENTIAL	
RESIDENTIAL (New):	
Basic Fee \$135.00 (up to 200 Amps)	
Basic Fee <i>plus</i> \$20.00 per each 100 Amps over 200 Amps	
RESIDENTIAL (Renovations) (Maximum Fee \$135.00):	
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	
RESIDENTIAL (Room Additions) (Maximum Fee \$135.00):	
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.	
MANUFACTURED HOME	Basic Fee \$55.00 each
MODULAR HOMES	\$75.00 each
COMMERCIAL	
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
Special Outlets - 30 Amp/240 Volt or Greater	
MISCELLANEOUS ELECTRICAL PERMITS	
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

RESIDENTIAL	
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 st 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
COMMERCIAL	
Basic Fee	*\$60.00 plus any of the following that apply:
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 st 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

RESIDENTIAL (New)
Basic Fee \$60.00 plus \$25.00 for every Full Bath \$20.00 for every Half Bath
RESIDENTIAL (Modular Homes)
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.
RESIDENTIAL (Manufactured Homes)
Basic Fee \$50.00
OTHER RESIDENTIAL CONSTRUCTION
Basic Fee \$60.00 plus \$5.50 per fixture (<i>see plumbing permit application</i>).
COMMERCIAL (New)
Basic Fee \$60.00 plus \$5.50 per fixture (<i>see plumbing permit application</i>).
COMMERCIAL (Modular)
Basic Fee \$60.00 plus \$5.50 for water line \$5.50 for sewer line
MISCELLANEOUS PLUMBING PERMITS
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. § 160A417, 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:

- 1st Inspection Trip – No Charge. Door Hanger will be left instructing owner to schedule an inspection.
- 2nd 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, 2018 was \$11,035,462. General Fund balance available for appropriation was \$11,035,462 or 38.1% 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 anticipates selling revenue bonds to fund new capital projects and refinance existing debt not to exceed \$45 million. The City of Sanford must raise additional revenue for debt service for these planned capital projects, to retain adequate reserves, and to preserve the required debt service coverage to maintain a strong bond rating. This budget includes 3-percent rate increases for both water and sewer services. 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 2019-20 is 1.24. The Utility Fund shows a net income before capital contributions and transfers of (\$26,354) for the year compared with a net income before capital contributions of \$1,383,428 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.

SETTING PRIORITIES

City Council has a retreat once a year to prioritize and approve the major priorities and goals that government services should address that reflect citizen views. Departments discuss CIP requests in detail with council at this retreat.

LONG-RANGE PLANNING

Long term city goals and/or projects are formulated by the City Council. Planning includes joint meetings with the City Manager and senior staff members. Projections of revenues and forecast rationale are determined by staff based on legislative, regulatory and historical information.

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

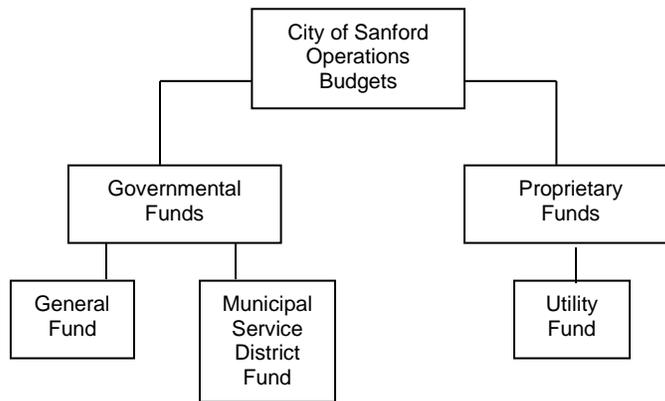
Any revisions that alter total expenditures / revenues of the adopted budget must be approved by the City Council through legislative action. All budget amendments must be reported in a public meeting of the City Council and made a matter of record in the minutes. The city manager has the authority to 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 18, 2018	CIP	Memo/instructions and CIP form transmitted to departments
January 18, 2019	CIP	CIP request forms due from department managers
February 11, 2019	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments
February 18, 2019	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 22, 2019	FY 19-20 Budget	Prepare and transmit FY 19-20 departmental request information to department heads
March 1, 2019	FY 18-19 Budget	Year end revenue estimates consolidated and reviewed
March 4, 2019	Year End Estimates	Year end departmental expenditure estimates consolidated and reviewed
March 7 and 8, 2019	City Council Retreat	Prioritize and approve long term city goals
March 13, 2019	CIP	Finalize prioritization of projects and assignment of revenues
March 15, 2019	FY 19-20 Budget	Departmental budget requests for FY 19-20 due from departments
March 26, 2019	FY 19-20 Budget	Need insurance estimate numbers from HR
April 8, 2019	FY 19-20 Budget	City manager and department heads begin review of department requests
April 15, 2019	FY 19-20 Budget	Finalize 19-20 revenue projections
April 15, 2019	FY 19-20 Budget	Need final insurance numbers from HR
April 23, 2019	FY 19-20 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 21st council meeting
April 29, 2019	FY 19-20 Budget	Review preliminary budget with department heads at staff meeting
May 21, 2019	FY 19-20 Budget	Present budget to council and publish public hearing notice (publish at least ten days prior to public hearing)
May 29, 2019	FY 19-20 Budget	Budget work session
June 4, 2019	FY 19-20 Budget	Public hearing and adopt budget (first scheduled meeting in June)
June 18, 2019	FY 18-19 Budget	Present cleanup amendment to council for FY 18-19
June 18, 2019	FY 19-20 Budget	Alternate date to adopt budget
July 1, 2019	FY 19-20 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

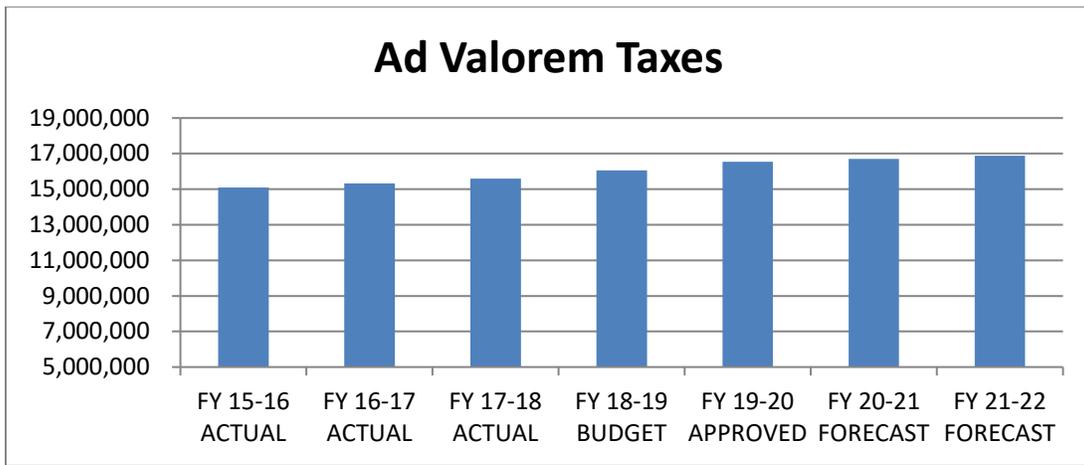
Department	Fund
Administration	General
Billing	Utility
Central Office	General
Code Enforcement	General
Community Development	General
Debt Service	General / Utility
Distribution and Collection	Utility
Downtown/HPC	General
Elections	General
Engineering	Utility
Finance	General
Fire	General
Fleet Maintenance	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 like legislative and regulatory changes.

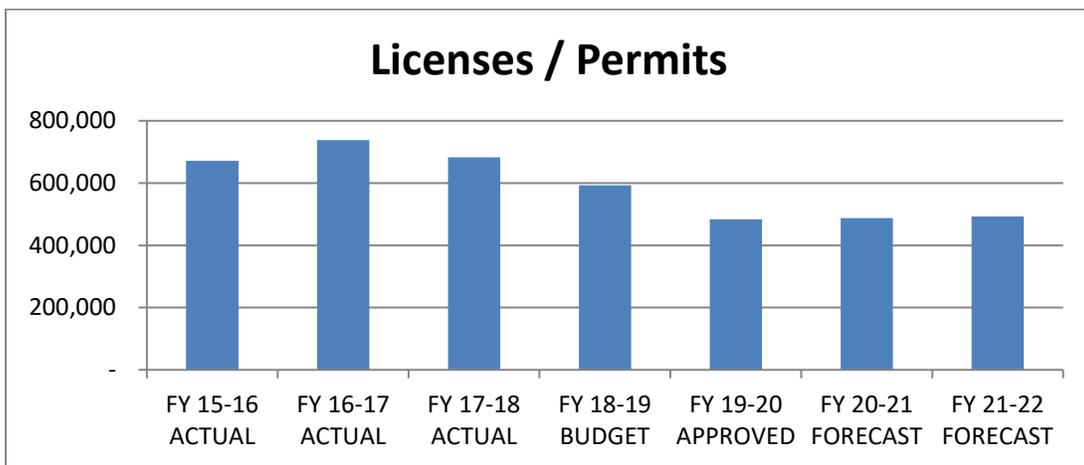
The **Major Revenues by source** are as follows:

Ad Valorem Taxes - Collections of current year and prior year tax levies; and payment in lieu of taxes. Forecast increase related to estimated growth in property tax base.

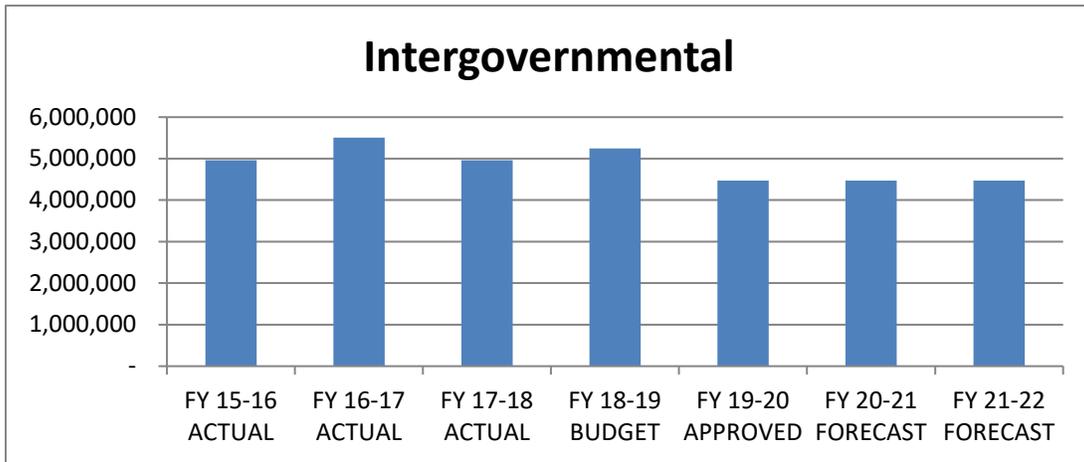


Penalties Less Discounts – Interest on delinquent taxes; late listing penalties; and other costs of collecting delinquent taxes.

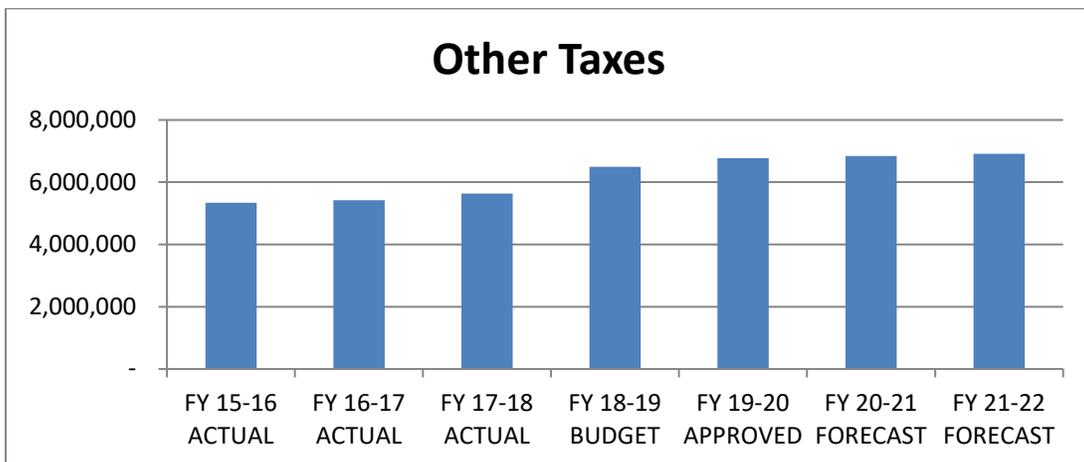
Licenses and Permits – Building permits; inspection penalties; inspection fees; and code enforcement. Forecast increase due to estimated growth in commercial permits.



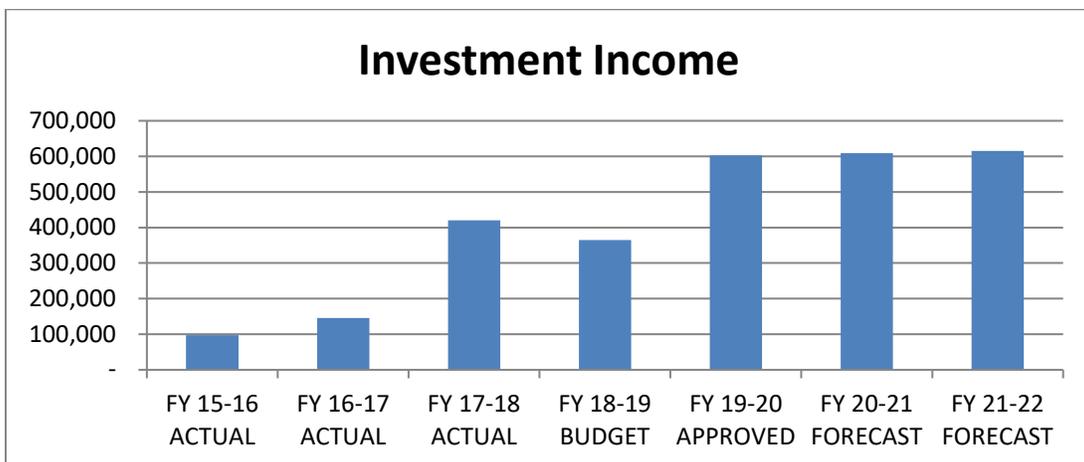
Intergovernmental - Federal, State, and local financial assistance; retail inventory taxes; utility franchise tax; beer & wine tax; and Powell Bill funds. Forecast remains relatively flat.



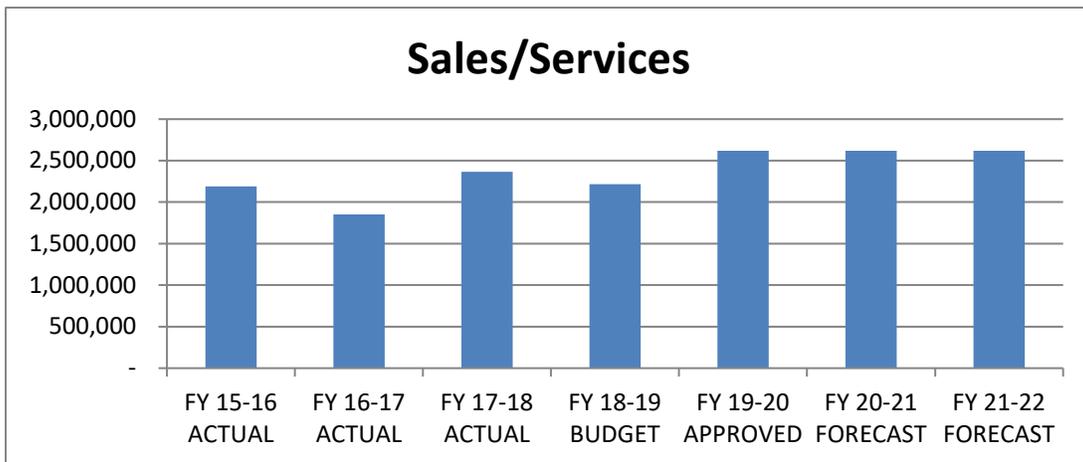
Other Taxes - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax. Forecast shows slight growth related to local option sales tax.



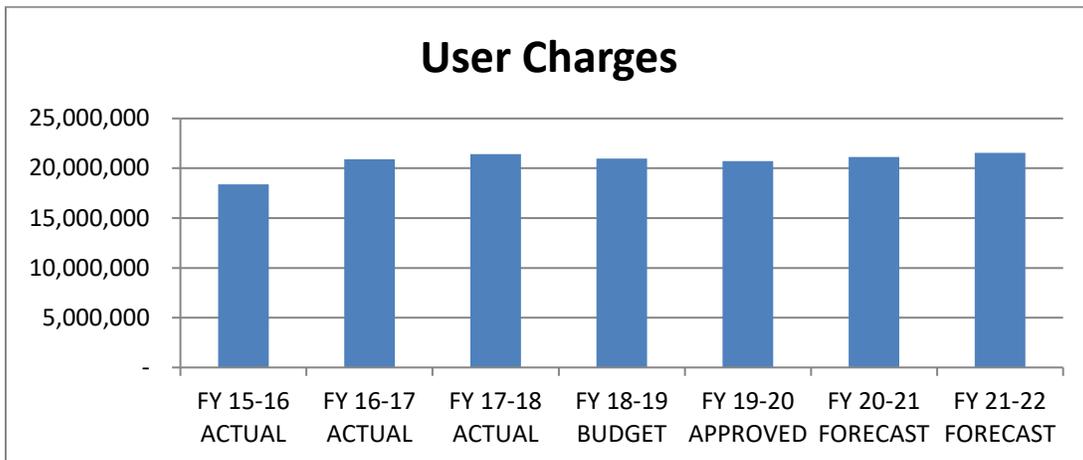
Investment Income – Interest earned. Forecast shows slight growth due to increase in interest rates.



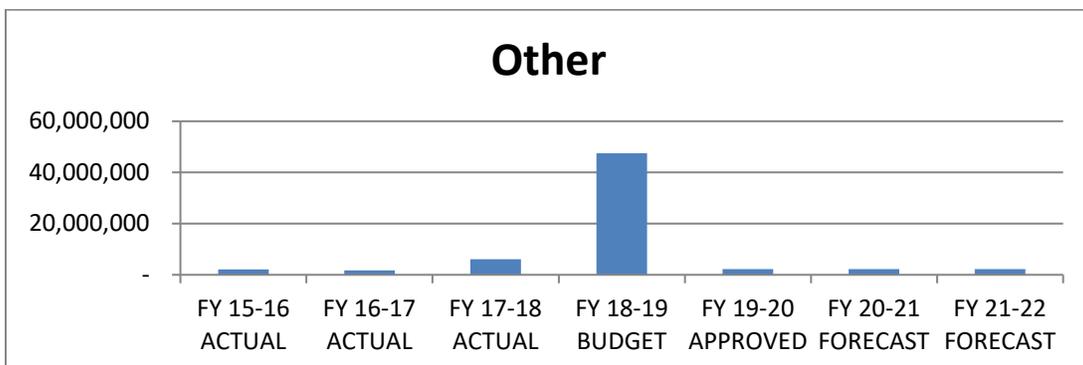
Sales and Service – Sale of materials; sale of compost; sale of fixed assets; sale of land; and waste management fees. Forecast remains relatively flat.



User Charges - Water and sewer charges; annual green fees; daily green fees; park fees; cart fees; and driving range fees. Forecast shows increases due to predicted water and sewer rate increases.



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. Forecast remains relatively flat.

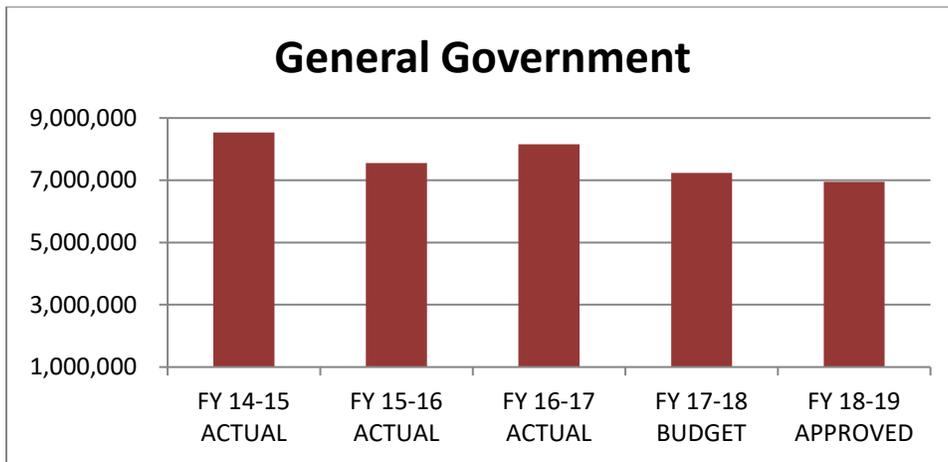


EXPENDITURES BY FUNCTION

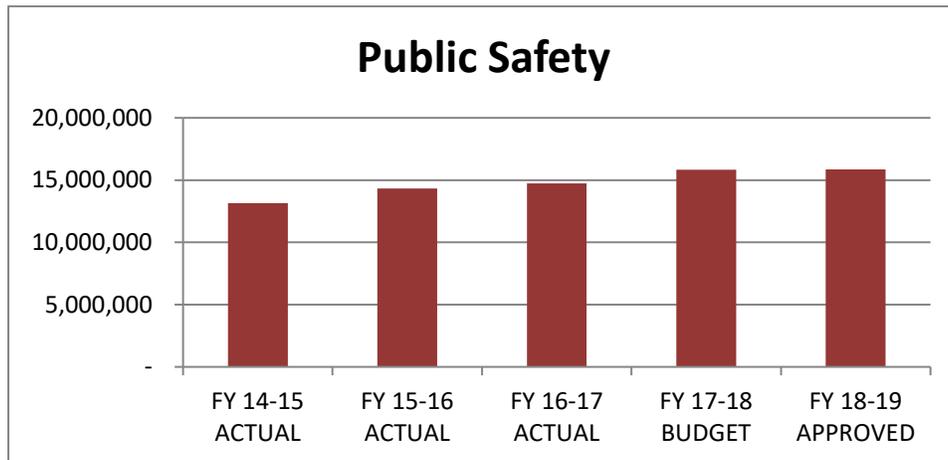
Expenditures are shown in the budget classified by funds from which they are paid, by departments spending the money, by the functions for which the expenditures are made and by the object of expenditures, which provides greater detail for controlling expenditures. Funds are appropriated at adequate 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:

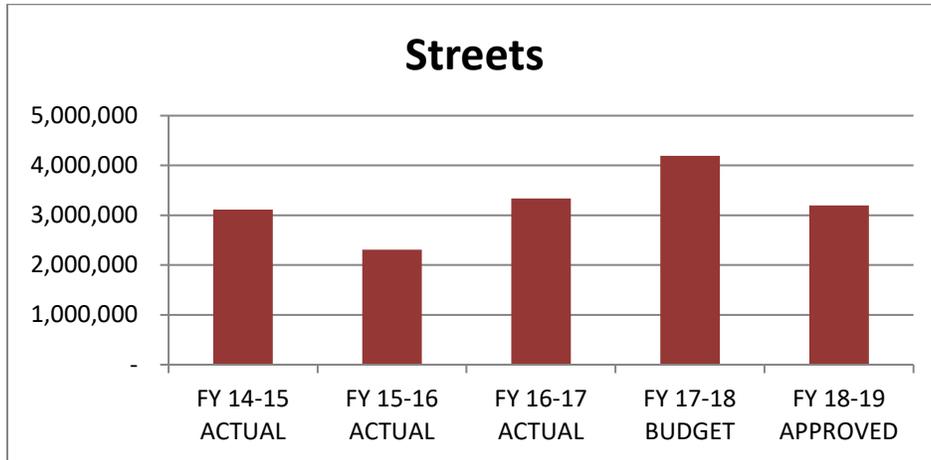
General Government - Expenditures for the Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Technology, Legal, Public Building, General Services, Central Office, GF Contributions, Fleet Maintenance, and Horticulture.



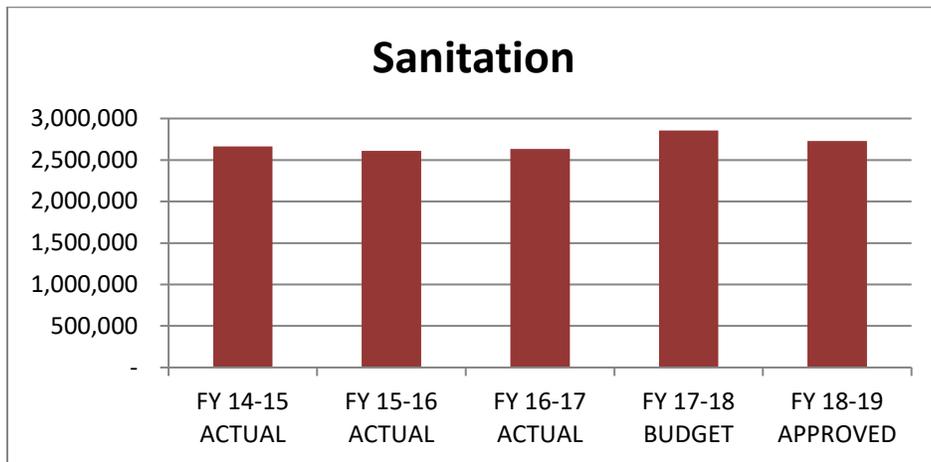
Public Safety - Expenditures for Police, Fire, and Inspections.



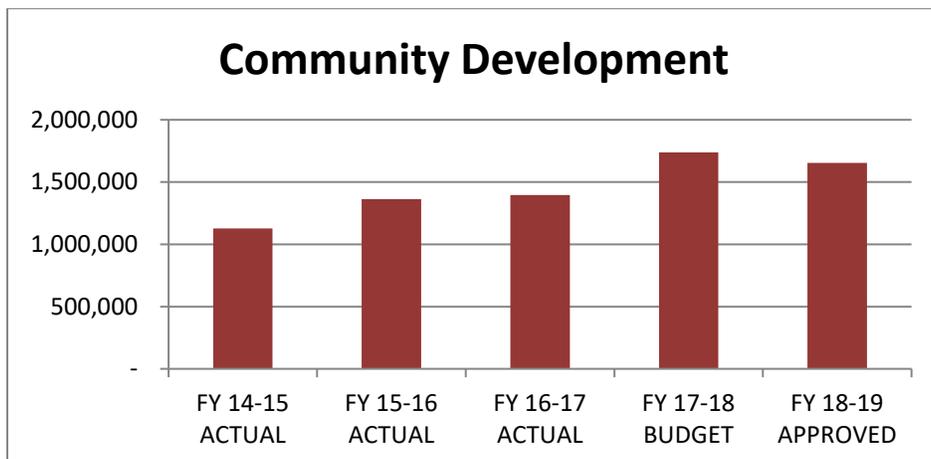
Streets - Expenditures for Street Maintenance and Street Capital Improvements.



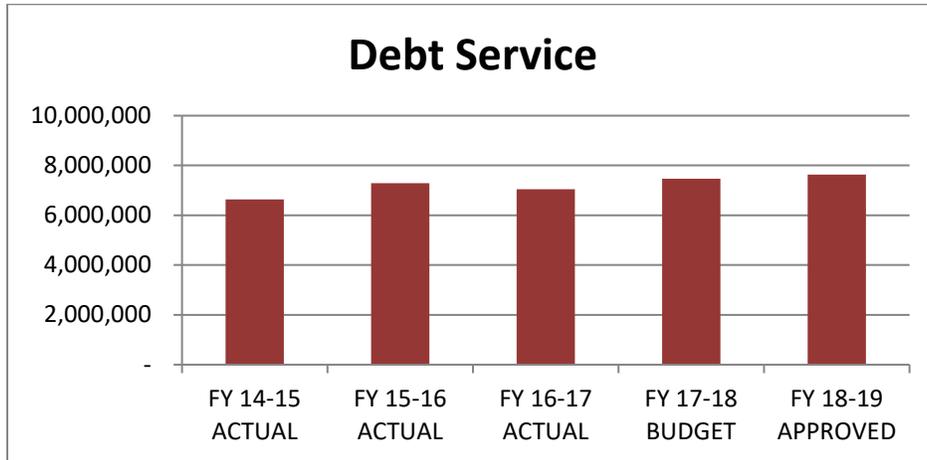
Sanitation - Expenditures for Solid Waste and Sanitation.



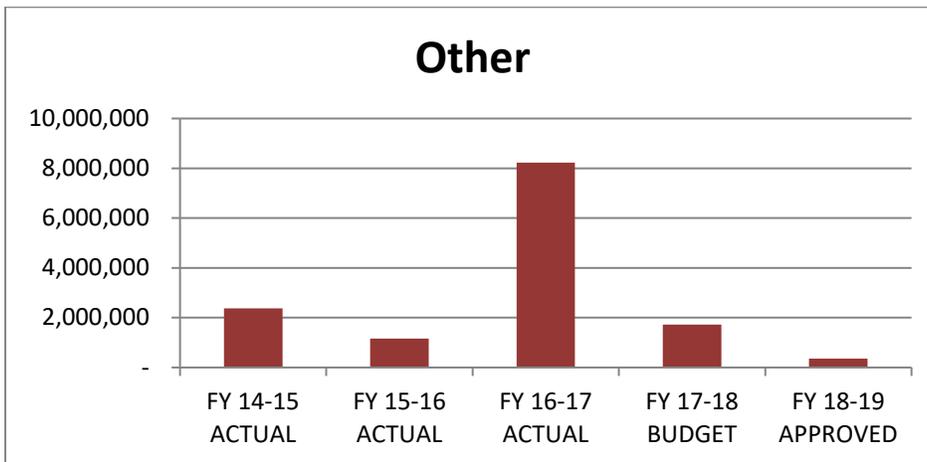
Community Development – Expenditures for Community Development, Community Enhancement – Code Enforcement, and Community Enhancement – Downtown / HPC.



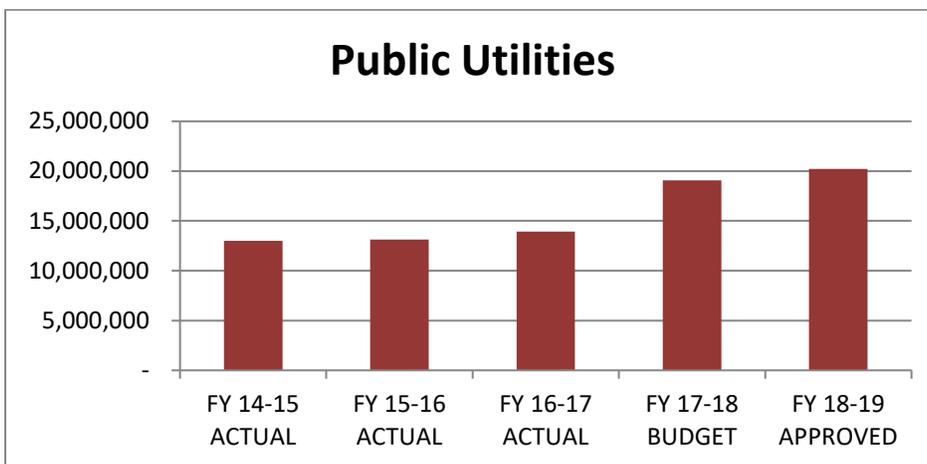
Debt Service - Principal; interest; and fees paid or accrued on bonds and notes.



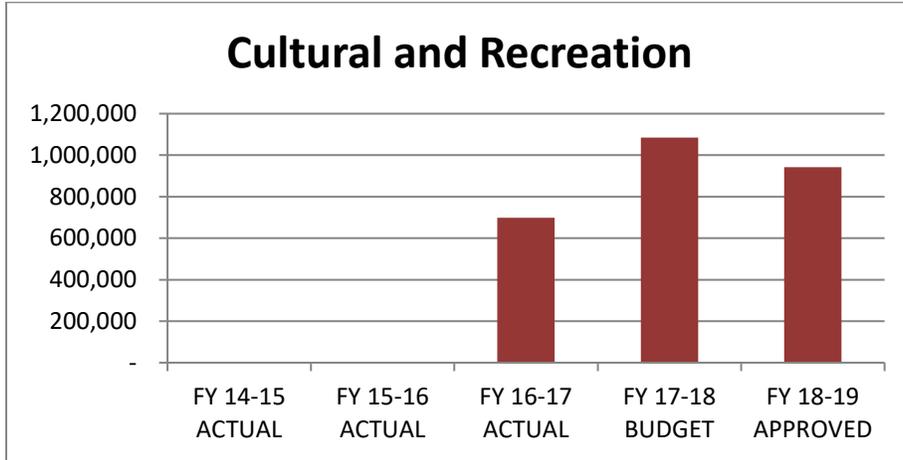
Other - Expenditures for operating transfers and Municipal Service District Fund.



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.

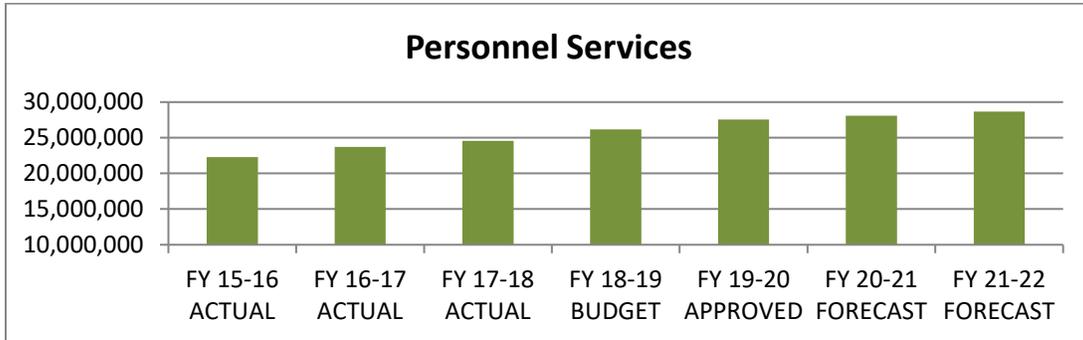


EXPENDITURES BY CATEGORY

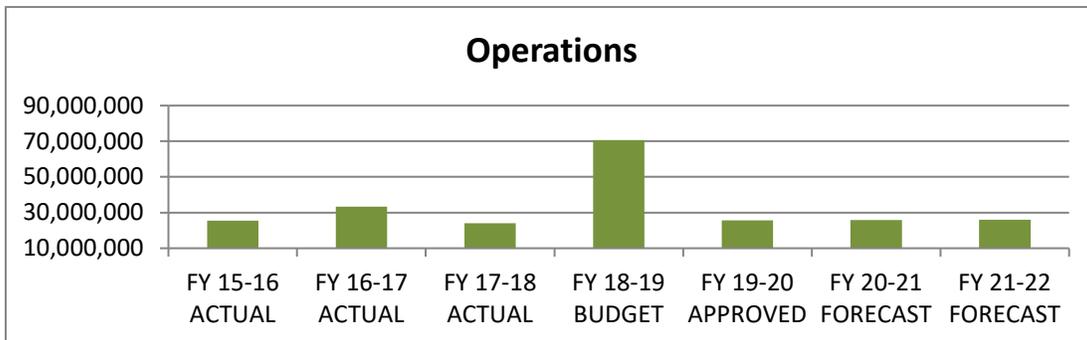
Expenditures by object are divided into three major categories - personnel services, operating expenses and capital outlays.

These categories are summarized below:

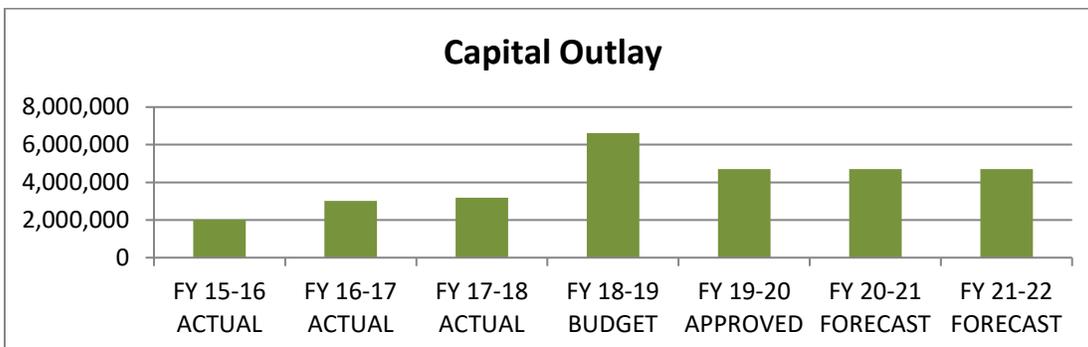
Personnel Services - Expenses, which can be directly attributed to the individual employee. These expenses would include salaries, group insurance, retirement, 401K expense and FICA. The cost of group insurance, retirement, 401K expenses and FICA has been budgeted within each operating department, which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



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. Forecast increases related to inflation.



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. Forecast remains relatively flat as city user replacement plan.



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 city uses forecast as a budget tool to assist with determining funding of initiatives, capital projects, and operations.

The following are some assumptions concerning revenues, which were forecast in the City of Sanford 2019-2020 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. Appropriation--General Fund \$210,000
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 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. Appropriation--General Fund \$16,413,059 Municipal Service District Fund \$78,353
After Hours	Fees charged to customers for after hour service calls. Appropriation—Utility Fund \$7,500
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. Appropriation—General Fund \$38,000
Animal Control	Revenue received for animal violations. Appropriation—General Fund \$500
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. Appropriation--General Fund \$235,504 Utility Fund \$1,831,621 Municipal Service District Fund \$15,343
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. Appropriation--General Fund \$65,360

REVENUE

FORECAST RATIONALE

Brick Tournament Fees

Fees are collected and segregated for this annual golf tournament event. **Appropriation--General Fund \$11,500**

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 \$263,000**

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 \$185,000**

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 \$5,000**

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 \$180,902**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--General Fund \$220,000**

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 \$700**

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 \$46,000**

REVENUE

FORECAST RATIONALE

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 \$67,732**

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 \$5,500**

Disposal Tax

The state levies a tax on disposal of waste. The city's portion is based on per capita share. **Appropriation--General Fund \$20,337**

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 \$45,525**

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 \$30,000**

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**

Installment Purchase Proceeds

Installment purchase proceeds, which result from issuing debt, will be used to purchase a fire pumper, \$640,000. **Appropriation--General Fund \$640,000 Utility Fund \$0**

REVENUE

FORECAST RATIONALE

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 \$300,100 Utility Fund \$300,000 Municipal Service District Fund \$2,500**

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 \$0 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 \$5,878,817**

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 \$85,000 Utility Fund \$5,000**

NC Electronics Management Fund

Revenue received from the state for recycling electronic waste. **Appropriation--General Fund \$1,800**

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**

REVENUE

FORECAST RATIONALE

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

Parking Revenues

Proceeds projected for parking fines and parking space rentals.

Appropriation—General Fund \$5,000

Penalties Less Discounts

The revenues attained from penalties less discounts are estimated based on trend analysis and increases in tax levies. 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 \$51,000**

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 18-19: 137.61 miles of street times \$1,600.17 and population 29,444 times \$19.56. **Appropriation--General Fund \$778,945**

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 \$75,000**

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 \$3,600**

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 \$45,672**

REVENUE

FORECAST RATIONALE

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 \$19,352**

Receipt Other Governments-
State

The state will pay for mowing right-of-ways through negotiated contract. **Appropriation--General Fund \$37,439**

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 25.23% calls ratio (\$370,287). The county's cost of the merged community development department is projected to be \$499,392. 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 \$405,106. **Appropriation--General Fund \$499,392, \$405,106, \$370,287, \$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 \$16,000**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$150,000 Utility Fund \$40,000**

Sale of Materials

Funds are generated from the sale of surplus materials. Projection rationales are derived by using historical trend analysis. **Appropriation--General Fund \$5,000**

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 \$30,000**

REVENUE

FORECAST RATIONALE

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 \$2,443,500**

Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$8,683,586**

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 \$15,000**

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 \$51,000**

State Drug Forfeiture

State funds received for drug forfeiture. **Appropriation--General Fund \$2,175**

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 \$135,000**

Tower Consultant Fee

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

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 \$2,142,002**

REVENUE

FORECAST RATIONALE

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 Capacity Fee

A capacity fee is charged for new, additional, or larger connections to the City's utility system. Capacity fees recover the costs associated with providing additional facility capacity to new users and existing users requiring additional capacity. **Appropriation--Utility Fund \$160,000**

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 \$11,535,688**

Zoning Fees-City of Sanford

Fees charged for plan review / plat review / and land use development review applications that require board approval within the city limits. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. **Appropriation--General Fund \$17,000**

Zoning Fees-Lee County

Fees charged for plan review / plat review / and land use development review applications that require board approval outside the city limits. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. **Appropriation--General Fund \$5,000**

Zoning Fees-Town of Broadway

Fees charged for plan review / plat review / and land use development review applications that require board approval within the city limits of Broadway. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. **Appropriation--General Fund \$100**

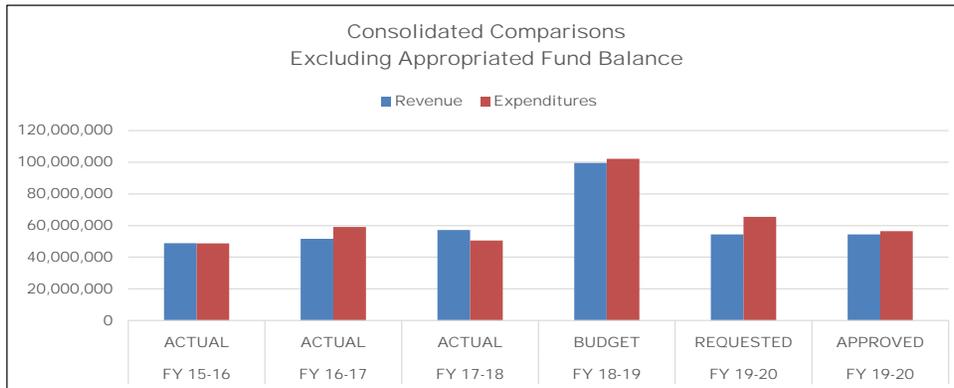
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**CONSOLIDATED BUDGET
FUND SUMMARIES**

	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
REVENUES								
General Fund	28,149,439	28,873,974	33,294,114	33,303,931	32,972,170	32,972,170	-331,761	-1%
Enterprise Fund	20,602,248	22,629,965	23,807,181	66,067,150	21,281,374	21,281,374	-44,785,776	-68%
Special Tax District	100,824	101,281	116,417	121,664	148,585	148,585	26,921	22%
SUB-TOTAL	48,852,511	51,605,220	57,217,712	99,492,745	54,402,129	54,402,129	-45,090,616	-45%
Appropriated Fund Balance	0	0	0	2,623,935	2,082,468	2,082,468	-541,467	-21%
Less Interfund Activity	-202,687	-264,168	-3,169,948	-12,152,697	-67,732	-67,732	12,084,965	-99%
TOTAL BUDGET	48,649,825	51,341,052	54,047,764	89,963,983	56,416,865	56,416,865	-33,547,118	-37%
EXPENDITURES								
General Fund	27,859,834	30,670,757	29,538,695	34,093,717	37,944,402	33,207,674	-886,043	-3%
Enterprise Fund	20,732,236	28,350,570	20,836,210	67,877,281	27,362,217	23,112,995	-44,764,286	-66%
Special Tax District	96,668	120,753	110,231	145,682	171,022	163,928	18,246	13%
SUB-TOTAL	48,688,738	59,142,080	50,485,136	102,116,680	65,477,641	56,484,597	-45,632,083	-45%
Less Interfund Activity	-202,687	-264,168	-3,169,948	-12,152,697	-67,732	-67,732	12,084,965	-99%
TOTAL BUDGET	48,486,051	58,877,912	47,315,189	89,963,983	65,409,909	56,416,865	-33,547,118	-37%

GRAPHIC REPRESENTATION

Illustrated below are revenues as they relate to expenditures.

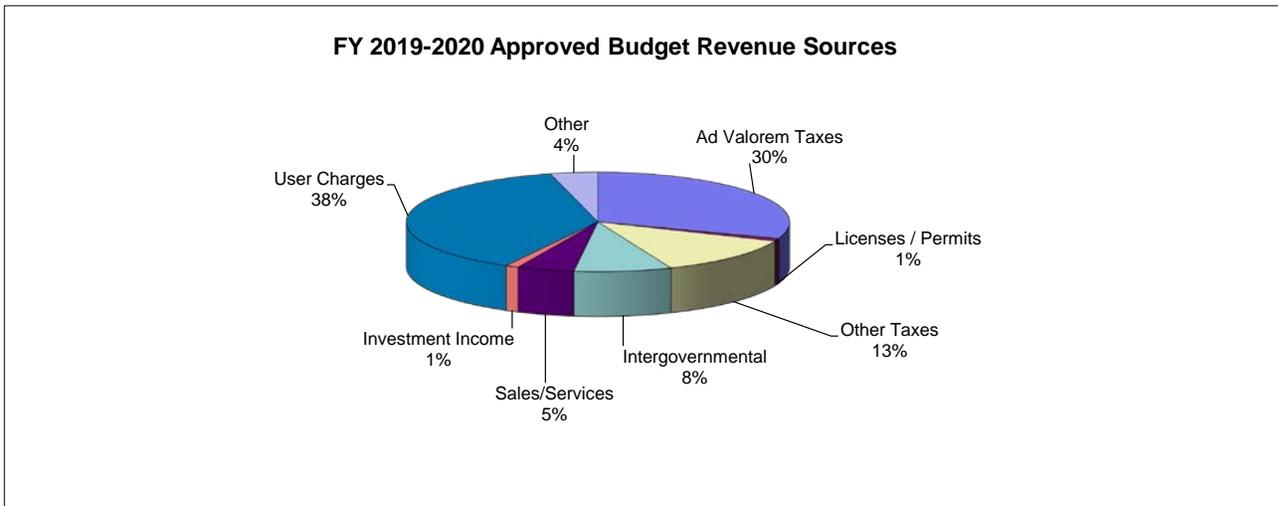


**CONSOLIDATED BUDGET
REVENUE SUMMARIES**

	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
REVENUES								
Ad Valorem Taxes	15,098,152	15,331,381	15,600,336	16,056,203	16,542,412	16,542,412	486,209	3%
Licenses / Permits	671,132	737,715	682,409	593,000	505,100	505,100	-87,900	-15%
Other Taxes	5,335,169	5,421,334	5,637,784	6,494,938	6,773,656	6,773,656	278,718	4%
Intergovernmental	4,960,616	5,508,510	4,962,134	5,246,054	4,470,555	4,470,555	-775,499	-15%
Sales/Services	2,188,243	1,852,634	2,366,621	2,217,250	2,619,500	2,619,500	402,250	18%
Investment Income	97,427	145,573	420,642	364,808	602,700	602,700	237,892	65%
User Charges	18,370,298	20,915,368	21,426,063	20,969,020	20,705,774	20,705,774	-263,246	-1%
Other	2,131,475	1,692,704	6,121,723	47,500,223	2,182,432	2,182,432	-45,317,791	-95%
SUB-TOTAL	48,852,511	51,605,220	57,217,712	99,441,496	54,402,129	54,402,129	-45,039,367	-45%
Appropriated Fund Balance	0	0	0	2,623,935	2,082,468	2,082,468	-541,467	-21%
Less Interfund Activity	-202,687	-264,168	-3,169,948	-12,152,697	-67,732	-67,732	12,084,965	-99%
Transfers in Special Revenue Fund	0	0	0	51,249	0	0	-51,249	-100%
TOTAL BUDGET	48,649,825	51,341,052	54,047,764	89,963,983	56,416,865	56,416,865	-33,547,118	-37%

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.

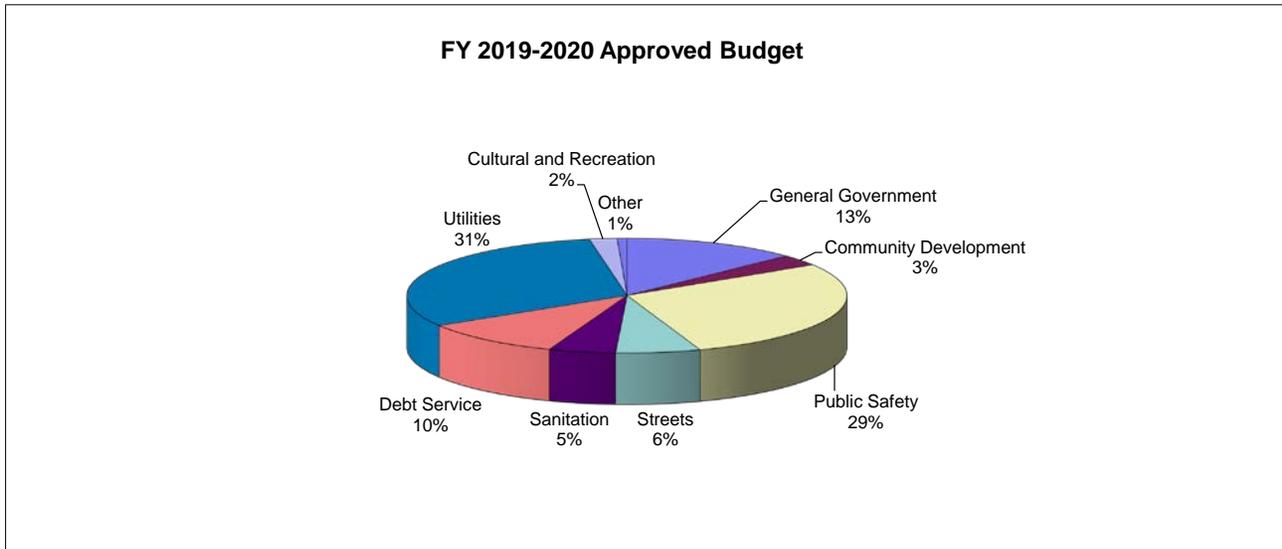


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
FUNCTIONS								
General Government	7,556,832	8,154,296	6,517,593	8,903,068	7,027,211	7,438,461	-1,464,607	-16%
Community Development	1,362,229	1,395,507	1,516,296	1,949,206	2,102,801	1,822,070	-127,136	-7%
Public Safety	14,322,981	14,738,658	14,809,965	16,298,868	16,748,349	16,543,770	244,902	2%
Streets	2,309,972	3,335,117	3,709,949	3,373,208	6,447,222	3,579,924	206,716	6%
Sanitation	2,611,212	2,631,291	2,605,076	2,902,484	3,606,485	2,823,488	-78,996	-3%
Debt Service	7,290,939	7,043,836	6,654,854	37,985,419	6,763,761	6,058,996	-31,926,423	-84%
Utilities	13,117,005	13,923,506	14,156,100	22,036,173	21,367,683	17,934,913	-4,101,260	-19%
Cultural and Recreation	0	698,841	891,573	844,335	1,128,271	1,178,801	334,466	40%
Other	1,159,073	8,231,481	844,987	9,050,667	390,953	420,230	-8,630,437	-95%
SUB-TOTAL	49,730,244	60,152,533	51,706,394	103,343,428	65,582,736	57,800,653	-45,542,775	-44%
Less Interfund Activity	-202,687	-264,168	-3,169,948	-12,152,697	-67,732	-67,732	12,084,965	-99%
Interfund Reimbursement	-1,041,506	-1,010,453	-1,221,258	-1,226,748	-105,095	-1,316,056	-89,308	7%
TOTAL BUDGET	48,486,051	58,877,912	47,315,189	89,963,983	65,409,909	56,416,865	-33,547,118	-37%

GRAPHIC REPRESENTATION

Expenditures classed by function reflect cost as it relates to total spending. Public safety and utilities represent 60% of the city's total appropriations.

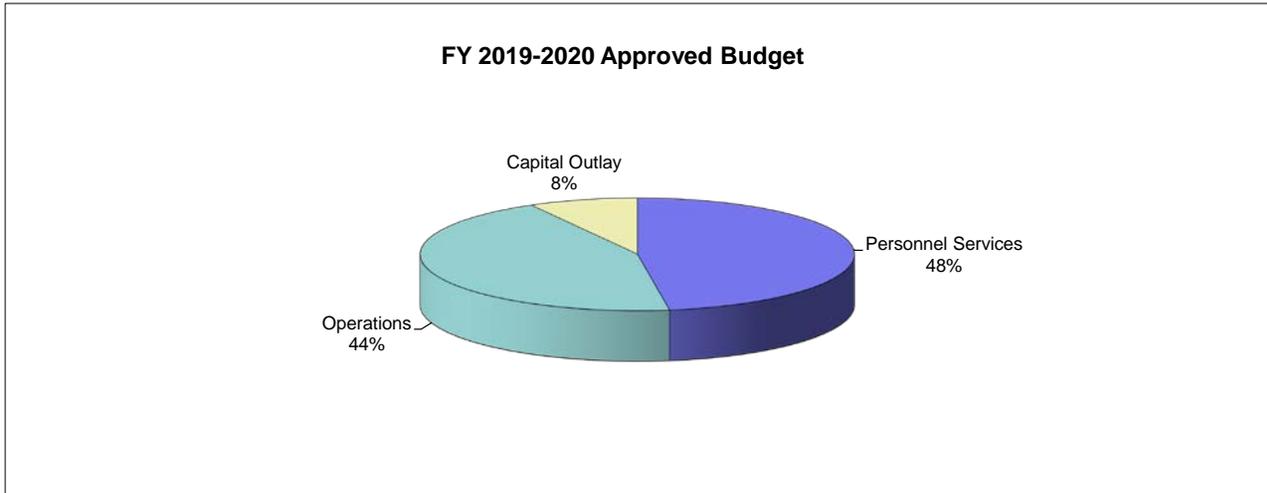


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
EXPENDITURES								
Personnel Services	22,281,276	23,732,637	24,574,305	26,150,760	25,963,304	27,537,202	1,386,442	5%
Operations	25,423,451	33,396,292	23,945,489	70,583,297	27,119,332	25,560,613	-45,022,684	-64%
Capital Outlay	2,025,516	3,023,604	3,186,600	6,609,371	12,500,100	4,702,838	-1,906,533	-29%
SUB-TOTAL	49,730,243	60,152,533	51,706,394	103,343,428	65,582,736	57,800,653	-45,542,775	-44%
Less Interfund Activity	-202,687	-264,168	-3,169,948	-12,152,697	-67,732	-67,732	12,084,965	-99%
Interfund Reimbursement	-1,041,506	-1,010,453	-1,221,258	-1,226,748	-105,095	-1,316,056	-89,308	7%
TOTAL BUDGET	48,486,051	58,877,912	47,315,188	89,963,983	65,409,909	56,416,865	-33,547,118	-37%

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 367 employees. Seven (7) 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 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Prior	172,414	109,456	94,298	80,000	80,000	80,000	0	0%
Current	13,610,080	13,894,441	14,141,533	14,617,015	15,058,863	15,058,863	441,848	3%
Motor Vehicle Tax	1,141,670	1,167,298	1,205,732	1,197,121	1,274,196	1,274,196	77,075	6%
Payment in Lieu of Taxes	35,233	45,034	44,349	45,000	0	0	-45,000	-100%
Penalties Less Discounts	69,350	48,192	45,346	45,000	43,000	43,000	-2,000	-4%
Motor Vehicle Tax - Penalties	10,859	9,225	9,050	8,000	8,000	8,000	0	0%
Total Ad Valorem Taxes	15,039,606	15,273,646	15,540,306	15,992,136	16,464,059	16,464,059	471,923	3%
Local Sales Tax - Article 39	2,138,639	2,159,125	2,244,766	2,364,731	2,460,418	2,460,418	95,687	4%
Local Sales Tax - Article 40	1,035,229	1,018,965	1,059,374	1,107,129	1,170,958	1,170,958	63,829	6%
Local Sales Tax - Article 44	927,016	1,002,292	1,047,306	958,472	1,017,232	1,017,232	58,760	6%
Local Sales Tax - Article 42	1,020,702	1,028,892	1,073,851	1,167,365	1,230,209	1,230,209	62,844	5%
Privilege License	4,875	2,640	5,870	2,600	3,600	3,600	1,000	38%
Shared Cable Revenue	190,090	190,023	187,173	185,366	180,902	180,902	-4,464	-2%
Disposal Tax Revenue	18,618	19,346	19,444	19,275	20,337	20,337	1,062	6%
Vehicle Fee	0	0	0	690,000	690,000	690,000	0	0%
Past Due	0	50	0	0	0	0	0	#DIV/0!
Total Other Taxes	5,335,169	5,421,334	5,637,784	6,494,938	6,773,656	6,773,656	278,718	4%
City Zoning Fees	0	0	0	0	17,000	17,000	17,000	0%
Broadway Zoning Fees	0	0	0	0	100	100	100	0%
Lee County Zoning Fees	0	0	0	0	5,000	5,000	5,000	0%
Fire Permits / Fines	49,328	47,985	28,812	35,000	30,000	30,000	-5,000	-14%
City Permits	400,299	421,118	338,976	300,000	263,000	263,000	-37,000	-12%
County Permits	216,837	254,675	304,893	250,000	185,000	185,000	-65,000	-26%
Broadway Permits	4,668	13,937	9,728	8,000	5,000	5,000	-3,000	-38%
Total Permits and Fees	671,132	737,715	682,409	593,000	505,100	505,100	-87,900	-15%
Interest Income	47,300	66,590	179,988	156,708	300,000	300,000	143,292	91%
Interest on Assessments	276	392	0	350	0	0	-350	-100%
Powell Bill Interest Income	115	225	1,002	100	100	100	0	0%
Interest Income - Federal Drug Forfeit	207	204	733	0	0	0	0	0%
Interest Income - State Drug Forfeit.	15	7	34	0	0	0	0	0%
Total Investment Income	47,913	67,419	181,757	157,158	300,100	300,100	142,942	91%
Green Fees Annual	0	47,498	50,279	50,000	50,000	50,000	0	0%
Green Fees Daily	0	210,665	215,525	190,000	190,000	190,000	0	0%
Cart Fees	0	237,170	237,235	230,000	220,000	220,000	-10,000	-4%
Tournament	0	11,925	11,535	11,500	11,500	11,500	0	0%
Driving Range	0	15,096	15,096	15,000	15,000	15,000	0	0%
Park Fees	0	0	0	4,000	0	0	-4,000	-100%
Total User Charges	0	522,354	529,669	500,500	486,500	486,500	-14,000	-3%
Intergovernmental Revenues								
United States of America								
FEMA Proceeds-Federal	0	46,063	0	0	0	0	0	0%
Federal Drug Forfeiture	90,059	12,872	0	54,000	45,525	45,525	-8,475	-16%
State of North Carolina								
Electricity Sales Tax	1,869,698	1,806,396	1,788,332	1,824,099	1,924,822	1,924,822	100,723	6%
Natural Gas Sales Tax	68,544	66,667	70,333	71,934	78,123	78,123	6,189	9%
Telecommunications Sales Tax	174,449	175,807	167,016	160,335	139,057	139,057	-21,278	-13%
Beer & Wine Tax	63,180	65,181	63,382	61,922	65,360	65,360	3,438	6%
Powell Bill	807,859	797,301	801,200	792,330	778,945	778,945	-13,385	-2%
State Drug Forfeiture	32,405	8,531	12,822	0	2,175	2,175	2,175	0%
Rec. Other Gov.-State	20,816	27,064	28,086	28,086	37,439	37,439	9,353	33%
NC Electronics Management Fund	2,766	2,137	2,336	2,200	1,800	1,800	-400	-18%
Foundation Grants	1,000	2,500	300	0	0	0	0	0%
FEMA Proceeds-State	0	15,354	0	0	0	0	0	0%
Other Local Governments								
Rec. Lee County-Buggy Factory	5,667	15,049	15,175	18,302	19,352	19,352	1,050	6%
Clearwater Fire Protection	42,000	43,000	43,000	43,000	46,000	46,000	3,000	7%
Rec. Lee County	16,409	7,067	9,165	0	0	0	0	0%
Consolidated Planning Services	407,779	386,891	404,324	475,060	507,392	507,392	32,332	7%
911 Surcharge Reimbursement	237,892	408,279	350,410	462,006	405,106	405,106	-56,900	-12%
911 Dispatch	219,880	287,415	317,712	357,536	370,287	370,287	12,751	4%
Rec. Local Inspections Contract	0	0	0	21,744	45,672	45,672	23,928	110%
Financial Services - Broadway	3,500	3,500	3,500	3,500	3,500	3,500	0	0%
Total Intergovernmental	4,063,903	4,177,073	4,077,094	4,376,054	4,470,555	4,470,555	94,501	2%

GENERAL FUND REVENUE

REVENUE SOURCES	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Sale of Materials	5,632	3,537	5,545	4,000	5,000	5,000	1,000	25%
Sale of Non-Capital Assets	6,304	523	6,770	5,000	5,000	5,000	0	0%
Sale of Compost Materials	46,470	18,015	26,545	22,000	16,000	16,000	-6,000	-27%
Sale of Capital Assets	367,849	80,000	322,972	150,000	150,000	150,000	0	0%
Sale of Capital Assets - Drug Forfeiture	0	0	18,374	0	0	0	0	0%
Sanitation Fees	1,761,988	1,750,559	1,986,415	2,036,250	2,443,500	2,443,500	407,250	20%
Total Sales and Service	2,188,243	1,852,634	2,366,621	2,217,250	2,619,500	2,619,500	402,250	18%
Court Cost Fees	8,107	7,621	6,734	6,000	5,500	5,500	-500	-8%
Installment Purchase Proceeds	0	0	1,000,000	0	640,000	640,000	640,000	0%
Employee Computer Purchase	0	0	0	50,000	50,000	50,000	0	0%
Charges on Past Due Accounts	90	0	50	0	0	0	0	0%
Insurance Proceeds	71,775	29,817	12,822	39,225	0	0	-39,225	-100%
Youth Council	0	1,750	0	0	0	0	0	0%
Airport Loan Reimbursement	60,126	100,324	97,256	40,000	38,000	38,000	-2,000	-5%
ABC Revenue	160,000	195,000	210,000	210,000	210,000	210,000	0	0%
Contribution - Municipal Service Dist.	0	13,614	0	0	0	0	0	0%
Street Charges	224,649	234,558	215,402	225,000	225,000	225,000	0	0%
Block Party Funds	1,073	317	558	0	0	0	0	0%
Parking Revenue	2,192	8,412	6,041	4,000	5,000	5,000	1,000	25%
Youth Council	2,582	0	0	0	0	0	0	0%
Animal Control	100	0	1,100	0	500	500	500	0%
Donations	100	0	250	0	0	0	0	0%
Miscellaneous	262,326	105,321	77,697	150,000	85,000	85,000	-65,000	-43%
Miscellaneous - Drug Forfeiture	0	2,049	0	0	0	0	0	0%
Miscellaneous - Golf	0	0	635	0	0	0	0	0%
Civil Violations	2,663	526	885	750	700	700	-50	-7%
Progressive - Buggy Factory	0	0	240	0	0	0	0	0%
Duke Energy Grant	0	10,000	0	0	0	0	0	0%
Tower Consultant Fee	4,000	0	0	8,000	8,000	8,000	0	0%
Homelessness	0	0	0	4,671	0	0	-4,671	-100%
Special Assessments	3,640	2,337	0	3,000	0	0	-3,000	-100%
Golf Concessions	0	31,520	31,170	30,000	30,000	30,000	0	0%
Pro Shop Sales	0	62,388	61,398	55,000	55,000	55,000	0	0%
MLK Donations	50	50	0	0	0	0	0	0%
Total Other	803,473	805,605	1,722,238	825,646	1,352,700	1,352,700	527,054	64%
SUB-TOTAL GENERAL FUND	28,149,439	28,857,780	30,737,878	31,156,682	32,972,170	32,972,170	1,815,488	6%
Appropriated Fund Balance	0	0	0	789,786	235,504	235,504	-554,282	-70%
Transfer in Special Revenue Fund	0	0	0	51,249	0	0	-51,249	-100%
Transfer in Capital Projects	0	16,195	2,556,236	2,096,000	0	0	-2,096,000	-100%
TOTAL GENERAL FUND	28,149,439	28,873,974	33,294,114	34,093,717	33,207,674	33,207,674	-886,043	-3%

GENERAL FUND EXPENDITURES

DEPARTMENT	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Governing Body	347,192	341,385	359,008	394,218	402,884	413,944	19,726	5%
Administration	316,073	330,014	404,936	461,080	466,932	480,365	19,285	4%
Human Resources	300,665	311,083	325,815	357,189	354,121	365,918	8,729	2%
Risk Management	89,368	82,884	86,077	102,071	100,951	91,293	-10,778	-11%
Elections	33,773	0	22,087	0	75,984	75,984	75,984	0%
Financial Services	969,844	979,031	972,459	1,123,386	81,162	1,176,261	52,875	5%
Information Technology	401,957	431,014	460,554	478,573	477,645	499,980	21,407	4%
Legal	283,102	275,145	312,384	306,584	313,351	317,310	10,726	3%
Public Building	1,361,420	1,062,703	1,090,232	1,061,103	1,183,830	960,657	-100,446	-9%
General Services	210,108	0	0	0	0	0	0	0%
Central Office	20,197	33,899	22,672	26,273	27,839	27,839	1,566	6%
GF Contributions	2,216,691	3,173,171	1,271,089	3,219,496	1,450,433	1,586,391	-1,633,105	-51%
Fleet Maintenance	851,536	990,938	1,036,766	1,166,999	1,230,751	1,222,287	55,288	5%
Less Fleet Maintenance Charges	-430,400	-493,561	-550,700	-560,000	0	-575,000	-15,000	3%
Horticulture	585,306	636,591	704,214	766,096	861,328	795,232	29,136	4%
General Government	7,556,832	8,154,296	6,517,593	8,903,068	7,027,211	7,438,461	-1,464,607	-16%
Police	7,719,654	8,194,765	7,988,818	8,764,370	8,492,067	8,776,774	12,404	0%
Police - 911 Surcharge	250,258	396,661	357,482	462,006	405,106	405,106	-56,900	-12%
Police - Dispatching	976,689	1,108,914	1,178,561	1,234,231	1,204,216	1,259,540	25,309	2%
Fire	4,933,416	4,574,533	4,825,283	5,289,984	6,016,553	5,510,746	220,762	4%
Inspection	442,963	463,785	459,821	548,277	630,407	591,604	43,327	8%
Public Safety	14,322,981	14,738,658	14,809,965	16,298,868	16,748,349	16,543,770	244,902	2%
Street	1,920,087	2,383,932	2,466,702	2,467,437	2,580,437	2,343,139	-124,298	-5%
Street Capital Imp.	389,885	951,185	1,243,248	905,771	3,866,785	1,236,785	331,014	37%
Streets	2,309,972	3,335,117	3,709,949	3,373,208	6,447,222	3,579,924	206,716	6%
Debt Service	738,113	727,500	709,500	1,049,296	989,158	1,137,216	87,920	8%
Solid Waste	1,442,445	1,452,061	1,417,372	1,668,478	2,237,637	1,454,640	-213,838	-13%
Sanitation	1,168,767	1,179,230	1,187,704	1,234,006	1,368,848	1,368,848	134,842	11%
Sanitation	2,611,212	2,631,291	2,605,076	2,902,484	3,606,485	2,823,488	-78,996	-3%
Parks	0	0	0	98,981	385,864	422,073	323,092	326%
Golf	0	698,841	891,573	745,354	742,407	756,728	11,374	2%
Cultural and Recreation	0	698,841	891,573	844,335	1,128,271	1,178,801	334,466	40%
Community Development	998,962	1,056,908	1,083,085	1,396,224	1,287,347	1,361,251	-34,973	-3%
Code Enforcement	252,563	223,905	246,690	374,892	369,931	307,362	-67,530	-18%
Planning / Historic Preservation	110,704	114,694	186,521	178,090	445,523	153,457	-24,633	-14%
Community Development	1,362,229	1,395,507	1,516,296	1,949,206	2,102,801	1,822,070	-127,136	-7%
SUB-TOTAL GENERAL FUND	28,901,340	31,681,210	30,759,953	35,320,465	38,049,497	34,523,730	-796,735	-2%
Interfund Reimbursements	-1,041,506	-1,010,453	-1,221,258	-1,226,748	-105,095	-1,316,056	-89,308	7%
TOTAL GENERAL FUND	27,859,834	30,670,757	29,538,695	34,093,717	37,944,402	33,207,674	-886,043	-3%

UTILITY FUND REVENUE

REVENUE SOURCES	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Water Charges	10,275,173	10,610,818	11,229,428	11,162,984	11,535,688	11,535,688	372,704	3%
Sewer Charges	7,644,040	9,782,196	9,666,965	9,305,536	8,683,586	8,683,586	-621,950	-7%
Total User Charges	17,919,213	20,393,014	20,896,394	20,468,520	20,219,274	20,219,274	-249,246	-1%
Interest Income	47,641	77,082	234,572	206,650	300,000	300,000	93,350	45%
Interest on Assessments	1,463	626	89	100	100	100	0	0%
Interest on Revenue Bonds	0	0	2,836	0	0	0	0	0%
Total Investment Income	49,103	77,708	237,497	206,750	300,100	300,100	93,350	45%
Taps and Connections	130,472	178,329	161,142	145,000	135,000	135,000	-10,000	-7%
Sewer Surcharge	45,760	17,090	13,526	13,600	15,000	15,000	1,400	10%
Meter Rental	3,850	2,959	3,801	3,000	3,000	3,000	0	0%
Sludge Charge	43,765	46,180	55,620	46,000	51,000	51,000	5,000	11%
Non Compliance Fines	1,400	2,520	450	1,000	1,000	1,000	0	0%
Pretreatment Monitoring Fee	80,784	80,784	80,784	80,000	75,000	75,000	-5,000	-6%
Charges on Past Due Accounts	148,554	148,694	147,716	140,000	140,000	140,000	0	0%
Oil and Grease Fees	20,309	21,117	21,275	20,000	20,000	20,000	0	0%
Sales Other Funds	26,043	27,764	29,651	27,000	30,000	30,000	3,000	11%
Water Capacity Fee	0	0	82,018	0	160,000	160,000	160,000	0%
Sale of Capital Assets	223,161	0	48,172	45,000	40,000	40,000	-5,000	-11%
Sale of Non-Capital Assets	2,430	0	641	0	0	0	0	0%
Special Assessments	0	-689	0	0	0	0	0	0%
After Hours	8,350	8,925	8,675	7,500	7,500	7,500	0	0%
NSF Charges	6,212	5,608	7,125	5,500	5,500	5,500	0	0%
Miscellaneous	4,833	10,420	5,187	5,000	5,000	5,000	0	0%
Customer Incentive	0	0	-10,720	0	0	0	0	0%
Installment Purchase Proceeds	0	0	0	3,250,000	0	0	-3,250,000	-100%
Bond Proceeds 2019	0	0	0	25,095,000	0	0	-25,095,000	-100%
Bond Premium 2019	0	0	0	5,564,280	0	0	-5,564,280	-100%
Contribution Capital Projects	192,107	0	0	0	0	0	0	0%
Contribution from Other Agencies	0	0	500,000	0	0	0	0	0%
Insurance Proceeds	39,127	0	0	0	0	0	0	0%
Contributed Capital	0	0	0	0	0	0	0	0%
Rental Income	69,377	73,231	74,476	74,000	74,000	74,000	0	0%
Total Other Revenue	1,046,534	622,932	1,229,538	34,521,880	762,000	762,000	-33,759,880	-98%
FEMA Proceeds-Federal	0	331,672	0	0	0	0	0	0%
FEMA Proceeds-State	0	110,557	6,888	0	0	0	0	0%
Build American Bonds Rebate	896,713	889,208	878,153	870,000	0	0	-870,000	-100%
Plank Road	0	0	0	0	0	0	0	0%
Total Intergovernmental	896,713	1,331,438	885,041	870,000	0	0	-870,000	-100%
SUB-TOTAL UTILITY FUND	19,911,563	22,425,092	23,248,469	56,067,150	21,281,374	21,281,374	-34,785,776	-62%
Retained Earnings	0	0	0	1,810,131	1,831,621	1,831,621	21,490	1%
Transfer In-Capital Project	0	204,873	558,712	10,000,000	0	0	-10,000,000	-100%
TOTAL UTILITY FUND	19,911,563	22,629,965	23,807,181	67,877,281	23,112,995	23,112,995	-44,764,286	-66%

UTILITY FUND EXPENSES

DEPARTMENT	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Debt Service	6,552,826	6,316,336	5,945,354	36,936,123	5,774,603	4,921,780	-32,014,343	-87%
UF Contributions	382,802	8,110,728	734,755	8,904,985	219,931	256,302	-8,648,683	-97%
Other	382,802	8,110,728	734,755	8,904,985	219,931	256,302	-8,648,683	-97%
Warehouse	310,267	312,589	306,627	347,047	340,819	343,331	-3,716	-1%
Less Warehouse Charges	-216,525	-217,978	-189,310	-185,000	-205,000	-205,000	-20,000	11%
UF Administration	1,940,460	2,017,825	2,198,771	2,498,618	1,246,386	2,542,628	44,010	2%
Engineering	733,009	717,304	686,533	830,581	980,502	1,101,778	271,197	33%
UF Public Works Administration	430,056	551,084	545,891	637,557	566,063	584,712	-52,845	-8%
Sewer Const.	1,559,715	0	0	0	0	0	0	0%
Water Const.	2,993,861	0	0	0	0	0	0	0%
Water Filtration	2,154,637	2,609,023	2,375,218	2,576,837	2,786,571	2,798,282	221,445	9%
Water Reclamation	1,898,206	1,923,241	1,978,101	3,433,121	4,799,728	2,485,101	-948,020	-28%
Distribution & Collection	0	4,533,867	5,237,447	6,040,576	6,102,614	6,034,081	-6,495	0%
Water Capital Imp.	499,200	973,309	649,510	4,034,667	1,500,000	1,450,000	-2,584,667	-64%
Sewer Capital Imp.	814,119	503,242	367,313	1,822,169	3,250,000	800,000	-1,022,169	-56%
Public Utilities	13,117,005	13,923,506	14,156,100	22,036,173	21,367,683	17,934,913	-4,101,260	-19%
TOTAL UTILITY FUND	20,052,633	28,350,570	20,836,210	67,877,281	27,362,217	23,112,995	-44,764,286	-66%

GOLF FUND REVENUE

DEPARTMENT	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Green Fees Annual	48,828	0	0	0	0	0	0	0%
Green Fees Daily	166,003	0	0	0	0	0	0	0%
Cart Fees	202,050	0	0	0	0	0	0	0%
Tournament	20,850	0	0	0	0	0	0	0%
Driving Range	13,355	0	0	0	0	0	0	0%
Total Golf User Charges	451,085	0	0	0	0	0	0	0%
Interest Income	133	0	0	0	0	0	0	0%
Total Investment Income	133	0	0	0	0	0	0	0%
Concession	28,572	0	0	0	0	0	0	0%
Miscellaneous	-2,492	0	0	0	0	0	0	0%
Pro Shop Sales	50,832	0	0	0	0	0	0	0%
Sale of Capital Assets	1,869	0	0	0	0	0	0	0%
Total Golf Other	78,781	0	0	0	0	0	0	0%
SUB-TOTAL GOLF FUND	529,998	0	0	0	0	0	0	0%
Contribution from General Fund	160,687	0	0	0	0	0	0	0%
TOTAL GOLF FUND	690,685	0	0	0	0	0	0	0%

GOLF FUND EXPENSES

DEPARTMENT	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Golf	679,603	0	0	0	0	0	0	0%
Total Other	679,603	0	0	0	0	0	0	0%
TOTAL GOLF EXPENSES	679,603	0	0	0	0	0	0	0%

MUNICIPAL SERVICE DISTRICT FUND REVENUE

REVENUE SOURCES	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Current Year Taxes	51,724	54,664	56,331	62,097	75,493	75,493	13,396	22%
Prior Year Taxes	3,975	1,343	1,421	0	0	0	0	0%
Motor Vehicle Tax	1,700	1,431	1,963	1,970	2,860	2,860	890	45%
Motor Vehicle Tax - Penalties	14	15	40	0	0	0	0	0%
Penalties Less Discounts	1,133	281	274	0	0	0	0	0%
Total Ad Valorem Taxes	58,546	57,735	60,029	64,067	78,353	78,353	14,286	22%
Interest Income	278	446	1,387	900	2,500	2,500	1,600	178%
Total Investment Income	278	446	1,387	900	2,500	2,500	1,600	178%
SUB-TOTAL MUNICIPAL SERVICE DISTRICT FUND	58,824	58,181	61,417	64,967	80,853	80,853	15,886	24%
Appropriated Fund Balance	0	0	0	24,018	15,343	15,343	-8,675	-36%
Contribution From General Fund	42,000	43,100	55,000	56,697	67,732	67,732	11,035	19%
TOTAL MUNICIPAL SERVICE DISTRICT FUND	100,824	101,281	116,417	145,682	163,928	163,928	18,246	13%

MUNICIPAL SERVICE DISTRICT FUND EXPENDITURES

DEPARTMENT	FY 15-16 ACTUAL	FY 16-17 ACTUAL	FY 17-18 ACTUAL	FY 18-19 BUDGET	FY 19-20 REQUESTED	FY 19-20 APPROVED	VARIANCE 19 BUD./20 APP.	% CHG.
Municipal Service District	96,668	120,753	110,231	145,682	171,022	163,928	18,246	13%
Total Other	96,668	120,753	110,231	145,682	171,022	163,928	18,246	13%
TOTAL MUNICIPAL SERVICE DISTRICT FUND	96,668	120,753	110,231	145,682	171,022	163,928	18,246	13%

Staffing Comparison - Headcount

Department	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Approved
Governing Body - Elected	9	9	9	9	9
Administration	3	3	4	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	3.5	3.5	3.5	2.5	2.5
General Services	0	0	0	0	0
Fleet Maintenance	5.5	5.5	5.5	5.5	5.5
Horticulture	6	6	6	6	6
TOTAL GENERAL GOVERNMENT	46	46	47	46	46
Police	108	110	110	110	110
Fire	54	54	54	54	54
Inspections	7	7	7	7	7
TOTAL PUBLIC SAFETY	169	171	171	171	171
Street	17.5	17.5	17.5	17.5	17.5
TOTAL TRANSPORTATION	17.5	17.5	17.5	17.5	17.5
Solid Waste	18.5	18.5	18.5	18.5	18.5
TOTAL SANITATION	18.5	18.5	18.5	18.5	18.5
Community Development	10	10	10	10	11
Code Enforcement	4	4	4	4	4
Planning/HPC	1	1	1	1	1
TOTAL COMMUNITY DEVELOPMENT	15	15	15	15	16
Parks	0	0	0	4	4
Golf	0	6	6	6	6
TOTAL CULTURAL AND RECREATION	0	6	6	10	10
TOTAL GENERAL FUND	266	274	275	278	279

Includes permanent part-time position(s)

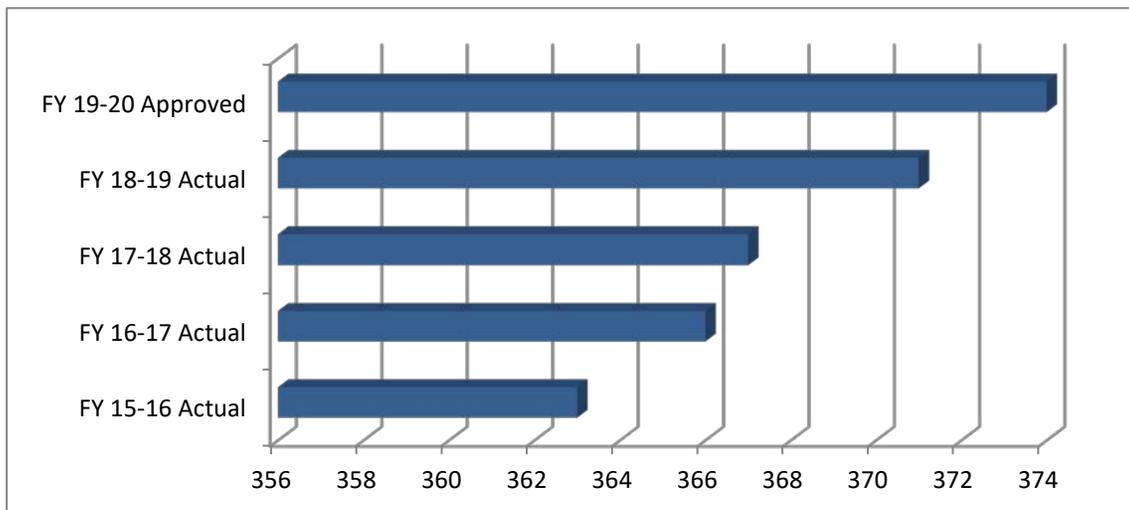
Includes frozen position(s)

Staffing Comparison - Headcount

Department	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Approved
Warehouse	1	1	1	1	1
UF Administration	11	11	11	12	12
Engineering	9	10	10	11	12
Public Works Administration	6	6	6	5	5
Sewer Construction & Maintenance	0	0	0	0	0
Water Construction & Maintenance	0	0	0	0	0
Distribution and Collection	40	40	40	40	41
Water Filtration	11	11	11	11	11
Water Reclamation	13	13	13	13	13
TOTAL PUBLIC UTILITIES	91	92	92	93	95
TOTAL UTILITY FUND	91	92	92	93	95
TOTAL GOLF FUND	6	0	0	0	0
TOTAL ENTERPRISE FUND	97	92	92	93	95
GRAND TOTAL	363	366	367	371	374

Includes permanent part-time position

Includes frozen position(s)



FY 2019-2020 GENERAL FUND CAPITAL OUTLAY

QTY	PRIORITY BY DEPT	ITEM	DEPARTMENT	REQUESTED		APPROVED
				REPLACE	NEW	
1	1	Archive and File Server	Information Technology	17,000		17,000
		Total Information Technology		17,000	-	17,000
1	2	Passenger Vehicle	Public Building	21,000		-
	1	City Hall Entrance Rehab	Public Building	70,000		70,000
		Total Public Building		91,000	-	70,000
1	1	Live Scan Equipment	Police	20,875		20,875
4	2	Mobile Data Terminals	Police	19,127		19,127
1	3	Domain Control Server	Police	10,000		10,000
1	4	Records Management Server	Police	35,136		35,136
1	5	EMD Server	Police E-911	25,000		25,000
1	6	File Backup Server	Police	20,000		20,000
1		Vehicle	Police - Drug Forfeiture	44,700		44,700
		Total Police		174,838	-	174,838
1	1	Pumper (Installment Purchase)	Fire	640,000		640,000
1	2	AWD SUV	Fire	34,350		34,350
2	3	Hydraulic Rescue Equipment	Fire		7,800	7,800
1	4	SCBA Air Compressor & Req. Air Test	Fire	61,360		-
1	5	Digital P 25 Repeater	Fire	4,375		-
1	6	Brush truck	Fire	125,000		-
1	7	Weight Machine	Fire	8,820		-
1	8	Land Acquisition for #4 Fire Station	Fire		340,000	-
		Total Fire		873,905	347,800	682,150
3	1	1/2 ton 4 X 4 Truck (fund one)	Inspections	81,000		27,000
		Total Inspections		81,000	-	27,000
1	1	1/2 ton Standard Truck	Community Development		24,000	-
		Total Community Development		-	24,000	-
	1	Wayfinding Signs	Planning/HPC		35,000	35,000
	2	Bicycle Lane Striping	Planning/HPC		35,000	-
	3	Charlie Watson Bronze Sculpture	Planning/HPC		100,000	-
	4	Stone Cutter Bronze Sculpture	Planning/HPC		100,000	-
	5	Mosaic Wall (Sandra's Bakery)	Planning/HPC		50,000	-
		Total Planning / HPC		-	320,000	35,000
1	1	Backhoe	Street	91,006		-
1	2	Bucket Truck	Street	98,880		-
1	3	3/4 ton Truck	Street	23,000		-
1	4	Midsize Sedan	Street	21,000		-
1	5	1/2 ton Standard Truck	Street	21,000		-
1	6	1/2 ton Standard Truck		21,000		-
		Total Street		275,886	-	-

FY 2019-2020 GENERAL FUND CAPITAL OUTLAY

QTY	PRIORITY BY DEPT	ITEM	DEPARTMENT	REQUESTED		APPROVED
				REPLACE	NEW	
	1	Street Rehabilitation	Street Capital	575,000		575,000
	2	Sidewalk Curb, Gutter, Catch Basin Rehab	Street Capital	100,000		70,000
	3	Hill Avenue Bridge Repair	Street Capital	360,000		360,000
		Total Street Capital		1,035,000	-	1,005,000
1	1	Leaf Vac Truck	Solid Waste	195,000		-
1	2	Leaf Vac Truck	Solid Waste	195,000		-
1	3	2 ton Flat Dump Truck	Solid Waste	105,000		-
1	4	Tractor	Solid Waste	42,000		-
1	5	Tractor	Solid Waste	100,000		-
1	6	Tractor	Solid Waste	40,000		-
1	7	Rear Mower	Solid Waste	8,500		-
1	8	Tractor	Solid Waste	35,000		-
1	9	Mower	Solid Waste	9,500		-
1	10	1/2 ton 4x4 Truck	Solid Waste	37,850		-
1	11	1/2 ton Standard Truck	Solid Waste	23,850		-
1	12	Trailer for Inmate Porta-John	Solid Waste	20,000		-
		Total Solid Waste		811,700	-	-
1	1	Rotary Fairway Mower	Golf	27,000		27,000
1	2	Driving Range Cart	Golf	5,000		5,000
		Total Golf		32,000	-	32,000
1	1	1/2 ton Truck	Horticulture	24,075		-
1	2	Zero Turn Mower	Horticulture	12,500		-
1	3	Bagger	Horticulture	4,000		-
1	4	Zero Turn Mower	Horticulture	12,500		-
1	5	3/4 ton Truck	Horticulture	26,075		-
		Total Horticulture		79,150	-	-
		TOTAL GENERAL FUND		3,471,479	691,800	2,042,988
		LESS ITEMS PAID WITH E911 AND DRUG FORFEITURE FUNDS				(69,700)
		TOTAL GENERAL FUND				1,973,288

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, 2018 is as shown in the following table.

Assessed Valuations	<u>\$ 2,573,290,000</u>
Debt limit 8% of assessed valuations	205,863,200
Amount of debt applicable to debt limit	40,635,000
Outstanding debt not evidenced by bonds:	
Notes	14,446,262
Installment purchase contracts	4,230,867
Capital leases	-
Annexation liability for fire protection	-
	59,312,129
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>33,485,000</u>
Net Debt	<u>25,827,129</u>
LEGAL DEBT MARGIN	<u>\$ 180,036,071</u>

In order to fund new capital projects and refinance existing debt, the city sold revenue bonds at the end of FY 18-19. Approximately \$13.5 million of the issuance will be used for several large capital projects, while the remaining \$31.5 million will refinance existing outstanding debt issued in 2010 for the wastewater treatment plant expansion. The City's current bond ratings are as follows:

Moody's Investment Service	Aa3
Fitch – Revenue Bonds	AA-
Fitch – GO Bonds	AA
NC Municipal Council, Inc. ¹	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.

In order to fund planned capital improvements, this budget includes 3 percent rate increases for both water and sewer services. 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 \$640,000 for a new fire pumper.

¹ 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, 2018 is as follows:

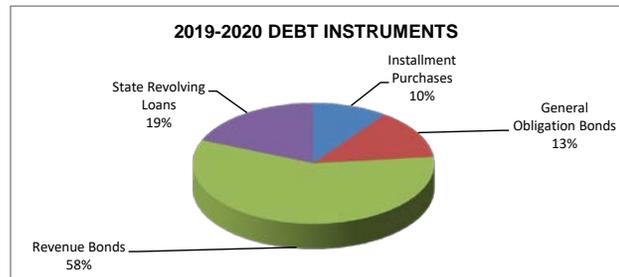
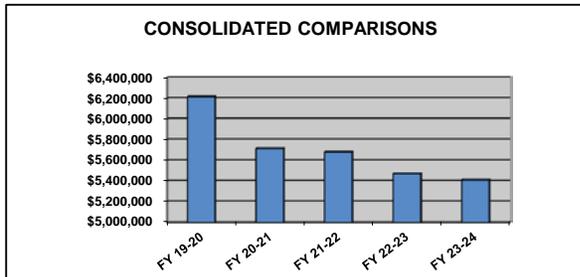
Operating revenues	\$ 21,507,483
Operating expenses	<u>(19,360,621)</u>
Operating income	2,146,862
Non-operating revenues (expenses)*	<u>15,290</u>
Income before transfers and capital contributions	2,162,152
Adjustments:	
Depreciation and amortization expense (net)	5,624,842
Interest expense	319,841
Other post-employment benefit accrued expense	<u>(136,374)</u>
Income available for debt service	<u>\$ 7,970,461</u>
Parity debt service (Revenue bonds only)	\$ 4,668,506
Parity debt service coverage ratio	1.71
G.O., Subordinate, and all other indebtedness	<u>1,275,148</u>
Total debt service	<u>\$ 5,943,654</u>

Total debt service coverage ratio 1.34

*Per rate covenants, this does not include revenue bond interest paid of \$2,188,506.

SCHEDULE OF DEBT SERVICE

DESCRIPTIONS	FY 19-20 REQ.	FY 20-21 REQ.	FY 21-22 REQ.	FY 22-23 REQ.	FY 23-24 REQ.	FY 24-39 REQ.	TOTAL
Installment Purchases							
Street Resurfacing; dated 7/12/2012; 2.09% interest; BB & T; 10 years outstanding \$330,718.33	\$ 105,521	\$ 105,521	\$ 105,521	\$ 26,381	\$ -	\$ -	\$ 342,944
Fire Pumper; dated 11/18/14; 1.46% interest; BB & T; 5 years outstanding \$38,428.16	38,607	-	-	-	-	-	38,607
Solid Waste Dept.; knuckleboom and leaf vac truck; dated 11/18/14; 1.46% interest; BB & T; 5 yrs; outstanding \$20,264.24	20,359	-	-	-	-	-	20,359
Golf; rough mower; 11/18/14; 1.46% interest; BB & T; 5 years; outstanding \$2,730.41	2,744	-	-	-	-	-	2,744
Street Dept.; street sweeper; dated 11/18/14; 1.46% interest; BB & T; 5 yrs. outstanding \$16,366.96	16,443	-	-	-	-	-	16,443
Street Resurfacing; dated 01/17/18 2.28% interest; Regions; 10 years outstanding \$947,368.42	126,264	123,864	121,464	119,064	116,664	442,653	1,049,973
Streetscape; dated 01/17/18 2.28% interest; Regions; 10 years outstanding \$2,368,421.05	315,658	309,658	303,658	297,658	291,658	1,106,632	2,624,921
	\$ 625,596	\$ 539,043	\$ 530,643	\$ 443,103	\$ 408,322	\$ 1,549,285	\$ 4,095,991
General Obligation Bonds							
Streetscape and sidewalk GO Bonds Series 2015; 2/10/15; 2.545749% interest; outstanding \$6,700,000.00	673,500	655,500	637,500	619,500	601,500	5,179,800	8,367,300
Parks & Recreation, Series 2019 06/04/2019 All in TIC 2.446651% outstanding \$2,000,000.00	147,400	168,000	164,000	160,000	156,000	1,887,000	2,682,400
	\$ 820,900	\$ 823,500	\$ 801,500	\$ 779,500	\$ 757,500	\$ 7,066,800	\$ 11,049,700
Revenue Bonds							
Revenue Bonds Series 2010; issued 12/22/10; 3.51% interest; outstanding \$33,485,000	1,994,946	-	-	-	-	-	1,994,946
Enterprise Bonds Series; 2019; issued 05/29/19; 3.13% interest; outstanding \$38,595,000	1,609,500	3,190,000	3,188,750	3,188,750	3,184,750	42,391,200	56,752,950
	\$ 3,604,446	\$ 3,190,000	\$ 3,188,750	\$ 3,188,750	\$ 3,184,750	\$ 42,391,200	\$ 58,747,896
State Revolving Loans							
Water Imp.; 2.6% interest; issued 11/1/00; due annually to 2022; outstanding \$195,000.00	105,105	102,570	100,035	-	-	-	307,710
Water Treatment Plant; 0% interest; issued 1/29/10; due annually to 2030; outstanding \$451,791.50	45,180	45,180	45,180	45,180	45,180	271,075	496,975
WWTP SRF Loan; 2.22% interest; issued 10/4/2010; 20 years; outstanding \$12,063,563	1,014,695	1,014,695	1,014,695	1,014,695	1,014,694	10,079,917	15,153,391
	\$ 1,164,980	\$ 1,162,445	\$ 1,159,910	\$ 1,059,875	\$ 1,059,874	\$ 10,350,992	\$ 15,958,076
TOTAL DEBT SERVICE	\$ 6,215,922	\$ 5,714,988	\$ 5,680,803	\$ 5,471,228	\$ 5,410,446	\$ 61,358,277	\$ 89,851,663



Note: Principle and interest included with annual requirements.

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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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Ad Valorem Taxes	14,970,256	15,225,454	15,494,960	15,947,136	16,421,059	16,421,059
Penalties Less Disc.	69,350	48,192	45,346	45,000	43,000	43,000
Other Taxes	5,335,169	5,421,334	5,637,784	6,494,938	6,773,656	6,773,656
User Charges	0	522,354	529,669	500,500	486,500	486,500
Intergovernmental	4,063,903	4,177,073	4,077,094	4,376,054	4,470,555	4,470,555
Other	803,473	805,605	1,722,238	825,646	1,352,700	1,352,700
Sales/Service	2,188,243	1,852,634	2,366,621	2,217,250	2,619,500	2,619,500
Investment Income	47,913	67,419	181,757	157,158	300,100	300,100
Permits and Fees	671,132	737,715	682,409	593,000	505,100	505,100
Appropriated Fund Balance	0	0	0	789,786	235,504	235,504
Transfer in Cap.Proj.	0	16,195	2,556,236	2,096,000	0	0
Transfer in Special Revenue Fund	0	0	0	51,249	0	0
Total	28,149,439	28,873,974	33,294,114	34,093,717	33,207,674	33,207,674

GRAPHIC REPRESENTATION

FY 19-20 revenues reflect a decrease of \$886,043 or three percent (3%) compared to the FY 18-19 budget. This decrease is mainly due to transfers in from capital projects in prior year. Ad valorem tax reflects an increase of \$473,923 or 3% compared to prior year. Lee County performed property reappraisals in early 2019. Based on the revaluation, Council elected to reduce the tax rate from \$0.62 to \$0.60 per \$100 assessed valuation. This amount is the revenue neutral rate of \$0.598 rounded to the nearest cent. Sales tax revenues are projected to increase due to growth as a result of the FY 18-19 two cent tax rate increase. This is shown within the other tax revenue source. Sales and service reflects increase of \$402,250 or eighteen (18%) compared to prior year. Council elected to increase the annual sanitation fee by \$45 per residence. This increase raised the current rate from \$225 to \$270 per household. Installment purchase proceeds in the amount of \$640,000 is included in the Other revenue source for a new fire pumper. Investment income continues to grow.

In **FY 18-19** 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. Sales and service reflects a decrease mainly due to timing and availability of sale of capital assets. Investment income reflects some growth.

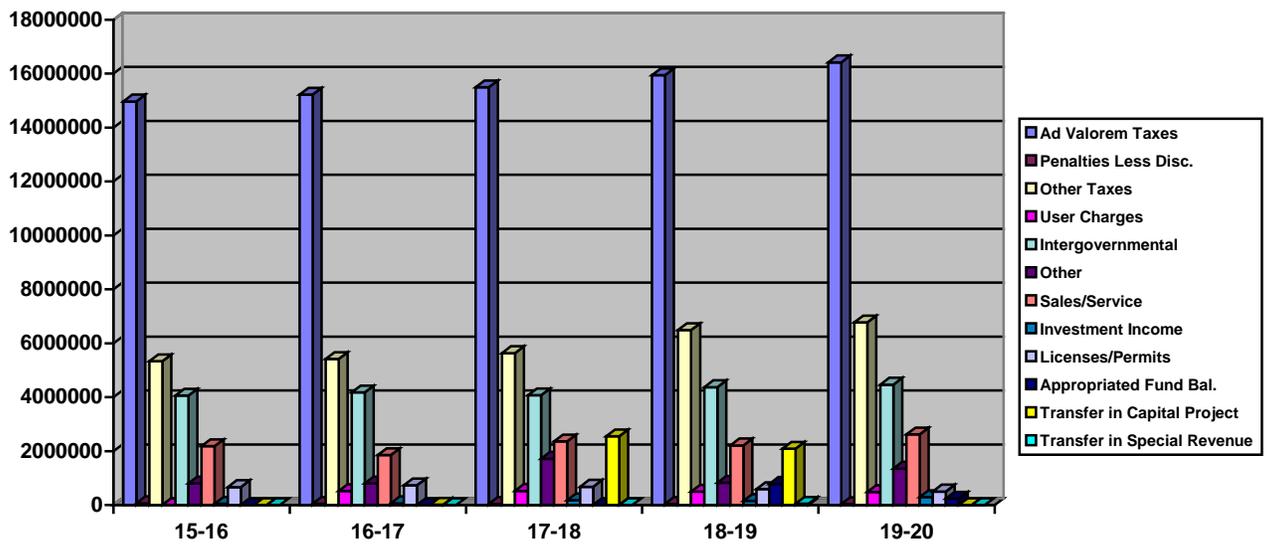
FY 17-18 council elected to increase the sanitation fee per household by \$25, resulting in additional yearly revenue of approximately \$225,000 which is shown within sales and service. The increase shown within other is due to installment purchase proceeds in the amount of \$2,160,000 budgeted for rolling 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

GENERAL FUND REVENUE SUMMARIES (Continued)

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.**

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

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

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	17,015,342	18,128,120	18,766,693	19,769,996	19,475,811	20,740,652
Operating	8,830,434	11,040,657	8,751,323	12,479,816	11,400,321	10,424,034
Capital Outlay	2,014,058	1,501,980	2,020,679	1,843,905	7,068,270	2,042,988
Total	27,859,834	30,670,757	29,538,695	34,093,717	37,944,402	33,207,674
Budgeted Positions	266	274	275	278	281	279

GRAPHIC REPRESENTATION

FY 19-20 expenditures reflect a decrease of \$886,043 or three percent (3%) compared to the FY 18-19 budget. Personnel cost represent sixty-two (62%) percent of the total general fund budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 10% increase for group health insurance, and the addition of one planner position in the Community Development department. Five positions remain frozen and are included in 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 \$2,055,782 mainly due to contributions made to the parks project in prior year. A \$162,500 contribution to Central Carolina Enterprise Park is included for a spec building. Community Development includes funds for Rapid Rehousing, \$15,000; Bread of Life, \$15,000; and Partners for Impact, \$12,500. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. Major capital expenditures include technology upgrades and new servers as well as a new fire pumper. Repairs to the Hill Avenue bridge are included in the amount of \$360,000. This budget also includes \$575,000 for street rehabilitation.

FY 18-19 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. 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 (CCEP). 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. 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.

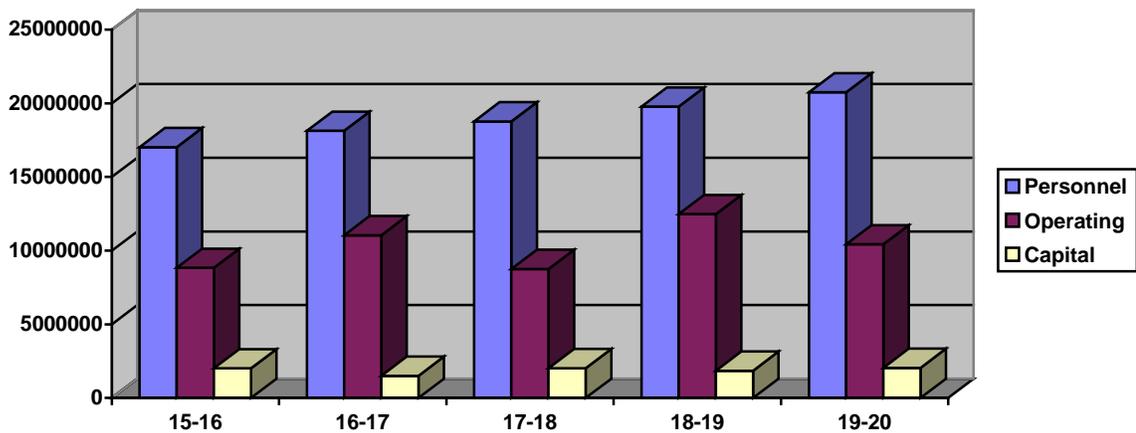
FY 17-18 personnel changes are related to a 1% cost of living adjustment, a 2% merit adjustment, a 0.25% increase in retirement, a 13% increase for group health insurance, the addition of one management analyst position within the Administration department, and funding one frozen administrative position 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

GENERAL FUND EXPENDITURE SUMMARIES (Continued)

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 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.



GENERAL FUND - UNAUDITED

	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	BUDGET 19-20
GENERAL FUND					
BEGINNING BALANCE	\$ 11,330,644	\$ 11,620,249	\$ 9,823,467	\$ 14,217,195	\$ 13,427,409
REVENUES					
AD VALOREM TAXES	15,039,606	15,273,646	15,540,306	15,992,136	16,464,059
INTERGOVERNMENTAL	4,063,903	4,177,073	4,077,094	4,376,054	4,470,555
SALES TAX	5,126,461	5,211,914	5,431,167	5,600,297	5,882,417
OTHER	3,919,469	4,195,147	5,689,311	5,188,195	6,155,139
TOTAL	<u>28,149,439</u>	<u>28,857,780</u>	<u>30,737,878</u>	<u>31,156,682</u>	<u>32,972,170</u>
EXPENDITURES					
GENERAL GOVERNMENT	5,837,040	5,058,445	5,296,336	7,676,320	6,122,405
PUBLIC SAFETY	14,322,981	14,738,658	14,809,965	16,298,868	16,543,770
STREETS	2,309,972	3,335,117	3,709,949	3,373,208	3,579,924
DEBT SERVICE	738,113	727,500	709,500	1,049,296	1,137,216
SANITATION	2,611,212	2,631,291	2,605,076	2,902,484	2,823,488
CULTURAL AND RECREATION	0	698,841	891,573	844,335	1,178,801
COMMUNITY DEV.	1,362,229	1,395,507	1,516,296	1,949,206	1,822,070
TOTAL	<u>27,181,547</u>	<u>28,585,359</u>	<u>29,538,695</u>	<u>34,093,717</u>	<u>33,207,674</u>
TRANSFER TO OTHER FUNDS	678,287	2,085,398	361,691	-	-
IP ISSUANCE			1,000,000		
TRANSFER IN SPECIAL REVENUE FUND	-	-	-	51,249	-
TRANSFER IN CAPITAL PROJECT	-	16,195	2,556,236	2,096,000	-
ENDING BALANCE	<u>\$ 11,620,249</u>	<u>\$ 9,823,467</u>	<u>\$ 14,217,195</u>	<u>\$ 13,427,409</u>	<u>\$ 13,191,905</u>

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 and 18-19 reflects this reimbursement into the general fund and is shown within 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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	243,707	250,329	261,624	274,048	269,134	296,194
Operating	103,485	91,056	97,384	120,170	133,750	117,750
Capital	0	0	0	0	0	0
Subtotal	347,192	341,385	359,008	394,218	402,884	413,944
Less Interfund Reimbursement	(74,465)	(71,177)	(77,368)	(75,239)	(79,789)	(79,789)
Total	272,727	270,208	281,640	318,979	323,095	334,155
Budgeted Positions	9	9	9	9	9	9

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

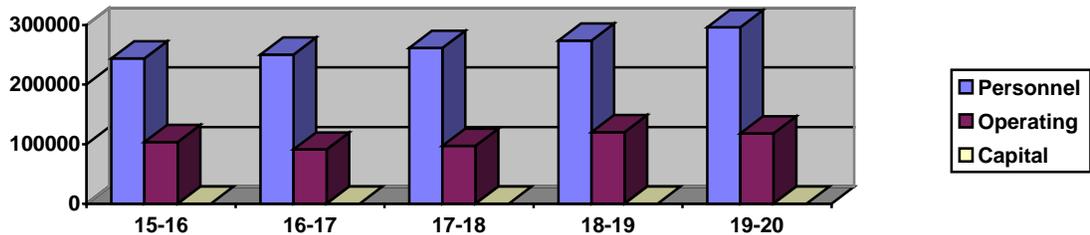
FY 19-20 appropriations reflect an increase of \$19,726 or five percent (5%) compared to FY 18-19 budget prior to interfund reimbursements. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Operating includes funds for Opioid Task Force in the amount of \$5,000, Homelessness Project in the amount of \$4,000, and National Night Out in the amount of \$11,000.

FY 18-19 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.



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	17-18 Actual	18-19 Projected	19-20 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	1	3
National League of Cities conferences (members attending)	5	5	5
NC League of Municipalities conferences (members attending)	2	1	2
Public Policy meetings	12	12	12
Sanford Area Growth Alliance meetings	12	16	18
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	32	35
National Night Out awards received	22	23	24
Coordinate National Night Out events	35	35	35

GOVERNING BODY

Performance Measures	17-18 Actual	18-19 Projected	19-20 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:

Sanford Area Growth Alliance (SAGA) meetings	4	18	18
Work sessions	20	20	20
City Council meetings	26	26	26
Prepare agendas and attend commission meetings	52	36	36
Adopted city ordinances and resolutions	142	150	150
Prepare applications for Boards and Commissions appointments	26	26	26
Sister City meetings	0	12	12
Joint Interlocal Committee meetings	4	4	4
Triangle J. Council	12	12	12
Public Policy meetings	12	12	12
Committee of 12 meetings	0	12	12
S3 Housing Connect meetings	0	16	16
Depot Park Committee meetings	0	16	16

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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	294,870	305,214	370,256	426,490	432,251	445,684
Operating	21,203	24,800	34,680	34,590	34,681	34,681
Capital	0	0	0	0	0	0
Subtotal	316,073	330,014	404,936	461,080	466,932	480,365
Less Interfund Reimbursement	(59,777)	(62,180)	(98,604)	(101,827)	0	(125,996)
Total	256,296	267,834	306,332	359,253	466,932	354,369
Budgeted Positions	3	3	4	4	4	4

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

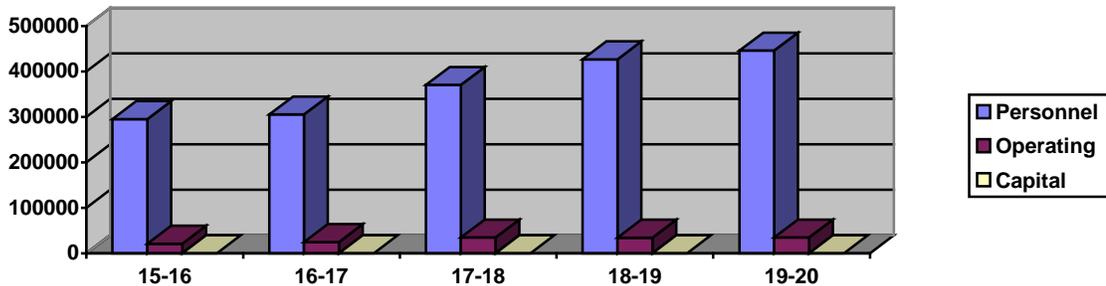
FY 19-20 appropriations reflect an increase of \$19,285 or four percent (4%) compared to FY 18-19 budget prior to interfund reimbursements. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. No significant changes within operating.

FY 18-19 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.



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	17-18 Actual	18-19 Projected	19-20 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
Tourism Development Authority (TDA) meetings	0	12	12
Sister City meetings	0	12	12
Joint Interlocal meetings	0	4	4
S3 Housing Connect meetings	0	16	16
Depot Park Committee meetings	0	16	16

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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	247,641	246,240	255,311	269,619	270,868	279,665
Operating	53,024	64,843	70,504	87,570	83,253	86,253
Capital	0	0	0	0	0	0
Subtotal	300,665	311,083	325,815	357,189	354,121	365,918
Less Interfund Reimbursement	(65,742)	(70,398)	(66,998)	(68,561)	(68,561)	(72,412)
Total	234,923	240,685	258,817	288,628	285,560	293,506
Budgeted Positions	4	4	4	4	4	4

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

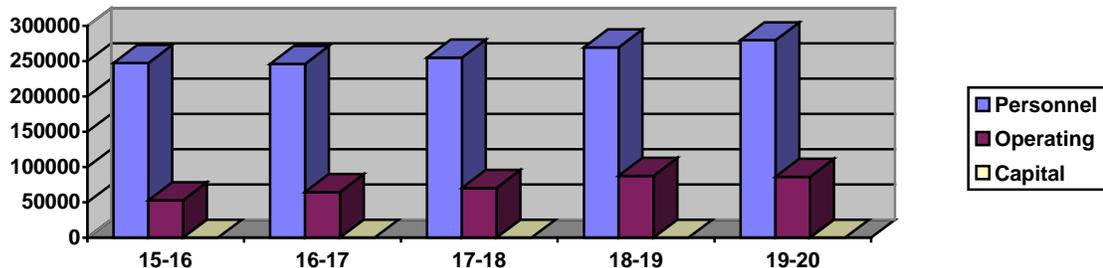
FY 19-20 appropriations reflect an increase of \$8,729 or two percent (2%) compared to FY18-19 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. One vacant receptionist position remains frozen resulting in a savings of approximately \$45,500. Operating includes \$3,000 for employee survey.

FY 18-19 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. An increase in employee training, contractual services, and employee benefits results in the increase shown 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 previously funded within the Risk Management department was transferred into this department resulting in the increase shown within **FY 16-17**.

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.



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	17-18 Actual	18-19 Projected	19-20 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)	68	67	59
Wellness Program / Lunch-n-Learn sessions	23	20	20
Employee Relations Activities	10	6	6
Formal Benefit Meetings	3	3	3

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	22	25	24
Personnel hired – temporary	5	7	4
Personnel changes – promotions	26	20	28
Personnel changes – promotions / transfers	2	2	2
Personnel changes – demotions	0	1	0
Personnel separated – all personnel	23	26	24
Personnel separated – excluding retirees	10	9	10
Turnover rate – all personnel	6.83%	7.72%	7.13%
Turnover rate – excluding retirees	2.98%	2.68%	2.98%

HUMAN RESOURCES

Performance Measures	17-18 Actual	18-19 Projected	19-20 Projected
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Goal: To ensure that the city remains compliant with all applicable federal, state, and local laws and city policies

Objective: To ensure compliance with COBRA regulations

Measures:

COBRA notices to new employees	22	25	24
COBRA election forms to eligible employees / dependents	25	18	18

Objective: To ensure compliance with Medicare Modernization Act (MMA) regulations.

Measures:

Creditable coverage notices to each employee	1	1	1
On-line disclosure	1	1	1

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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	77,316	79,390	82,360	85,446	85,798	88,640
Operating	12,052	3,494	3,717	16,625	15,153	2,653
Capital	0	0	0	0	0	0
Subtotal	89,368	82,884	86,077	102,071	100,951	91,293
Less Interfund Reimbursement	(26,411)	(36,268)	(39,828)	(36,534)	(36,534)	(38,261)
Total	62,957	46,616	46,249	65,537	64,417	53,032
Budgeted Positions	1	1	1	1	1	1

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

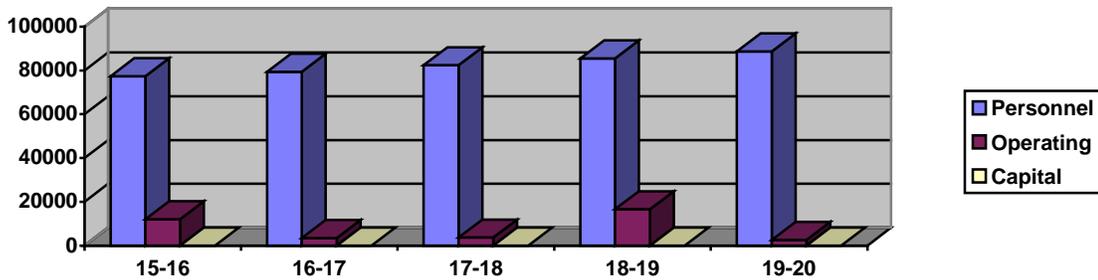
FY 19-20 appropriations reflect a decrease of \$10,778 or eleven percent (11%) compared to FY 18-19 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Prior year includes Americans with Disabilities Act (ADA) compliance consulting fee in the amount of \$12,500, resulting in the decrease shown within operating.

FY 18-19 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.



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	17-18 Actual	18-19 Projected	19-20 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	6	10	10
Field inspections related to employee and public safety	10	12	10
Workers' comp claims administered per calendar year	22	13	18
Recordable cases	17	12	15
Lost Work Days (LWD)	398	301	350
Workers' comp claims paid	\$311,797	\$2,499,433	\$1,405,615
Property and liability claims administered	40	30	35
Property and liability annual loss incurred	\$637,000	\$69,000	\$353,000

ELECTIONS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

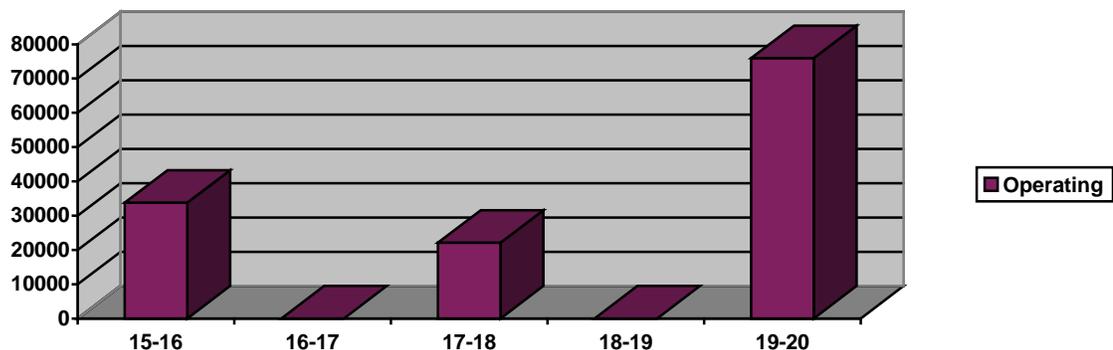
Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	33,773	0	22,087	0	75,984	75,984
Capital	0	0	0	0	0	0
Total	33,773	0	22,087	0	75,984	75,984
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. **FY 19-20** reflects an increase of \$53,897 compared to FY 17-18. Lee County Board of Elections provides a preliminary cost estimate to the city which includes a municipal primary and municipal general election. 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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	573,810	624,885	603,350	692,178	81,162	721,476
Operating	396,034	354,146	369,109	431,208	0	454,785
Capital	0	0	0	0	0	0
Subtotal	969,844	979,031	972,459	1,123,386	81,162	1,176,261
Less Interfund Reimbursement	(299,355)	(278,383)	(356,745)	(349,607)	0	(354,277)
Total	670,489	700,648	615,714	773,779	81,162	821,984
Budgeted Positions	9	9	9	9	9	9

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

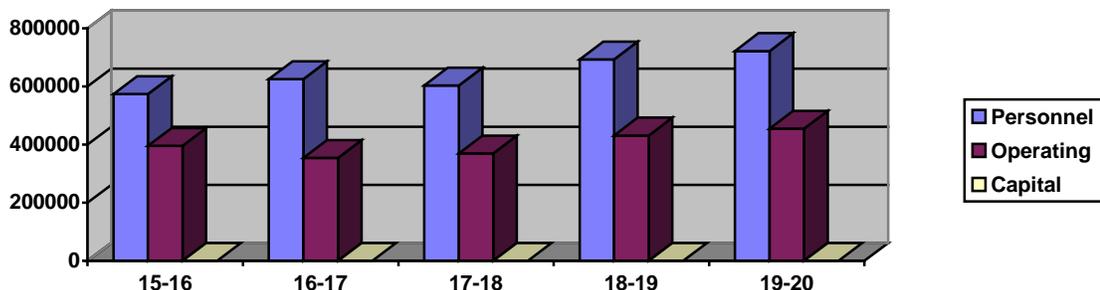
FY 19-20 appropriations reflect an increase of \$52,875 or five percent (5%) compared to FY 18-19 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. The increase shown within operating is mainly due to the Lee County collection fees.

FY 18-19 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 employee training, professional services, and contractual services.

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.



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	17-18 Actual	18-19 Projected	19-20 Projected
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Goal: To ensure 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	38	39	40
Publish financial statements within 15 days of month end	100%	100%	100%

Goal: To ensure 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	32	33	34

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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	286,149	295,412	313,418	324,092	328,381	338,335
Operating	101,962	121,806	123,237	135,981	132,264	144,645
Capital	13,846	13,796	23,899	18,500	17,000	17,000
Subtotal	401,957	431,014	460,554	478,573	477,645	499,980
Less Interfund Reimbursements	(69,228)	(79,893)	(86,484)	(91,952)	0	(97,046)
Total	332,729	351,121	374,070	386,621	477,645	402,934
Budgeted Positions	3	3	3	3	3	3

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) archive and file server, \$17,000.

GRAPHIC REPRESENTATION

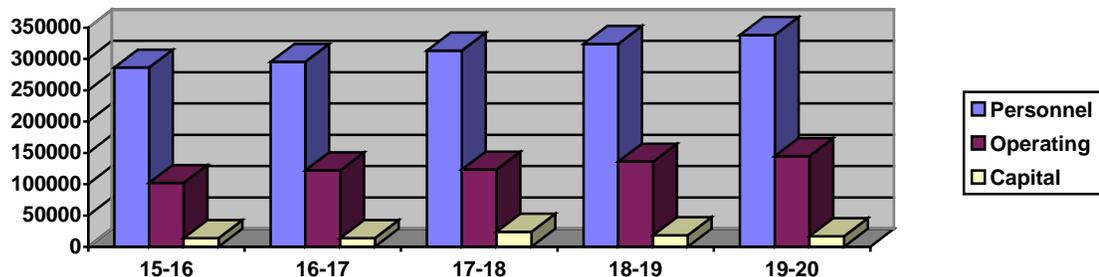
FY 19-20 appropriations reflect an increase of \$21,407 or four percent (4%) compared to the FY 18-19 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. The increase shown within operating is mainly due to inflation of annual fees, services, and licenses. Council elected to add \$6,600 for broadband expense for downtown. Lee County will pay 50% of total cost which is \$13,200.

FY 18-19 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.



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) 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	17-18 Actual	18-19 Projected	19-20 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	250	255	255
Number of computer systems in place	245	250	250
Number of network servers in place	18	18	18
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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	208,675	216,452	224,063	232,578	232,737	239,646
Operating	71,779	55,193	88,321	74,006	80,614	77,664
Capital	2,648	3,500	0	0	0	0
Subtotal	283,102	275,145	312,384	306,584	313,351	317,310
Less Interfund Reimbursement	(101,394)	(102,098)	(124,989)	(119,738)	0	(138,854)
Total	181,708	173,047	187,395	186,846	313,351	178,456
Budgeted Positions	2	2	2	2	2	2

2019-2020 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

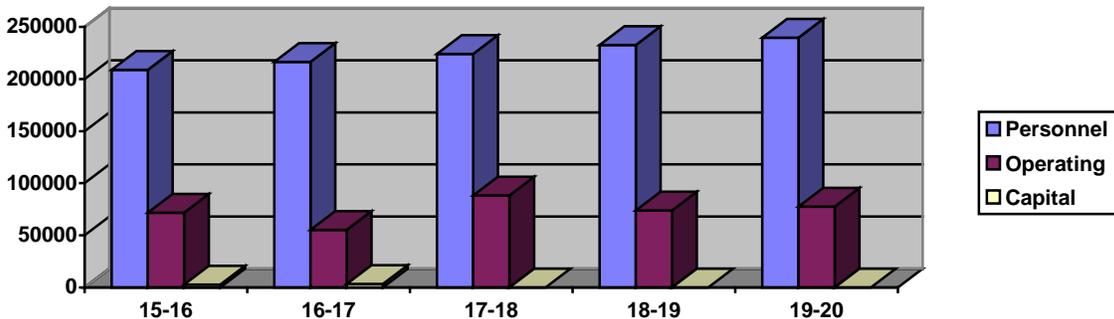
FY 19-20 appropriations reflect an increase of \$10,726 or three percent (3%) compared to FY 18-19 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Operating reflects an increase due to outside legal counsel.

FY 18-19 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 counsel.



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	17-18 Actual	18-19 Projected	19-20 Projected
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Goal: To ensure 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 ensure proper procedures are followed at meetings

Measures:

Attend Council workshops and retreats	99%	99%	99%
City Council meetings and other Quasi-Judicial Boards	99%	99%	99%

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

Objective: To assist with interpreting the law

Measures:

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

Goal: To ensure 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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	193,687	246,960	256,858	202,006	173,958	176,667
Operating	730,785	693,680	756,278	809,464	724,385	713,990
Capital	436,948	122,063	77,096	49,633	285,487	70,000
Subtotal	1,361,420	1,062,703	1,090,232	1,061,103	1,183,830	960,657
Less Interfund Reimbursements	(258,810)	(240,806)	(292,930)	(296,727)	0	(318,957)
Total	1,102,610	821,897	797,302	764,376	1,183,830	641,700
Budgeted Positions	3 ½	3 ½	3 ½	2 ½	2 ½	2 ½

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes city hall entrance rehabilitation, \$70,000.

GRAPHIC REPRESENTATION

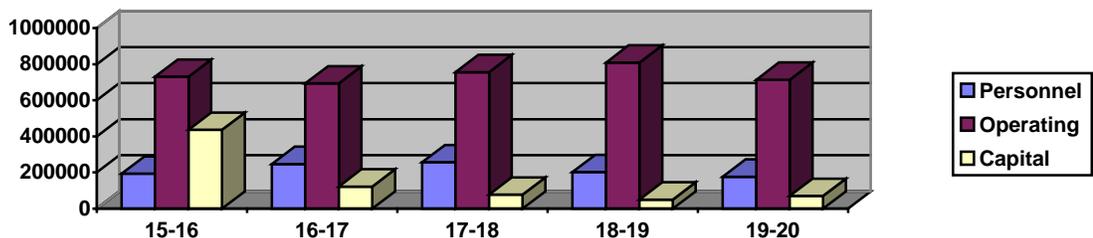
FY 19-20 appropriations reflect a decrease of \$100,446 or nine percent (9%) compared to FY 18-19 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Prior year operating includes funds for investigating phone bill and removing old/unused lines, resulting in the decrease shown.

FY 18-19 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 includes funds to repair fire / smoke damage at city hall.

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.



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	17-18 Actual	18-19 Projected	19-20 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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	169,598	0	0	0	0	0
Operating	10,713	0	0	0	0	0
Capital	29,797	0	0	0	0	0
Subtotal	210,108	0	0	0	0	0
Less Interfund Reimbursement	(15,951)	0	0	0	0	0
Total	194,157	0	0	0	0	0
Budgeted Positions	2	0	0	0	0	0

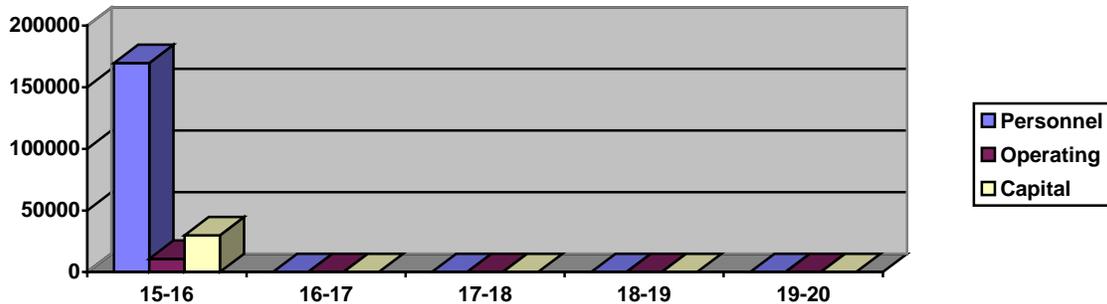
2019-2020 CAPITAL OUTLAY DETAIL

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.



CENTRAL OFFICE

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

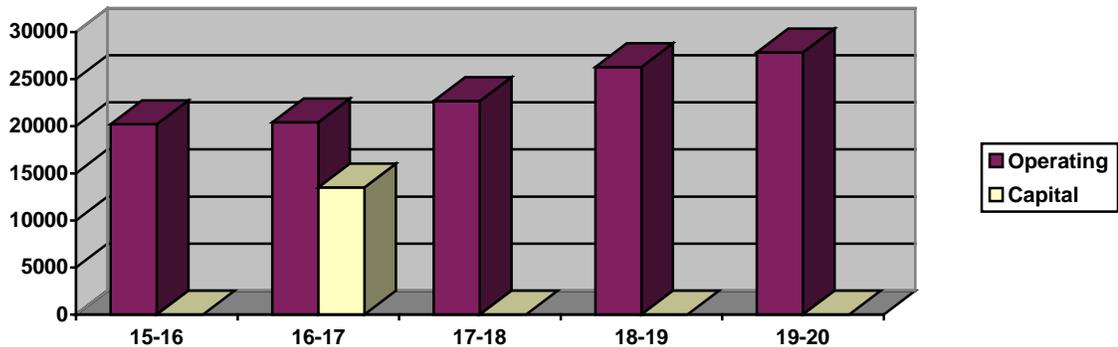
Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	20,197	20,399	22,672	26,273	27,839	27,839
Capital	0	13,500	0	0	0	0
Subtotal	20,197	33,899	22,672	26,273	27,839	27,839
Less Interfund Reimbursement	(7,417)	(6,431)	(7,201)	(7,193)	0	(8,062)
Total	12,780	27,468	15,471	19,080	27,839	19,777
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect an increase of \$1,566 or six percent (6%) compared to FY 18-19 budget prior to interfund reimbursement. A mail machine was purchased in FY 16-17 and is reflected within the capital 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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	2,216,691	3,173,171	1,271,089	3,219,496	1,450,433	1,586,391
Capital	0	0	0	0	0	0
Total	2,216,691	3,173,171	1,271,089	3,219,496	1,450,433	1,586,391
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect a decrease of \$1,633,105 or fifty-one percent (51%) compared to FY 18-19 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 \$67,732 (\$10,000 to be used to fund Entrepreneurship Grant). This is an \$11,035 increase from prior year. Strategic Services (\$101,953), Economic Development incentives (\$195,135), and Economic Development administration (\$214,225) are included for a total combined increase from prior year of \$27,430. A contribution to Central Carolina Enterprise Park (CCEP) is included for a spec building in the amount of \$162,500, Other Post Employment Benefit (OPEB) Trust is included in the amount of \$50,000, and contingency funds are included in the amount of \$100,000.

FY 18-19 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.

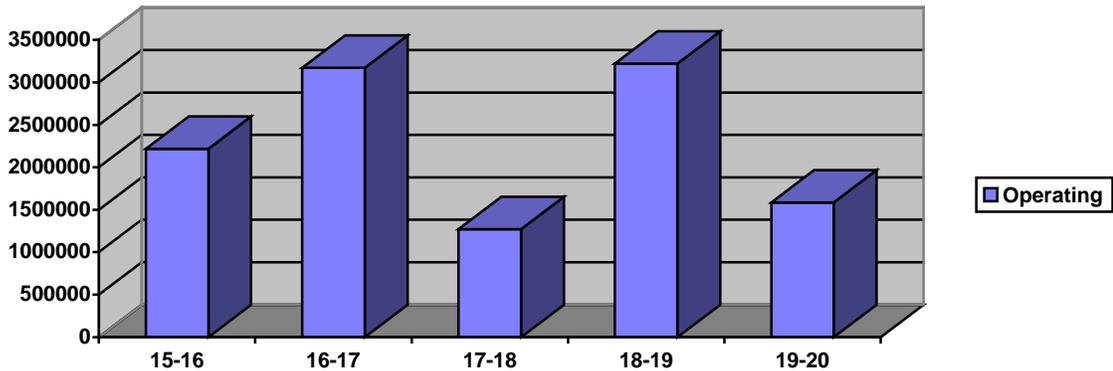
FY 17-18 includes funds for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Central Business Tax District will receive a contribution from the City in the amount of \$55,000, an \$11,900 increase from prior year. Strategic Services (\$96,560), Economic Development 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.

GENERAL FUND CONTRIBUTIONS (Continued)

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).

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.



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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	328,549	384,778	397,113	411,049	419,263	433,845
Operating	504,646	550,849	615,379	755,950	811,488	788,442
Capital	18,341	55,311	24,274	0	0	0
Subtotal	851,536	990,938	1,036,766	1,166,999	1,230,751	1,222,287
Less Interfund Reimbursement	(62,956)	(62,817)	(70,111)	(79,370)	0	(82,402)
Total	788,580	928,121	966,655	1,087,639	1,230,751	1,139,885
Budgeted Positions	5 ½	5 ½	5 ½	5 ½	5 ½	5 ½

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect an increase of \$55,288 or five percent (5%) compared to FY 18-19 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Operating includes sales for fuel and parts to other departments and varies from year to year.

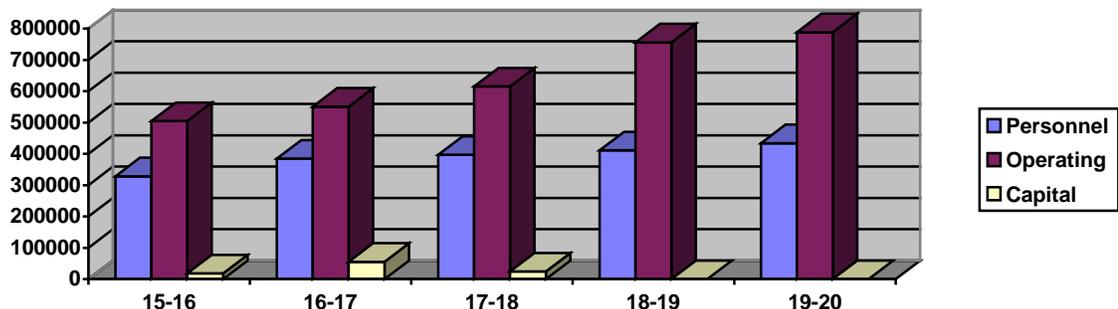
FY 18-19 personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance.

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.

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.

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	17-18 Actual	18-19 Projected	19-20 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 4,000 miles	95%	95%	95%
PMI's for non-emergency vehicles every 4,000 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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	321,095	332,095	347,397	334,896	361,524	375,515
Operating	222,627	264,832	343,852	431,200	418,404	419,717
Capital	41,584	39,664	12,965	0	81,400	0
Total	585,306	636,591	704,214	766,096	861,328	795,232
Budgeted Positions	6	6	6	6	6	6

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 19-20 appropriation reflects an increase of \$29,136 or four percent (4%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. In order for this department to continue to operate at its current staffing level, funds are included within operating to hire a contractor for turn-key jobs.

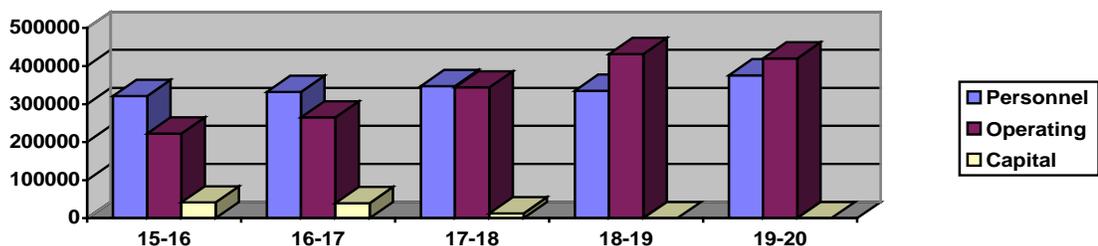
FY 18-19 personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. The increase within operating is mainly due to additional contractual services and departmental supplies.

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.

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	17-18 Actual	18-19 Projected	19-20 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	67	75
Plant beds installed / renovated	3	5	5
Annuals grown and planted	50,000	50,000	50,000
Acres mowed	20	21	23
Litter removal	50,000	50,000	55,000
Interior plants maintained	150	125	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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	738,113	727,500	709,500	1,049,296	989,158	1,137,216
Capital	0	0	0	0	0	0
Total	738,113	727,500	709,500	1,049,296	989,158	1,137,216
Budgeted Positions	0	0	0	0	0	0

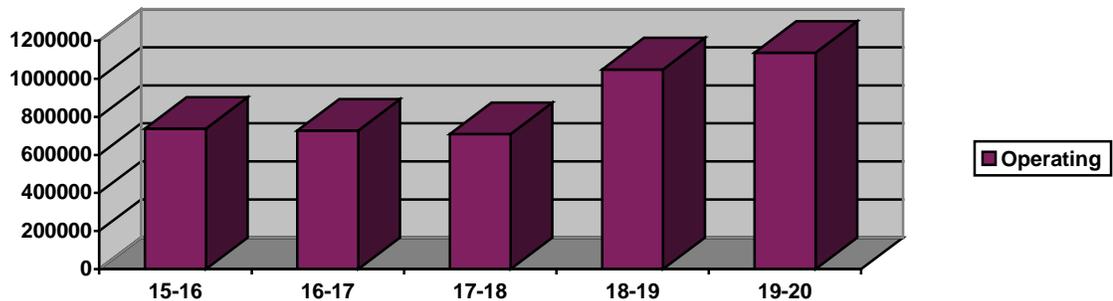
2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriation reflects an increase of \$87,920 or eight percent (8%) compared to FY 18-19 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 moved 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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	7,247,629	7,656,598	7,876,030	8,238,858	8,275,669	8,564,922
Operating	1,420,685	1,471,485	1,476,668	1,694,731	1,682,718	1,701,660
Capital	278,287	572,257	172,163	527,018	143,002	174,838
Total	8,946,601	9,700,340	9,524,861	10,460,607	10,101,389	10,441,420
Budgeted Positions	108	110	110	110	110	110

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) live scan equipment, \$20,875; four (4) mobile data terminals, \$19,127; one (1) domain control server, \$10,000; one (1) records management server, \$35,136; one (1) file backup server, \$20,000; one (1) drug forfeiture vehicle, \$44,700; and one (1) Emergency Management Division (EMD) server, \$25,000.

GRAPHIC REPRESENTATION

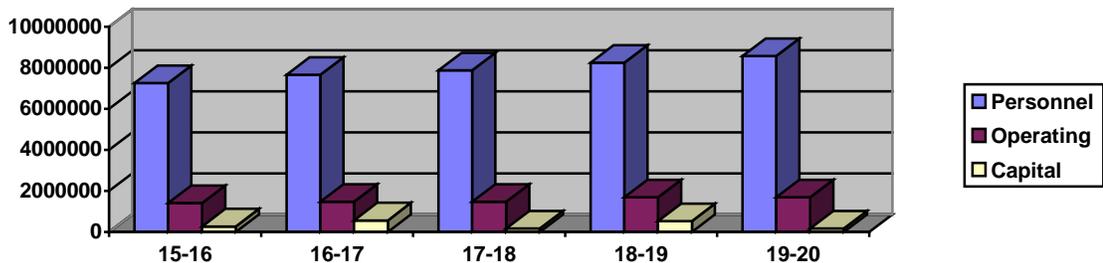
FY 19-20 appropriations reflect a decrease of \$19,187 compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Operating includes \$11,500 for accreditation through the Commission of Accreditation for Law Enforcement Agencies, Inc. (CALEA). This commission seeks to improve law enforcement by creating a national body of standards developed by law enforcement professionals.

FY 18-19 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.



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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	3,670,584	3,787,593	3,872,750	4,031,565	4,059,853	4,109,986
Operating	621,532	617,380	643,252	831,166	606,905	718,610
Capital	641,300	169,560	309,281	427,253	1,349,795	682,150
Total	4,933,416	4,574,533	4,825,283	5,289,984	6,016,553	5,510,746
Budgeted Positions	54	54	54	54	56	54

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) fire pumper (installment purchase), \$640,000; one (1) all-wheel-drive SUV, \$34,350; and two (2) hydraulic rescue equipment, \$7,800.

GRAPHIC REPRESENTATION

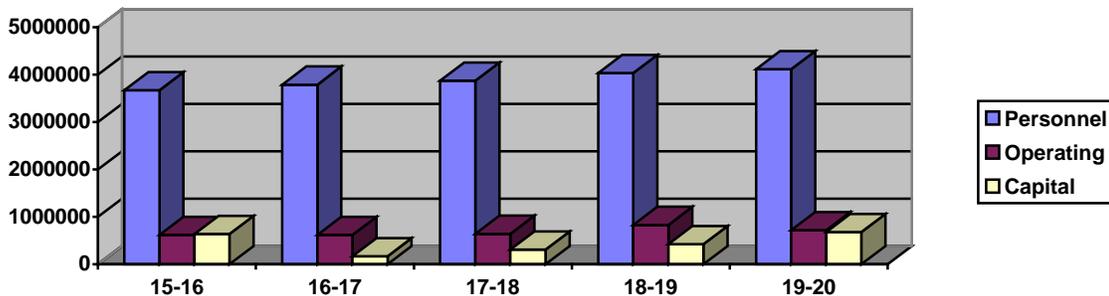
FY 19-20 appropriations increased \$220,762 or four percent (4%) compared to the FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. The decrease shown within operating is the result of paying cash for fire pumper in prior year that was originally to be installment purchase.

FY 18-19 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.

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.

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.



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	17-18 Actual	18-19 Projected	19-20 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	1,299	1,275	1,205
Number of structure fires	32	45	50
Number of vehicle fires	33	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	1,039	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	240	280	280
Total number of training hours for department	12,480	13,000	13,000
Number of state certified firefighters (including part-time)	52	54	54
Number of state certified fire instructors	25	25	25

FIRE

Performance Measures	17-18 Actual	18-19 Projected	19-20 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	1	3	3
Number of certified fire / arson investigators	2	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	98	200	200
Number of fire and life-safety education programs	185	200	200
Number reached by programs (school age > senior citizen)	7,290	7,500	7,500
Number of state certified fire and life safety educators	6	6	6
Number of child passenger safety seats installed or checked	76	80	80

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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	375,324	377,397	410,047	476,302	475,789	490,986
Operating	49,298	64,576	49,774	71,975	73,618	73,618
Capital	18,341	21,812	0	0	81,000	27,000
Total	442,963	463,785	459,821	548,277	630,407	591,604
Budgeted Positions	7	7	7	7	7	7

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton 4x4 truck, \$27,000.

GRAPHIC REPRESENTATION

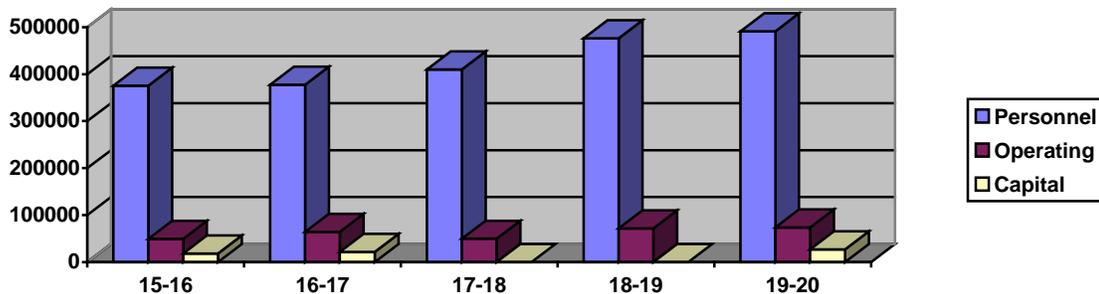
FY 19-20 appropriations reflect an increase of \$43,327 or eight percent (8%) compared to the FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. One building inspector position remains frozen resulting in a savings of approximately \$68,000. No significant changes within operating.

FY 18-19 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. New code books were funded 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, a 13% increase for group health insurance, and funding one previously frozen administrative position.

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 inspectors 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.



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 ensure 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	17-18 Actual	18-19 Projected	19-20 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	514	497	507
Number of electrical permits issued	849	835	852
Number of mechanical permits issued	987	825	842
Number of plumbing permits issued	489	422	431
Other permits issued	299	177	120
Revenue generated from permits	\$653,597	\$541,438	\$539,596

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	9,071	6,329	6,456
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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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	865,477	889,091	957,544	1,001,645	1,006,112	1,045,950
Operating	1,017,588	1,304,865	1,407,469	1,465,792	1,298,439	1,297,189
Capital	37,022	189,976	101,689	0	275,886	0
Total	1,920,087	2,383,932	2,466,702	2,467,437	2,580,437	2,343,139
Budgeted Positions	17 ½	17 ½	17 ½	17 ½	17 ½	17 ½

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

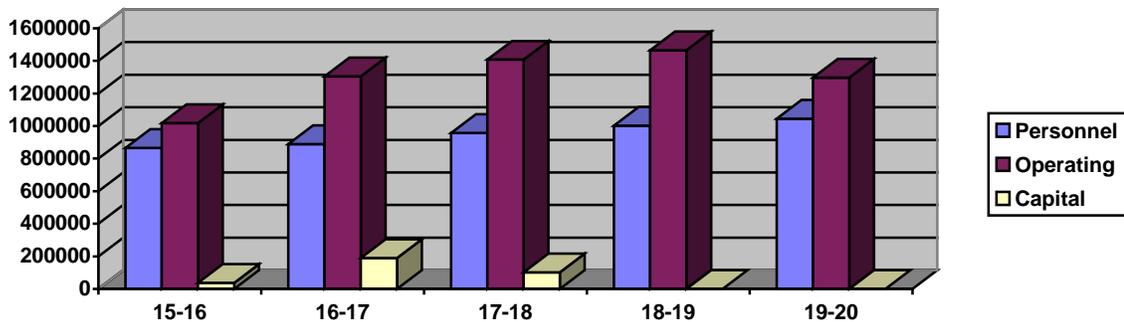
FY 19-20 appropriations decreased \$124,298 or five percent (5%) compared to FY 18-19 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. FY 18-19 operating includes a full year of installment purchase debt for a new dump truck. Staff elected to pay cash and not finance this vehicle, resulting in the decrease shown within operating. Departmental supplies were reduced based on historical use.

FY 18-19 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 a new dump truck.

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. A dump truck was 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, 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.



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	17-18 Actual	18-19 Projected	19-20 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	1,529	1,183	2,000
Feet of curb and gutter installed / repaired	420	381	480
Feet of sidewalk installed / repaired	662	421	670
Cutbacks for site distance	232	206	400
Feet of on-street ditches cleaned	6,167	7,108	6,500
Hours of street cleaning	1,172	372	1,450
Feet of shoulder work repair	5,101	4,219	3,000

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	3,242	172	1,500
Traffic sign installation / replaced / repaired	104	136	200
Street markers installed / replaced / repaired	146	188	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	3,495	3,509	3,539
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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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	125,726	872,726	246,489	311,571	231,785	231,785
Capital	264,159	78,459	996,759	594,200	3,635,000	1,005,000
Total	389,885	951,185	1,243,248	905,771	3,866,785	1,236,785
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes \$70,000 for sidewalk replacement, curb and gutter, and catch basin repair; \$575,000 for street resurfacing; and \$360,000 for repair to Hill Avenue bridge.

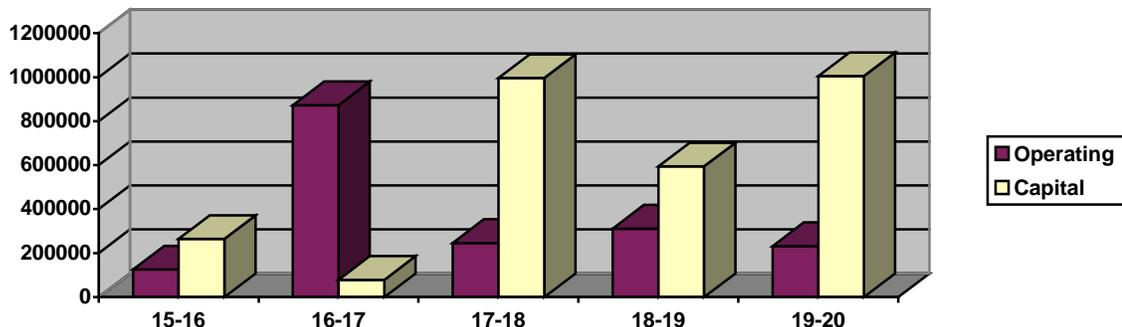
GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect an increase of \$331,014 or thirty-seven percent (37%) compared to FY 18-19 budget. Repairs to the Hill Avenue bridge are required per inspection by the NC Department of Transportation. Operating includes debt payment to repay loans for street resurfacing in prior years.

FY 18-19 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 borrowed \$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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	872,728	948,218	1,018,175	1,076,056	1,055,977	1,087,615
Operating	374,617	352,728	399,197	429,522	367,960	367,025
Capital	195,100	151,115	0	162,900	813,700	0
Total	1,442,445	1,452,061	1,417,372	1,668,478	2,237,637	1,454,640
Budgeted Positions	18 ½	18 ½	18 ½	18 ½	18 ½	18 ½

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

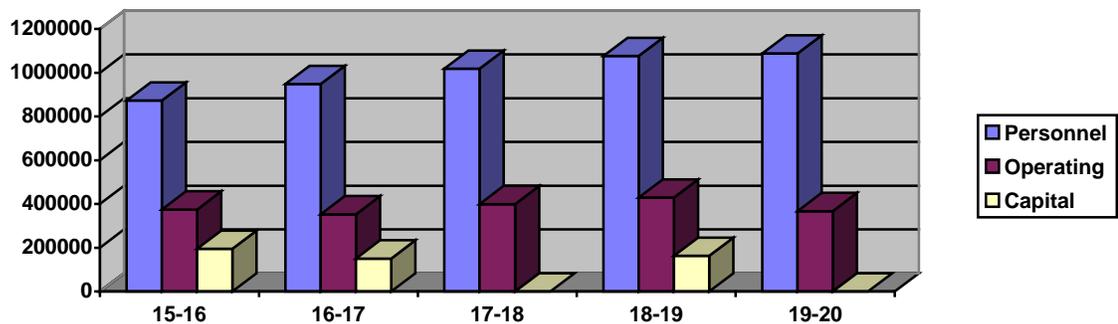
FY 19-20 appropriations reflect a decrease of \$213,838 or thirteen percent (13%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. One maintenance worker position remains frozen resulting in a savings of approximately \$45,000. The decrease shown within operating is the result of paying cash for capital items that were originally planned for installment purchase in prior year.

FY 18-19 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 debt for installment purchase of new leaf vac truck, as well as maintenance / repairs to an older leaf vac truck.

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.

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.



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	17-18 Actual	18-19 Projected	19-20 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	2,175	2,100	2,100
Number of loads of bulk trash hauled	712	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	243	400	250
Equipment hours mowing (street right-of-ways and city lots)	1,108	1,150	1,175
Equipment hours cleaning sidewalk	12	100	15
Pounds of litter collected by inmates	65,690	41,500	70,000

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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	1,168,767	1,179,230	1,187,704	1,234,006	1,368,848	1,368,848
Capital	0	0	0	0	0	0
Total	1,168,767	1,179,230	1,187,704	1,234,006	1,368,848	1,368,848
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect an increase of \$134,842 or eleven percent (11%) compared to FY 18-19 budget. An increase in the number of households and C.P.I. (1.5%) are reflected within operating. In response to an increase of \$12 annually per household for recycling by Waste Industries, the City increased the sanitation fee by \$45 per household. The new sanitation fee total is \$270 annually per residence.

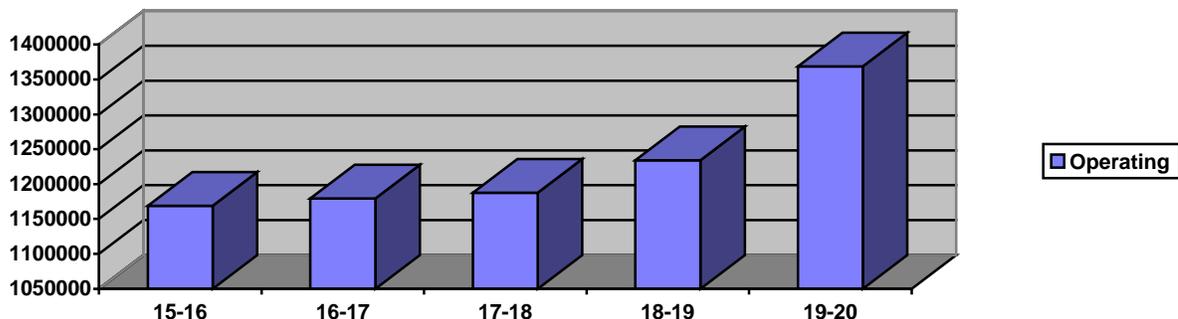
FY 18-19 reflects an increase in number of households and C.P.I. (2.1%) within operating. The annual waste management fee remains at \$225 per household.

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	17-18 Actual	18-19 Projected	19-20 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	8,987	9,000	9,025
Solid waste fees collected	\$1,986,415	\$1,994,985	\$2,443,500

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	1,887	1,900	2,000
Number of tons of residential waste collected	7,524	7,750	8,000

PARKS

Fund: General

Function: Cultural and Recreation

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

EXPENDITURE SUMMARIES

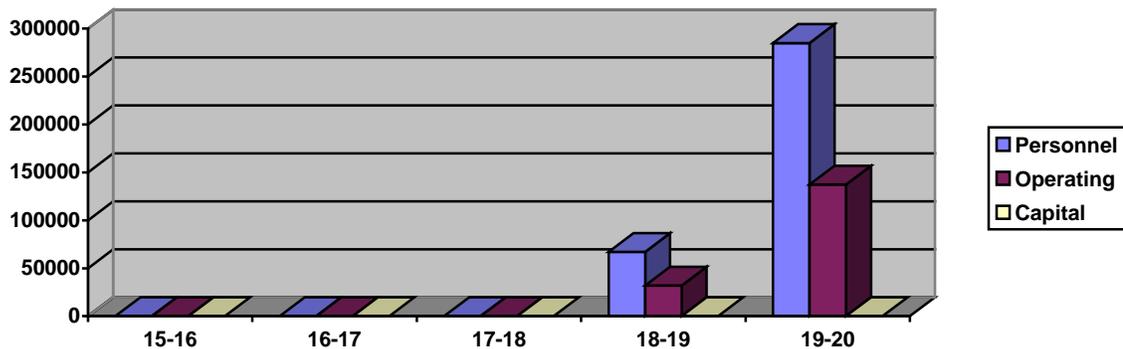
Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	67,021	249,944	284,853
Operating	0	0	0	31,960	135,920	137,220
Capital	0	0	0	0	0	0
Total	0	0	0	98,981	385,864	422,073
Budgeted Positions	0	0	0	4	4	4

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect an increase of \$323,092 or three hundred and twenty-six percent (326%) compared to FY 18-19 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. A vacant position was transferred into this department mid-year (from Public Building), resulting in a total of four full-time employees. In response to the second phase of the voter-approved bond projects, a new splash pad at Kiwanis Family Park should be complete within this fiscal year. The Parks Department will be responsible for the management and maintenance of this new amenity as well as existing city parks and greenways. This year's budget includes a full year of funding the Parks Department.



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	17-18 Actual	18-19 Actual	19-20 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	-	5	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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	425,112	443,591	474,941	480,978	495,299
Operating	0	215,163	214,978	270,413	229,429	229,429
Capital	0	58,566	233,004	0	32,000	32,000
Total	0	698,841	891,573	745,354	742,407	756,728
Budgeted Positions	0	6	6	6	6	6

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) fairway mower, \$27,000; and one (1) driving range cart, \$5,000.

GRAPHIC REPRESENTATION

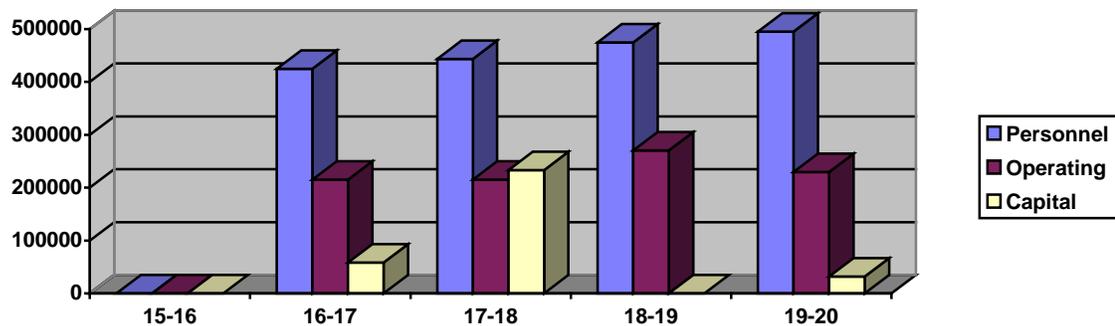
NOTE: Council elected to move the Golf Fund from the Enterprise Fund into the General Fund. Golf will now be shown within the General Government function of the General Fund. See page 190 for historical data.

FY 19-20 appropriations reflect an increase of \$11,374 or two percent (2%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. A permanent part-time position was converted into a full-time position mid-year FY 18-19. Budgeted positions remain at 6 as these include part-time positions as well. Prior year operating includes funds for a full year of debt on golf carts purchased in prior year; however, staff decided to pay cash and not borrow funds, resulting in the decrease shown within operating.

FY 18-19 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. New golf carts and mowers were purchased in this fiscal year and shown within the capital cost center.

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	17-18 Actual	18-19 Actual	19-20 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	3	3
Fertilize fairways	2	2	2
Fertilize greens	28	28	28
Top dress greens	12	15	15
Spray for foreign grass	3	3	5
Overseed driving range tee	1	1	1
Edge sand traps	3	3	3
Paint greens (winter)	1	1	1

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	27,341	26,500	30,000
Days closed	57	66	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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	751,152	778,155	787,069	848,014	910,051	948,457
Operating	247,810	276,353	296,016	548,210	377,296	412,794
Capital	0	2,400	0	0	0	0
Total	998,962	1,056,908	1,083,085	1,396,224	1,287,347	1,361,251
Budgeted Positions	10	10	10	10	11	11

2019-2020 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect a decrease of \$34,973 or three percent (3%) compared to the FY 18-19 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 10% increase for group health insurance, and the addition of a Planner I position. With the continued growth in construction activity, this new Planner position is needed to accommodate the increases in development. The assistant director position remains frozen resulting in a savings of approximately \$100,000. Operating includes \$50,000 for update of Unified Development Ordinance (UDO), expected to be a two-year project; and \$37,500 to engage the services of the School of Government (SOG) Development Finance Initiative (DFI) to capitalize on the opportunity zone in East Sanford. This project is expected to be a two-year project as well. In order to support the homelessness initiative, the city funded \$15,000 for Rapid Rehousing, a program that helps individuals and families exit homelessness and return to permanent housing; \$15,000 for roof repair at Bread of Life Ministries shelter; and \$12,500 for Partners for Impact.

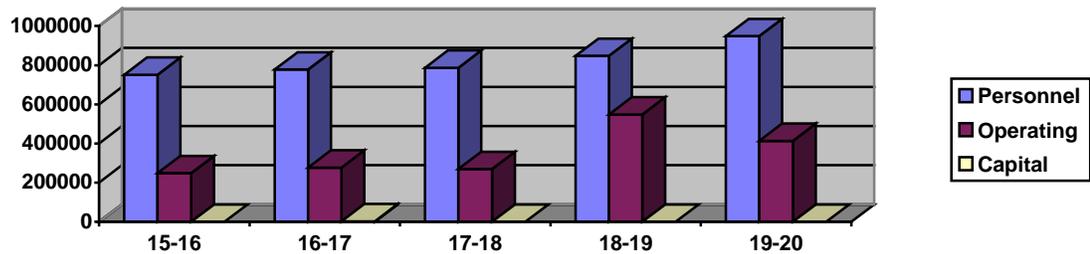
FY 18-19 personnel adjustments are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Operating includes funds for Rapid Rehousing (\$35,180), and Emergency Shelter HVAC and plumbing repair (\$58,000) which is part of a community initiative 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.

COMMUNITY DEVELOPMENT (Continued)

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.



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	17-18 Actual	18-19 Projected	19-20 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%	90%	90%
Return all phone calls same day	85%	90%	90%

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	3	5	5
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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	17-18 Actual	18-19 Projected	19-20 Projected
Measures:			
Number of Planning Board cases processed	17	23	25
Number of Board of Adjustment cases processed	6	6	7
Number of major subdivision plats reviewed and/or approved	4	5	6
Number of minor subdivision plats reviewed and/or approved	28	31	34
Number of commercial projects researched/reviewed	159	120	132
Number of zoning permits (signs, temporary uses, ABC, etc.)	120	153	110
Number of zoning permits (residential projects)	357	314	345
Number of zoning permits (mobile home setups)	65	64	70
Number of zoning permits (commercial projects)	108	182	200

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

Measures:			
Zoning complaints received	262	273	300
Zoning complaints resolved	250	255	280

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.)

Measures:			
NC HFA Urgent Repair Program	17	21	11
NC HFA Single Family Rehabilitation Program	6	0	0
NC HFA Essentials Single Family Rehabilitation Program	0	2	5
Annual block party	1	1	1
Sanford / Lee County Youth Council meetings per year	3	0	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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	188,570	198,650	200,835	210,145	212,117	219,738
Operating	27,311	25,255	45,855	164,747	157,814	87,624
Capital	36,682	0	0	0	0	0
Total	252,563	223,905	246,690	374,892	369,931	307,362
Budgeted Positions	4	4	4	4	4	4

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

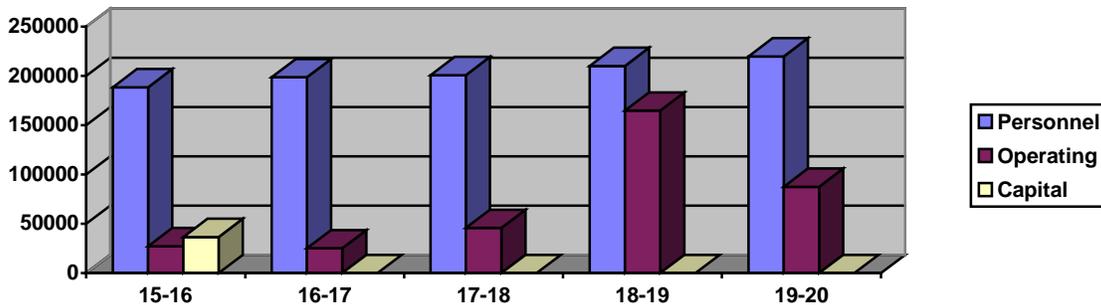
FY 19-20 appropriations reflect a decrease of \$67,530 or eighteen percent (18%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. One administrative assistant position remains frozen resulting in a savings of approximately \$53,000. The decrease shown within operating is due to demolition of property in prior year. Operating includes funds for services of a consultant to assist with code enforcement.

FY 18-19 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 demolition of property.

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 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.



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 ensure that they are fit for human habitation.

Performance Measures	17-18 Actual	18-19 Projected	19-20 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	2	10	10
Commercial maintenance	22	51	75
Minimum housing complaints	64	137	150
Miscellaneous	38	41	48
Nuisance complaints	1,917	828	1,272
Vehicle complaints	533	382	450
Zoning	20	20	26
Housing task force block party	25	25	25
Solid waste violations	25	30	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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	98,783	85,553	88,903	93,047	94,245	97,179
Operating	11,921	19,141	28,068	39,411	21,278	21,278
Capital	0	10,000	69,550	45,632	330,000	35,000
Total	110,704	114,694	186,521	178,090	445,523	153,457
Budgeted Positions	1	1	1	1	1	1

2019-2020 CAPITAL OUTLAY DETAIL

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

GRAPHIC REPRESENTATION

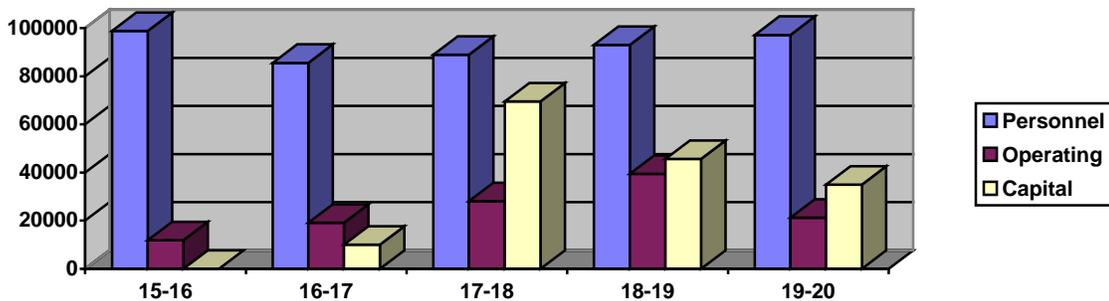
FY 19-20 appropriations reflect a decrease of \$24,633 or fourteen percent (14%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Operating includes funds for plaques to recognize individuals who paid for murals throughout the city.

FY 18-19 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. Funded within capital is Wayfinding signs and public art.

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.



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	17-18 Actual	18-19 Projected	19-20 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 ensure 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	34	36	40
Major certificate of appropriateness	31	20	22
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%

PLANNING / HISTORIC PRESERVATION

Performance Measures	17-18 Actual	18-19 Projected	19-20 Projected
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Goal: Move the City of Sanford toward becoming an Arts destination

Objective: Enhance appearance of the city through public arts projects

Measures:

Murals installed / Ghost signs restored	3	7	4
Sculptures installed	0	4	1
Utility box wraps	0	8	0

UTILITY FUND

Goal: To account for the operations of the water treatment, wastewater treatment, and distribution systems.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Water-User Charges	10,275,173	10,610,818	11,229,428	11,162,984	11,535,688	11,535,688
Sewer-User Charges	7,644,040	9,782,196	9,666,965	9,305,536	8,683,586	8,683,586
Other	1,046,534	622,932	1,229,538	34,521,880	762,000	762,000
Intergovernmental	896,713	1,331,438	885,041	870,000	0	0
Interest Income	49,103	77,708	237,497	206,750	300,100	300,100
Retained Earnings	0	0	0	1,810,131	1,831,621	1,831,621
Transfer in Cap. Proj.	0	204,873	558,712	10,000,000	0	0
Total	19,911,563	22,629,965	23,807,181	67,877,281	23,112,995	23,112,995

GRAPHIC REPRESENTATION

FY 19-20 revenues decreased \$44,764,286 or sixty-six percent (66%) compared to FY 18-19 budget. The City sold revenue bonds in FY 18-19 to fund new capital projects and to refinance existing debt. Approximately \$13.5 million will be used for several large capital projects, while the remaining \$31.5 million will refinance existing outstanding debt issued in 2010 for the wastewater treatment plant expansion. FY 18-19 reflects the payoff of this outstanding debt within the “other” category, resulting in a large decrease shown in current year. Upon the issuance of this debt, \$10,000,000 was reimbursed to the city and is shown as a transfer in capital project. User charges reflect growth in consumption due to an increase in the number of utility accounts and commercial and industrial activity. However, the City is no longer participating in coal ash leachate disposal and will not receive associated revenues, resulting in the decrease shown within Sewer User Charges. **In order to raise additional revenue for the debt planned for capital improvements, the budget includes a three (3%) percent rate increase for both water and sewer services.** The City will no longer receive the Build American bonds (BABs) rebate due to the refinancing of bonds. This was shown within the intergovernmental category. Interest income continues to increase. Retained earnings represents the purchase of one-time capital.

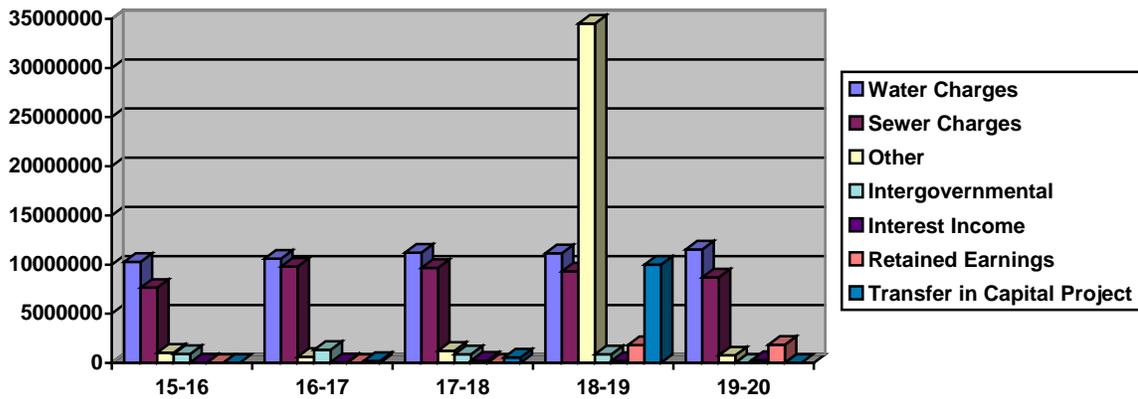
FY 18-19 anticipates continued revenue associated with leachate disposal the entire fiscal year. Other revenue includes installment purchase proceeds in the amount of \$3,250,000 for a NC 42 waterline relocate (\$2.5M); and painting the Cool Springs water tank (\$750,000). **The City anticipates sufficient 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 FUND REVENUE SUMMARIES (Continued)

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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	5,357,437	5,561,885	5,805,147	6,380,764	6,487,493	6,796,750
Operating	13,139,210	21,270,125	13,865,474	56,181,990	15,462,724	13,658,395
Capital Outlay	1,555,986	1,518,560	1,165,589	5,314,527	5,412,000	2,657,850
Total	20,052,633	28,350,570	20,836,210	67,877,281	27,362,217	23,112,995
Budgeted Positions	91	92	92	93	95	95

GRAPHIC REPRESENTATION

FY 19-20 appropriation reflects a decrease of \$44,764,286 or sixty-six percent (66%) compared to FY 18-19 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. A new construction inspector is included within the Engineering department; and a new utility technician is included within the Distribution and Collection department. Three positions remain frozen and are included in the Engineering and Distribution and Collection departments. The City sold revenue bonds in **FY 18-19** to fund new capital projects and to refinance existing debt. Approximately \$13.5 million will be used for several large capital projects, while the remaining \$31.5 million will refinance existing outstanding debt issued in 2010 for the wastewater treatment plant expansion. FY 18-19 reflects the payoff of this outstanding debt resulting in a large decrease shown within the operating cost center. Prior year operating also reflects approximately \$8 million in contributions to capital projects. Capital is shown at the departmental level.

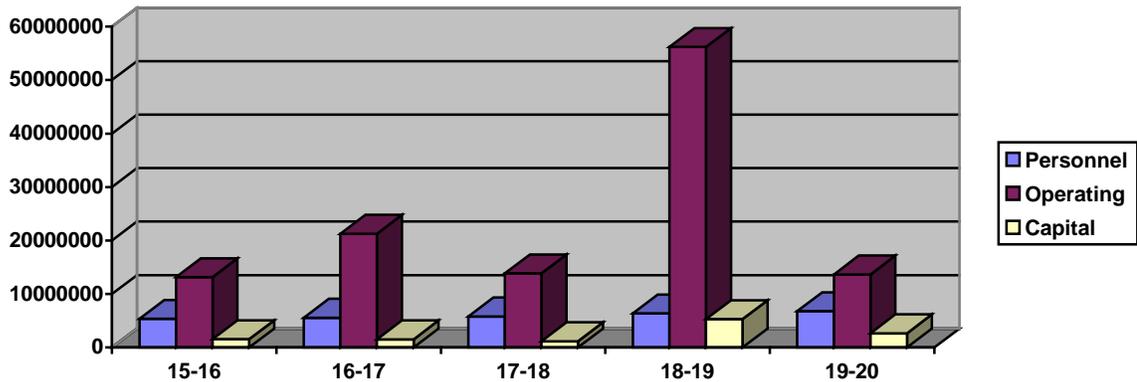
FY 18-19 personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Three positions remain frozen and are included in the Engineering and Distribution and Collection departments. Operating cost center includes contributions to capital projects such as the sewer extension to the jetport; Central Carolina Enterprise Park (CCEP); Hawkins Avenue waterline; Sewer Assessment project; and Amos Bridges waterline project. The City sold revenue bonds to fund new capital and refinance existing debt. The payoff of this debt is reflected within the operating cost center.

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.

UTILITY FUND EXPENDITURE SUMMARIES (Continued)

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.



UTILITY FUND DEBT SERVICE

Fund: Utility

Function: Debt Service

Goal: To account for the operations of debt service.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	6,552,826	6,316,336	5,945,354	36,936,123	5,774,603	4,921,780
Capital	0	0	0	0	0	0
Total	6,552,826	6,316,336	5,945,354	36,936,123	5,774,603	4,921,780
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

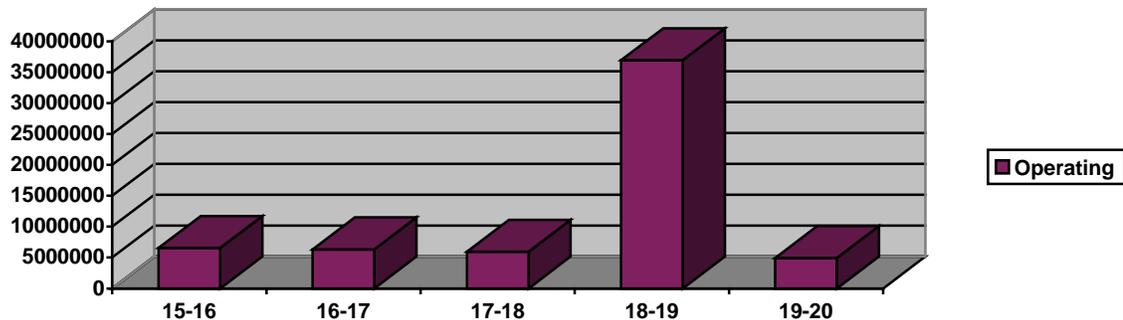
No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect a decrease of \$32,014,343 or eighty-seven percent (87%) compared to FY 18-19 budget. The City sold revenue bonds in **FY 18-19** to fund new capital projects and to refinance existing debt. Approximately \$13.5 million will be used for several large capital projects, while the remaining \$31.5 million will refinance existing outstanding debt issued in 2010 for the wastewater treatment plant expansion. FY 18-19 reflects the payoff of this outstanding debt resulting in a large decrease shown in current year. It is anticipated that this refunding initiative will save the City approximately \$150,000 annually for the next 15 years, at the conclusion of which the debt will be retired.

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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0	0	0	0
Operating	382,802	8,110,728	734,755	8,904,985	219,931	256,302
Capital	0	0	0	0	0	0
Total	382,802	8,110,728	734,755	8,904,985	219,931	256,302
Budgeted Positions	0	0	0		0	0

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

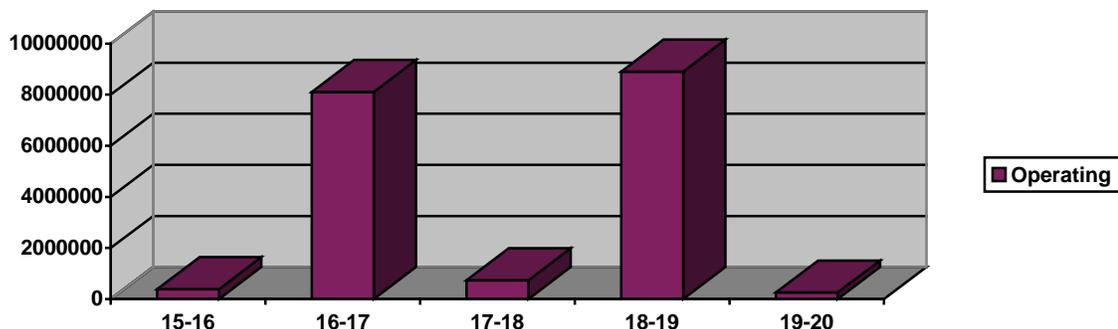
GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect a decrease of \$8,648,683 or ninety-seven percent (97%) compared to FY 18-19 budget. This decrease is mainly due to contributions to capital projects made in prior year. The major capital projects include Airport sewer extension (\$517,488), Hawkins Avenue waterline (\$4,804,008), sewer assessment project (\$1,037,746), and Amos Bridges waterline (\$976,100). Contingency funds are included in the amount of \$100,000; and \$25,000 is budgeted for a contribution to Other Post-Employment Benefits (OPEB) Trust.

Contributions to several large capital projects are budgeted in **FY 17-18** and include NC 42 waterline relocate; design of water main on Amos Bridges Road; and agreement with Lee County for the construction of a waterline on Colon Road.

FY 16-17 includes contributions to the Moncure Megasite, Sewer Assessment project, Industrial Park water and sewer project, and Sewer Remediation project.

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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	54,906	56,812	58,980	65,227	64,943	67,370
Operating	255,361	255,777	228,012	281,820	275,876	275,961
Capital	0	0	19,635	0	0	0
Total	310,267	312,589	306,627	347,047	340,819	343,331
Budgeted Positions	1	1	1	1	1	1

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect a decrease of \$3,716 or one percent (1%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. No significant changes within operating.

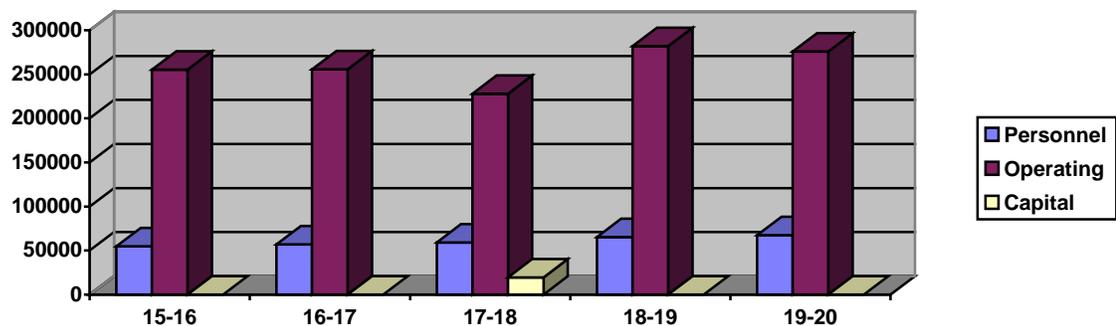
FY 18-19 personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance.

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. 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.

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.

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	17-18 Actual	18-19 Projected	19-20 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	4	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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	552,758	586,860	563,012	682,592	689,653	715,838
Operating	1,387,702	1,430,965	1,635,759	1,784,026	556,733	1,826,790
Capital	0	0	0	32,000	0	0
Total	1,940,460	2,017,825	2,198,771	2,498,618	1,246,386	2,542,628
Budgeted Positions	11	11	11	12	12	12

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay requested.

GRAPHIC REPRESENTATION

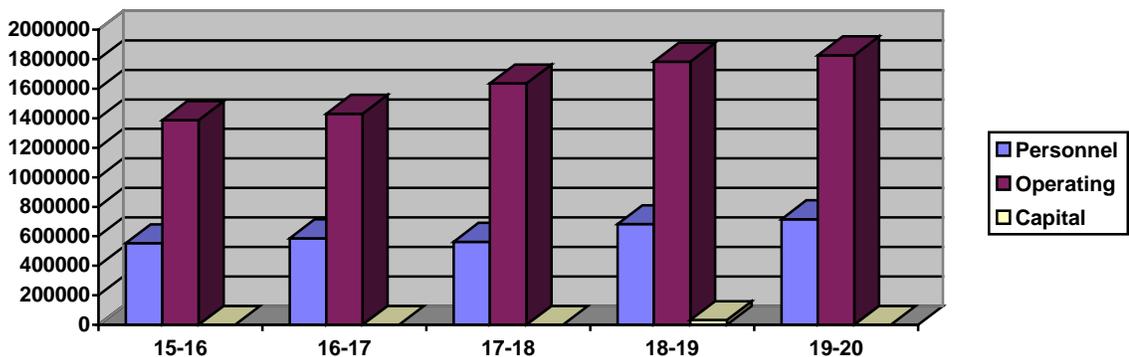
FY 19-20 appropriations reflect an increase of \$44,010 or two percent (2%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Operating reflects an increase mainly due to general fund reimbursement. This is where the Utility Fund is charged for its portion of the costs of various General Fund departments.

FY 18-19 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. Capital includes funds for a kiosk.

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. Funds are included to update the rate model and smart metering feasibility study.

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.



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	17-18 Actual	18-19 Projected	19-20 Projected
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Goal: To insure accurate posting of collections to customer accounts and insure correct receivable balances

Objective: To achieve a minimum cash drawer accuracy of at least 95% department wide

Measures:

Accuracy of payments versus receivable reports	95%	95%	100%
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Goal: To insure all billed accounts are collected promptly, reducing the age of receivables

Objective: Reduce the outstanding receivables for utility bills and assessment bills

Measures:

Utility bill accounts receivable – current and overdue	\$895,205	\$841,493	\$818,787
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Goal: To bill customers accurately and promptly to insure the financial stability of the Utility Fund

Objective: Bill customer no later than the applicable bill date and insure all accounts are billed

Measures:

Water and sewer bills – monthly	17,357	17,444	17,530
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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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	588,361	604,959	622,681	701,497	772,601	876,302
Operating	68,576	85,122	63,852	124,599	94,201	124,426
Capital	76,072	27,223	0	4,485	113,700	101,050
Total	733,009	717,304	686,533	830,581	980,502	1,101,778
Budgeted Positions	9	10	10	11	12	12

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) Supervisory Control and Data Acquisition (SCADA) computer, \$4,000; two (2) SUV's, \$64,700; and one (1) ½ ton super cab truck, \$32,350.

GRAPHIC REPRESENTATION

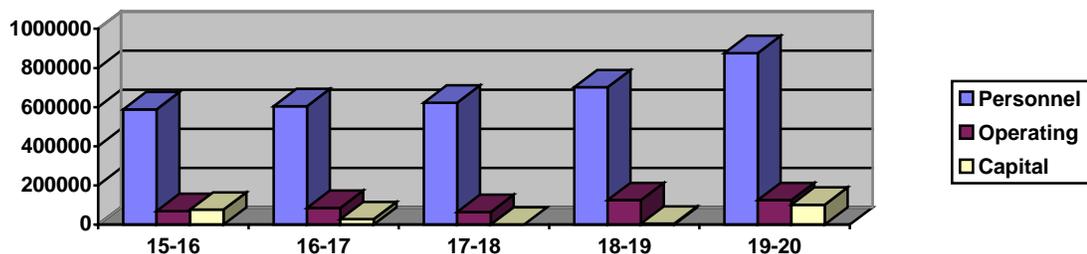
FY 19-20 appropriations reflect an increase of \$271,197 or thirty-three percent (33%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 10% increase for group health insurance, and the addition of a construction inspector position. An administrative position was transferred into this department from the Public Works Administration department mid-year 18-19. An engineering technician position remains frozen for a savings of approximately \$63,000. Operating includes funds for street model updates in the amount of \$15,000.

FY 18-19 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.

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.



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	17-18 Actual	18-19 Projected	19-20 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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	387,169	511,094	511,920	575,124	532,408	539,492
Operating	42,887	39,990	33,971	41,933	34,195	45,220
Capital	0	0	0	20,500	0	0
Total	430,056	551,084	545,891	637,557	566,063	584,712
Budgeted Positions	6	6	6	5	5	5

2019-2020 CAPITAL OUTLAY DETAIL

No funding for capital outlay requested.

GRAPHIC REPRESENTATION

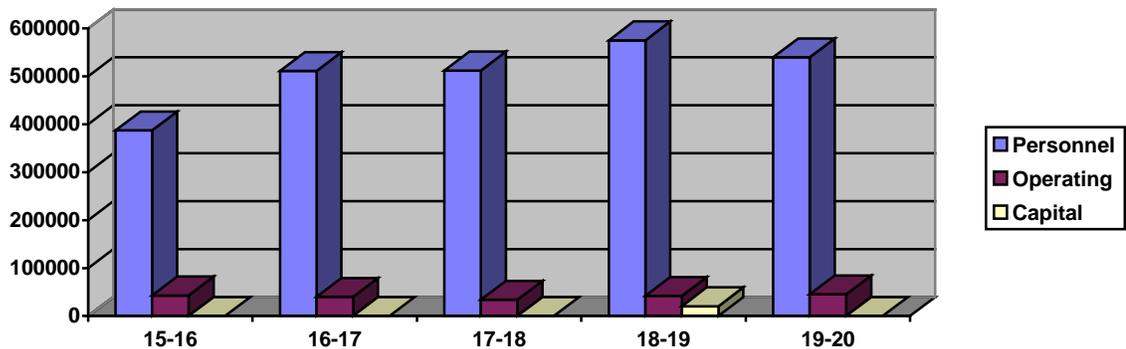
FY 19-20 appropriations reflect a decrease of \$52,845 or eight percent (8%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. An administrative assistant position was transferred into the Engineering department mid-year 18-19.

FY 18-19 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 passenger vehicle was funded in capital cost center.

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.

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.



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	17-18 Actual	18-19 Projected	19-20 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

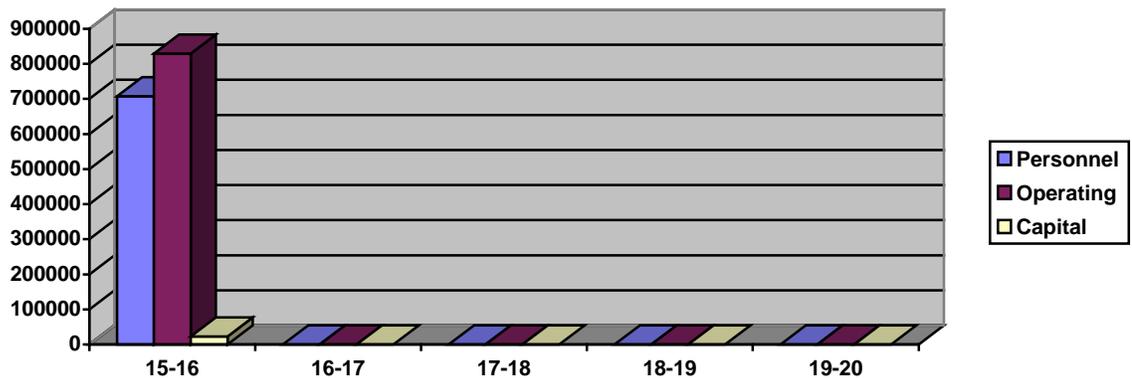
Goal: To expand and maintain a sewer system which will be safe, sanitary, and adequate through an effective construction and maintenance program.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	707,555	0	0	0	0	0
Operating	829,635	0	0	0	0	0
Capital	22,525	0	0	0	0	0
Total	1,559,715	0	0	0	0	0
Budgeted Positions	14	0	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

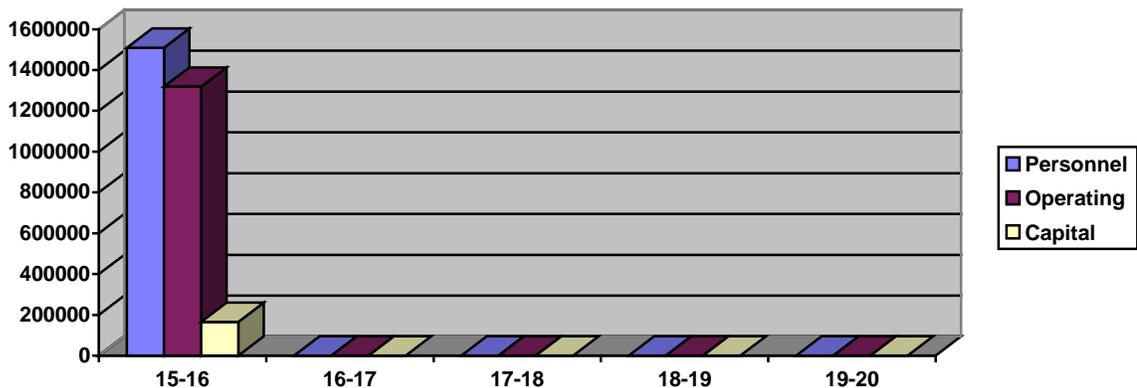
Goal: To expand and maintain a water system which will be safe, sanitary, and adequate through an effective construction and maintenance program.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	1,509,787	0	0	0	0	0
Operating	1,318,701	0	0	0	0	0
Capital	165,373	0	0	0	0	0
Total	2,993,861	0	0	0	0	0
Budgeted Positions	27	0	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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	718,140	744,297	775,842	777,556	832,795	861,844
Operating	1,398,030	1,552,844	1,450,211	1,769,281	1,655,776	1,664,438
Capital	38,467	311,882	149,165	30,000	298,000	272,000
Total	2,154,637	2,609,023	2,375,218	2,576,837	2,786,571	2,798,282
Budgeted Positions	11	11	11	11	11	11

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes: guard rails, \$72,000; Programmable Logic Computer (PLC) Upgrade, \$170,000; and upgrade of the Remote Telemetry Unit (RTU), \$30,000.

GRAPHIC REPRESENTATION

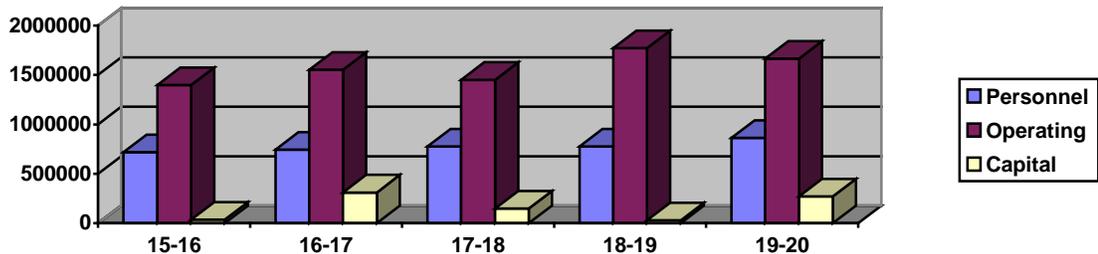
FY 19-20 appropriations increased \$221,445 or nine percent (9%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living increase, a 1.2% increase in retirement, and a 10% increase for group health insurance. Operating includes funds to develop an emergency action plan for the reservoir adjacent to the plant, \$30,000. Funds are also included to repair mortar and seal the brick of the administrative building, \$15,000. Capital is shown above.

FY 18-19 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 includes a mid-size vehicle, \$20,500; a fixed ladder for the hypochlorite building, \$4,500; and a fixed ladder for raw water station, \$5,000.

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. 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.



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	17-18 Actual	18-19 Projected	19-20 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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	838,761	872,869	908,132	953,387	929,957	963,201
Operating	1,025,220	1,028,311	1,038,196	2,010,930	3,869,771	1,521,900
Capital	34,225	22,061	31,773	468,804	0	0
Total	1,898,206	1,923,241	1,978,101	3,433,121	4,799,728	2,485,101
Budgeted Positions	13	13	13	13	13	13

2019-2020 CAPITAL OUTLAY DETAIL

No capital outlay was requested.

GRAPHIC REPRESENTATION

FY 19-20 appropriations decreased \$948,020 or twenty-eight percent (28%) compared to FY 18-19 budget. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 10% increase for group health insurance. Prior year operating includes funds related to hurricane repairs, resulting in the decrease shown. Operating includes \$36,000 for lawn maintenance at the plant and \$66,000 for ultraviolet bulb replacement.

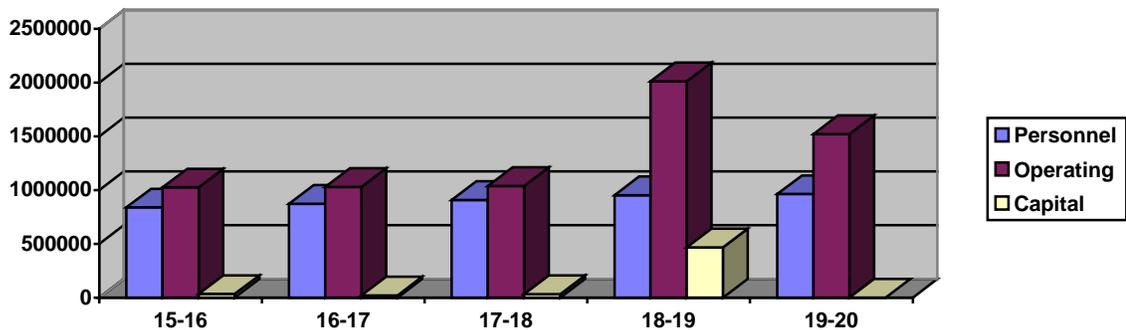
FY 18-19 personnel changes are related to a 2% cost of living adjustment, a 0.25% increase in retirement, and a 5% increase for group health insurance. Operating reflects increases related to hurricane damage. Capital includes four (4) bar screens and one (1) refrigerated sampler.

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.

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	17-18 Actual	18-19 Projected	19-20 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	828	828
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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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	2,184,994	2,364,580	2,577,185	2,665,136	2,772,703
Operating	0	2,062,627	2,632,933	3,141,562	2,719,178	2,726,578
Capital	0	286,246	239,934	321,829	718,300	534,800
Total	0	4,533,867	5,237,447	6,040,576	6,102,614	6,034,081
Budgeted Positions	0	40	40	40	41	41

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) jet-vac, \$410,000; one (1) valve machine, \$49,800; and one (1) mower tractor, \$75,000.

GRAPHIC REPRESENTATION

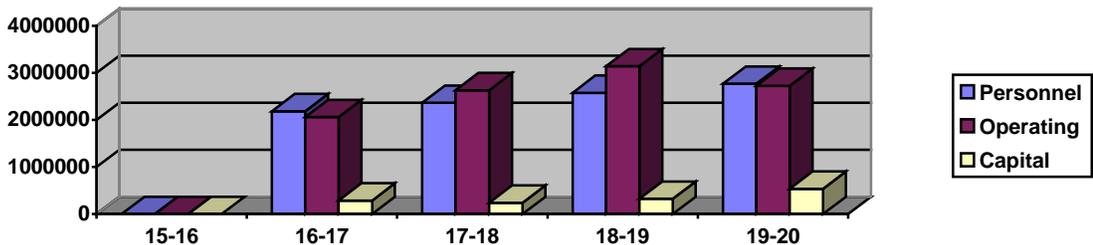
Note: This newly created department is the result of the public works re-organization and combines the Water Construction and Maintenance department with the Sewer Construction and Maintenance department.

FY 19-20 appropriations decreased \$6,495 compared to FY 18-19 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 10% increase for group health insurance, and the addition of a new utility tech position. This new position will maintain and repair specialized machinery and equipment in the wastewater collection system, water pump stations, and sewer lift stations. One position remains frozen for a savings of approximately \$45,000. Prior year operating includes funds to repair two 24" force mains and 18" water and sewer repairs resulting in the decrease shown. Capital is shown above.

FY 18-19 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 major repairs to two 24" force mains and 18" water and sewer repairs.

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	17-18 Actual	18-19 Projected	19-20 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)	135	125	140
Minor water line repairs (4" or smaller)	60	70	75
New water taps made	136	140	145
Water retaps	130	130	120

Objective: To install new meters, read existing meters, test meters, replace old meters and ensure optimum levels of customer service

Measures:

New meters installed	53	50	50
Water meters read	228,000	228,000	228,000
Large water meters tested (3" or greater)	33	33	33
Small meters tested (2" or smaller)	18	25	25
Replace old meters	670	1,350	1,125

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	2,300	2,300

DISTRIBUTION AND COLLECTION

Performance Measures	17-18 Actual	18-19 Projected	19-20 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	718
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	205	200	203
New taps installed	21	25	20
Manhole adjustments	18	15	12
Right of ways mowed (feet)	155,000	155,000	155,000
Sewer line jetted (feet)	136,000	136,000	140,000
Sewer retaps	13	15	18
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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0		0	0
Operating	25,359	485,884	164,447	595,845	250,000	250,000
Capital	473,841	487,425	485,063	3,438,822	1,250,000	1,200,000
Total	499,200	973,309	649,510	4,034,667	1,500,000	1,450,000
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes water system rehabilitation, \$250,000, relocation of waterline for Department of Transportation, \$100,000; Pendergrass Road Pump Station improvements, \$200,000; paint Colon Road water tank, \$600,000; and waterline relocate at Carthage Street and Firetower Road, \$50,000.

GRAPHIC REPRESENTATION

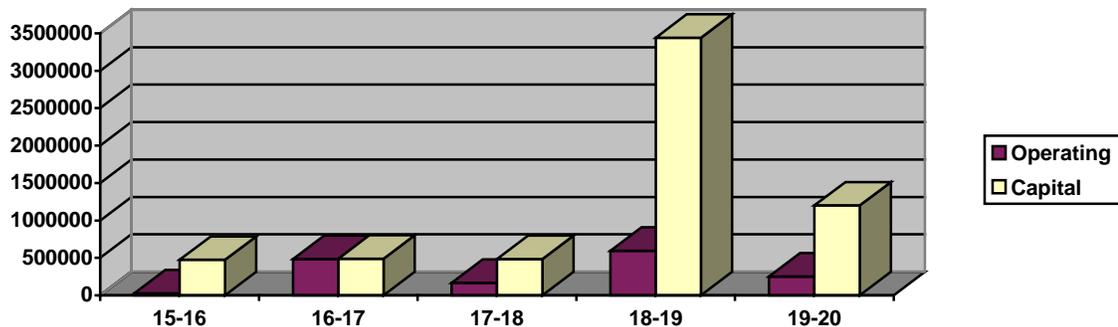
FY 19-20 appropriations reflect a decrease of \$2,584,667 or sixty-four percent (64%) compared to FY 18-19 budget. Operating includes funds for water system rehabilitation. Capital is shown above.

FY 18-19 operating includes debt payment for installment purchase of Hawkins Avenue waterline. Capital includes funds to paint the Cool Springs Water Tank and relocate the NC 42 waterline.

FY 17-18 operating includes debt payment for installment purchase of Hawkins Avenue waterline. Capital includes funds for painting the exterior of Tramway water tank.

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 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0		0	0
Operating	68,633	119,519	127,295	824,082	250,000	250,000
Capital	745,486	383,723	240,018	998,087	3,000,000	550,000
Total	814,119	503,242	367,313	1,822,169	3,250,000	800,000
Budgeted Positions	0	0	0	0	0	0

2019-2020 CAPITAL OUTLAY DETAIL

Capital outlay funding includes sewer rehabilitation, \$250,000; Gum Fork Lift Station improvements, \$250,000; and relocate sewer line on Carthage Street and Firetower Road, \$50,000.

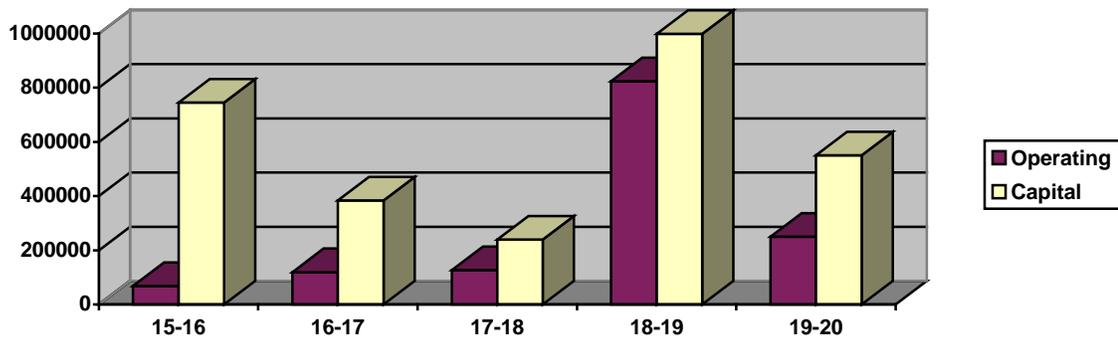
GRAPHIC REPRESENTATION

FY 19-20 appropriations reflect a decrease of \$1,022,169 or fifty-six percent (56%) compared to FY 18-19 budget. Operating includes funds for sewer system rehabilitation. Capital is shown above.

FY 18-19 capital includes funds for a major sewer rehabilitation project and improvements to Little Buffalo lift station.

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.

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

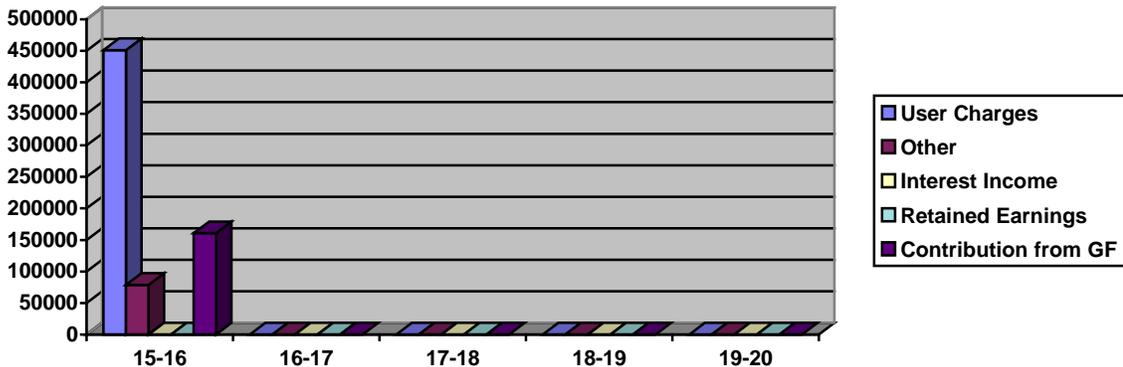
Revenue Sources	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
User Charges	451,085	0	0	0	0	0
Other	78,781	0	0	0	0	0
Interest Income	133	0	0	0	0	0
Retained Earnings	0	0	0	0	0	0
Contribution from GF	160,687	0	0	0	0	0
Total	690,685	0	0	0	0	0

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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	416,968	0	0	0	0	0
Operating	257,635	0	0	0	0	0
Capital	5,000	0	0	0	0	0
Total	679,603	0	0	0	0	0
Budgeted Positions	6	0	0	0	0	0

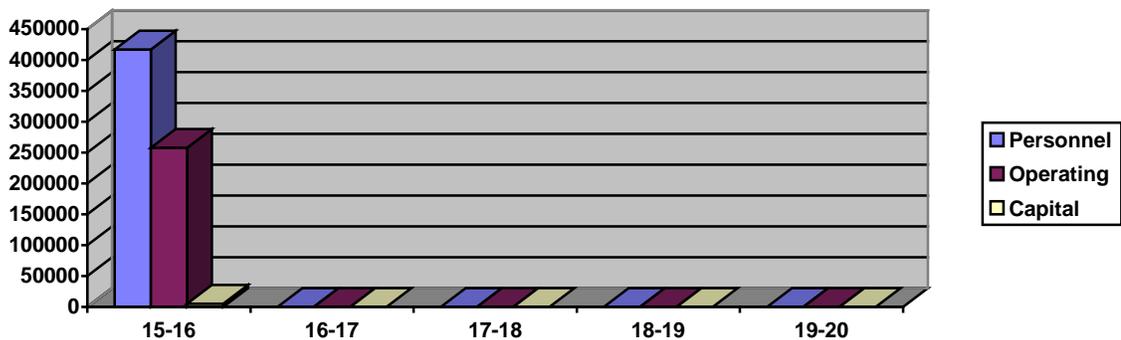
2019-2020 CAPITAL OUTLAY DETAIL

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.



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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

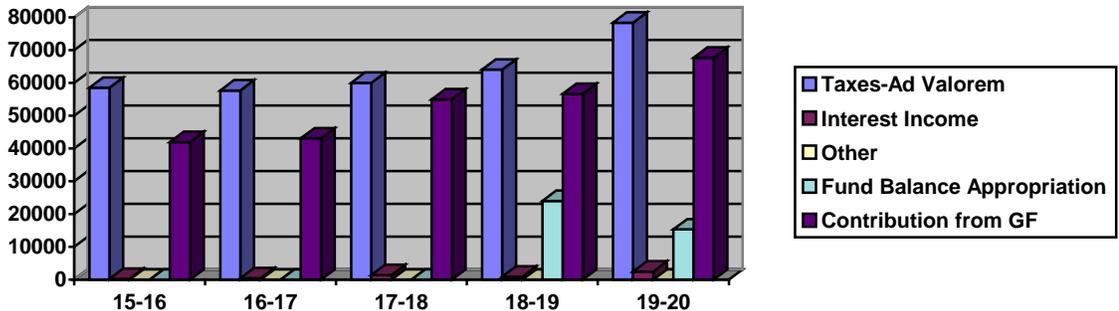
Revenue Sources	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Taxes- Ad Valorem	58,546	57,735	60,029	64,067	78,353	78,353
Interest Income	278	446	1,387	900	2,500	2,500
Other	0	0	0	0	0	0
Fund Balance Appropriation	0	0	0	24,018	15,343	15,343
Contribution from GF	42,000	43,100	55,000	56,697	67,732	67,732
Total	100,824	101,281	116,417	145,682	163,928	163,928

GRAPHIC REPRESENTATION

FY 19-20 Municipal Service District revenue increased \$18,246 or thirteen percent (13%) compared to FY 18-19 budget. With the new property appraisals performed by Lee County, this budget was presented with a tax decrease (\$0.092) for the Municipal Service District. However, City Council voted for the tax rate to remain at 11 cents per \$100 valuation resulting in the increase shown with ad valorem taxes. The contribution from the General Fund increased by \$11,035 to fund additional personnel.

FY 18-19 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

Object of Expenditure	ACTUAL 15-16	ACTUAL 16-17	ACTUAL 17-18	BUDGET 18-19	REQUESTED 19-20	APPROVED 19-20
Personnel	0	0	0		0	0
Operating	85,757	120,753	110,231	145,682	171,022	163,928
Capital Outlay	10,911	0	0		0	0
Total	96,668	120,753	110,231	145,682	171,022	163,928

2019-2020 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

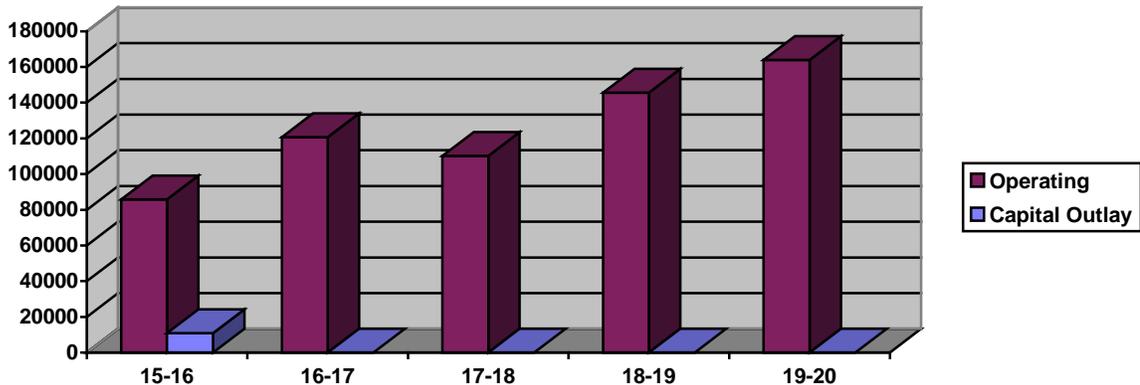
FY 19-20 Municipal Service District expenditures reflect an increase totaling \$18,246 or thirteen percent (13%) compared to FY 18-19 budget. An Entrepreneurship Grant is funded in the amount of \$10,000, as well as funds for a part-time employee in the amount of \$12,500 resulting in the increase shown. Also included is \$20,000 for building improvements and \$35,000 for advertising.

Building improvements in the amount of \$13,600, holiday decorations in the amount of \$8,947, and \$32,204 for advertising are included within **FY 18-19** operating. Operating also includes approximately \$63,000 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 - UNAUDITED

FUND BALANCE GOVERNMENTAL FUNDS

	<u>ACTUAL 15-16</u>	<u>ACTUAL 16-17</u>	<u>ACTUAL 17-18</u>	<u>BUDGET 18-19</u>	<u>BUDGET 19-20</u>
MUNICIPAL SERVICE					
BEGINNING BALANCE	\$ 104,565	\$ 108,720	\$ 89,250	\$ 95,435	\$ 71,417
REVENUES					
AD VALOREM TAXES	57,398	57,439	59,715	64,067	78,353
OTHER	<u>1,425</u>	<u>742</u>	<u>1,701</u>	<u>900</u>	<u>2,500</u>
TOTAL	<u>58,823</u>	<u>58,181</u>	<u>61,416</u>	<u>64,967</u>	<u>80,853</u>
EXPENDITURES					
DOWNTOWN REVITALIZATION	<u>96,668</u>	<u>120,751</u>	<u>110,231</u>	<u>145,682</u>	<u>163,928</u>
TOTAL	<u>96,668</u>	<u>120,751</u>	<u>110,231</u>	<u>145,682</u>	<u>163,928</u>
TRANSFERS IN - GENERAL FUND	42,000	43,100	55,000	56,697	67,732
ENDING BALANCE	<u><u>\$ 108,720</u></u>	<u><u>\$ 89,250</u></u>	<u><u>\$ 95,435</u></u>	<u><u>\$ 71,417</u></u>	<u><u>\$ 56,074</u></u>

Note: The Municipal Service District plans to use fund balance in FY 19-20, FY 18-19, FY 17-18, and 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	17-18 Actual	18-19 Projected	19-20 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	5
Represent DSI on various local boards (TDA Board, Depot Building Committee, Chamber, Small Business Advocacy Committee)	2	3	3

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	0	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	6	12
Holiday tree lighting	1	1	1
Movie series	1	0	0
Downtown festival	1	1	1
Merchant open house	1	1	1
Trick or treating	1	1	1
Small business Saturday	1	1	1
Easter egg hunt	1	0	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 YEAR 2019-20	PLANNING YEAR 2020-21	PLANNING YEAR 2021-22	PLANNING YEAR 2022-23	PLANNING YEAR 2023-24
WATER:						
Water Rehabilitation	6	500,000	500,000	500,000	500,000	500,000
Relocate Waterline for DOT	6	100,000				
Paint Water Tank -Colon Road	6	600,000				
Erection of Elevated Storage Facility for Potable Water	6			300,000	3,000,000	
Pendergrass Road Booster Pump Station	6	200,000	2,400,000			
Water Treatment Plant Expansion	6				6,000,000	65,000,000
Carthage Waterline Relocate-Fire Tower to Wicker	6	50,000	750,000			
TOTAL WATER		1,450,000	3,650,000	800,000	9,500,000	65,500,000
SEWER:						
Sewer Rehabilitation	6	500,000	500,000	500,000	500,000	500,000
Sewer Remediation-Section A	4,6		3,150,000			
Cured in Place Rehabilitation Project	6			1,000,000		1,000,000
Gum Fork Branch Lift Station Improvements	6	250,000	-			
Kelly Drive Lift Station Replacement	6				250,000	
Carthage Sewerline Relocate - Fire Tower to Wicker	6	50,000	250,000			
Fiber to the WWTP - internet and phone	6		200,000			
TOTAL SEWER		800,000	4,100,000	1,500,000	750,000	1,500,000
TOTAL UTILITY FUND		2,250,000	7,750,000	2,300,000	10,250,000	67,000,000
STREET:						
Street Resurfacing	5	575,000	575,000	575,000	575,000	575,000
Street Full Depth Reclamation Project	5		500,000			600,000
City Hall Parking and Driveway Rehabilitation	5			300,000		
Service Center Parking and Driveway Rehabilitation	5				475,000	
Hill Avenue Bridge Repairs	5	360,000				
Sidewalk replacement, curb and gutter, catch basin repair	5	70,000	100,000	100,000	100,000	100,000
TOTAL STREET		1,005,000	1,175,000	975,000	1,150,000	1,275,000
GENERAL SERVICES:						
Bronze Statue of Charlie Watson	5		40,000	70,000		
Bronze Statue of Brownstone Stone Cutter	5		30,000	70,000		
Relocate Phone Cable Underground on Charlotte, Chatham, Mc	5		350,000			
Wicker St.-Kiwaniis Family Park Greenway	2				53,000	367,500
Medical Mile Greenway	2				55,000	577,500
Downtown Wicker Street Greenway	2		175,000	3,000,000		
Carthage Greenway	2		2,600,000			
Passenger Depot	5		250,000			
Parking Expansion at Service Center	5			15,000	135,000	
New Municipal Building	2		6,000,000			
Remodel / Renovate Municipal Building	4,5			2,500,000	2,500,000	
Vehicle, Christmas Decorations Storage Building	4,5			1,200,000		
Salt, Sand, Rock Storage Shed	6		100,000			
TOTAL GENERAL SERVICES		-	9,545,000	6,855,000	2,743,000	945,000

CAPITAL IMPROVEMENTS SCHEDULE

PROJECT DESCRIPTION	FUNDING SOURCE	PLANNING	PLANNING	PLANNING	PLANNING	PLANNING
		YEAR	YEAR	YEAR	YEAR	YEAR
		2019-20	2020-21	2021-22	2022-23	2023-24
PUBLIC SAFETY:						
Concrete at Central	5	-	84,000	-	-	-
Central Renovation of Bay Doors and Windows	5	-	-	93,500	-	-
Self Contained Breathing Apparatus	5	-	-	-	470,000	-
Land Acquisition No. 4 Fire Station	5	-	380,000	-	-	-
Design Fee for #4 Fire Station	5	-	308,000	-	-	-
Construction of #4 Fire Station	4	-	-	3,855,000	-	-
Land Acquisition No. 5 Fire Station	5	-	-	-	500,000	-
No. 5 Fire Station	5	-	-	-	-	3,900,000
Land Acquisition No. 6 Fire Station	5	-	-	-	-	500,000
TOTAL PUBLIC SAFETY		-	772,000	3,948,500	970,000	4,400,000
TOTAL GENERAL FUND		1,005,000	11,492,000	11,778,500	4,863,000	6,620,000
TOTAL ALL FUNDS		3,255,000	19,242,000	14,078,500	15,113,000	73,620,000
FUNDING SOURCE						
1 = ASSESSMENTS - Budgeted within Annual Operating Budget						
2 = BONDS - Budgeted within Capital Projects Ordinances						
3 = GRANTS - Budgeted within Capital Projects Ordinances						
4 = LOAN PROCEEDS - Budgeted within Capital Projects Ordinances						
5 = GENERAL FUND OPERATING REVENUE - Budgeted within Annual Operating Budget						
6 = ENTERPRISE FUND OPERATING REVENUE - Budgeted within Annual Operating Budget						
7 = SPECIAL TAX FUND OPERATING REVENUE - Budgeted within Annual Operating Budget						
8 = STATE FUNDING - Budgeted within Annual Operating Budget						
9 = GRANTS/LOAN FORGIVENESS - Budgeted within Capital Projects Ordinances						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Water System Rehabilitation

PROJECT DESCRIPTION: Rehabilitation of portions of the water distribution system



PROJECT JUSTIFICATION: The City maintains approximately 600 miles of water lines and associated appurtenances, 6 elevated storage tanks and 3 booster pump stations. The funds are used to rehabilitate the system assets.

Externally Mandated: Y or N **Growth:** Y or N **Service:** Y or N

IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed.

PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$500,000		Projected Begin:	7/1/2019		
Current Budget Amt:	\$500,000			Est. Completion:	6/30/2020		
Total Expenditures:	\$0						
Projected Balance:	\$500,000						

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	500,000	500,000	500,000	500,000	500,000		2,500,000
Other							0
Total	500,000	500,000	500,000	500,000	500,000	0	2,500,000

Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	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 Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	500,000	500,000	500,000	500,000	500,000	0	2,500,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

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	
Collections and Distribution	Continued rehabilitation of water system assets will strengthen infrastructure. May see a reduction in future repair costs for the asset in question. This will affect the operating budget but is hard to quantify.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Re-locate water line for DOT					
<p>PROJECT DESCRIPTION: When DOT performs maintenance on their roads, the City's water line is occasionally in conflict with the work. This requires we move our water line. DOT does not participate in the cost to relocate utilities as part of maintenance activities.</p> <p>PROJECT JUSTIFICATION: This is required as part of the encroachment agreement between the City and DOT.</p>							
Externally Mandated:	Y or N	Growth	Y or N	Service	Y or N		
IMPACT IF CANCELLED OR DELAYED: Not an option on the City's part as this is required as part of the DOT project.							
PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$0			Projected Begin:	7/1/2019	
Current Budget Amt:	\$100,000				Est. Completion:	6/30/2020	
Total Expenditures:	\$0						
Projected Balance:	\$100,000						
Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	100,000	0					100,000
Other							0
Total	100,000	0	0	0	0	0	100,000
Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund							0
Utility Fund	100,000						100,000
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
Total	100,000	0	0	0	0	0	100,000
Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
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							
Collections and Distribution	Continued rehabilitation of water system assets will strengthen infrastructure. May see a reduction in future repair costs for the asset in question.						

CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM

Responsible Dept: Engineering - 721 **Project Title:** Paint Water Tank - Colon Road

PROJECT DESCRIPTION: Replace the interior and exterior coating on the Colon Road Water Tank



PROJECT JUSTIFICATION: The coatings on water tanks have a lifetime of approximately 10 years. After that point, coatings lose their adhesion and the base metal begins to be affected. Over time this can result in significant structural damage to the asset and associated downtime.

Externally Mandated: N **Growth:** Y **Service:** Y

IMPACT IF CANCELLED OR DELAYED: Painting the structure protects it from the elements. Delayed maintenance can result in expensive steel repairs in the future which increases the cost of maintenance.

PROJECTED STATUS as of JUNE 30, 2019:		PROJECTED DATES:	
2019 Appropriation:	\$0	Projected Begin:	10/1/2019
Current Budget Amt:	\$600,000	Est. Completion:	12/15/2019
Total Expenditures:	\$0		
Projected Balance:	\$600,000		

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	600,000						600,000
Other							0
Total	600,000	0	0	0	0	0	600,000

completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund							0
Utility Fund	600,000						600,000
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
Total	600,000	0	0	0	0	0	600,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

Department/Division Impacted	Explanation: How & Why
Public Works - Collections and Distribution	This division is currently responsible for the maintenance of elevated storage tanks. If the work is not performed, the asset will not be maintained and structural work may be necessary in the future before the tank can be re-painted. This would increase the maintenance cost of the asset.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Pendergrass Rd booster pump station improvements			
PROJECT DESCRIPTION: This project will replace the existing underground pump station with a new above ground booster pump station similar to the Garden Street booster pump station.							
PROJECT JUSTIFICATION: This is a 30 year old station that has been experiencing an increasing number of pump failures, at times caused by flooding of the underground vault. This pump station supplies water to Tramway and Eakes Road water tanks.							
Externally Mandated:	Y or N	Growth	Y or N	Service	Y or N		
IMPACT IF CANCELLED OR DELAYED: This pump station supplies water to both Tramway and Eakes Road water tanks. Cancellation or delay of this project will result in an increase in the maintenance at the station.							
PROJECTED STATUS as of JUNE 30, 2019:		Planning		PROJECTED DATES:			
2019 Appropriation:		\$0		Projected Begin:	7/1/2019		
Current Budget Amt:	\$200,000			Est. Completion:	6/30/2021		
Total Expenditures:	\$0						
Projected Balance:	\$200,000						
Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	200,000	2,400,000					2,600,000
Other							0
Total	200,000	2,400,000	0	0	0	0	2,600,000
Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund							0
Utility Fund	200,000	2,400,000					2,600,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	200,000	2,400,000	0	0	0	0	2,600,000
Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
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							
Water Plant	This project changes the time frame of when the line would need to be rehabilitated, therefore, savings realized in the operating budget for future years.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Carthage water line relocation - fire tower to wicker

PROJECT DESCRIPTION: Relocation of City water and sewer infrastructure due to U-5709, DOT improvements to Carthage Street from Firetower to Wicker



PROJECT JUSTIFICATION: This is required as part of the encroachment agreement between the City and DOT.

Externally Mandated: Y or N **Growth:** Y or N **Service:** Y or N

IMPACT IF CANCELLED OR DELAYED: Not an option on the City's part as this is required as part of the DOT project.

PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$0		Projected Begin:	7/1/2019		
Current Budget Amt:	\$50,000			Est. Completion:	6/30/2021		
Total Expenditures:	\$0						
Projected Balance:	\$50,000						

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	50,000	750,000					800,000
Other							0
Total	50,000	750,000	0	0	0	0	800,000

Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund							0
Utility Fund	50,000	750,000					800,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	50,000	750,000	0	0	0	0	800,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

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	
Collections and Distribution	This project changes the time frame of when the line would need to be rehabilitated, therefore, savings realized in the operating budget for future years.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Sewer Rehabilitation

PROJECT DESCRIPTION: Work necessary to rehabilitate identified assets in the sewer collection system.



PROJECT JUSTIFICATION: The City maintains approximately 200 miles of sewer lines with associated appurtenances and 8 lift stations. These assets wear out over time.

Externally Mandated: Y or N **Growth:** Y or N **Service:** Y or N

IMPACT IF CANCELLED OR DELAYED: The assets will not be maintained which can result in violations of our permits and higher future costs to rehabilitate the affected portions of the system.

PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$500,000		Projected Begin:	7/1/2019		
Current Budget Amt:	\$500,000			Est. Completion:	6/30/2020		
Total Expenditures:	\$0						
Projected Balance:	\$500,000						

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	500,000	500,000	500,000	500,000	500,000		2,500,000
Other							0
Total							0

Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	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 Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	500,000	500,000	500,000	500,000	500,000	0	2,500,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

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	
Collections and Distribution	Continued rehabilitation of sewer system assets will strengthen infrastructure. May see a reduction in future repair costs for the asset in question.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721

Project Title: Gum Fork Lift Station Improvements

PROJECT DESCRIPTION: Gum Fork Lift Station Improvements



PROJECT JUSTIFICATION: Gum Fork lift station is the last remaining underground unit that the City maintains. It requires special entry procedures to be followed when maintenance take place. In addition, there are a number of issues (electrical, ease of maintenance, increasing the type of pumps that can be used) that need to be addressed with the station that conversion to a submersible system would correct.

Externally Mandated: Y or N Growth Y or N Service Y or N

IMPACT IF CANCELLED OR DELAYED: Repairs will be made to the existing station. Those costs will be stranded when the lift station is replaced.

PROJECTED STATUS as of JUNE 30, 2019

PROJECTED DATES:

2019 Appropriation:	\$0	Projected Begin:	7/1/2019
Current Budget Amt:	\$250,000	Est. Completion:	6/30/2020
Total Expenditures:	\$0		
Projected Balance:	\$250,000		

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	250,000						250,000
Other							0
Total	250,000	0	0	0	0	0	250,000

Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund							0
Utility Fund	250,000						250,000
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
Total	250,000	0	0	0	0	0	250,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

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	
Collection and Distribution	This project will give us the ability to plan for future capacity based on growth at CCEP, the airport, and the Moncure Megasite.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Carthage sewer line relocation - Fire Tower to Wicker

PROJECT DESCRIPTION: Relocation of City water and sewer infrastructure due to U-5709, DOT improvements to Carthage Street from Firetower to Wicker.



PROJECT JUSTIFICATION: This is required as part of the encroachment agreement between the City and DOT.

Externally Mandated: Y or N **Growth:** Y or N **Service:** Y or N

IMPACT IF CANCELLED OR DELAYED: Not an option on the City's part as this is required as part of the DOT project.

PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$0		Projected Begin:	7/1/2019		
Current Budget Amt:	\$50,000			Est. Completion:	6/30/2021		
Total Expenditures:	\$0						
Projected Balance:	\$50,000						

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	50,000	250,000					300,000
Other							0
Total	50,000	250,000	0	0	0	0	300,000

Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund							0
Utility Fund	50,000	250,000					300,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	50,000	250,000	0	0	0	0	300,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

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	
Collections and Distribution	This project changes the time frame when the line would need to be rehabilitated, therefore, savings realized in the operating budget for future years.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Street Resurfacing

PROJECT DESCRIPTION: Rehabilitation of identified sections of City Streets



PROJECT JUSTIFICATION: The City maintains approximately 135 miles of roads. The road structure wears out over time which requires some form of rehabilitation.

Externally Mandated:	Y or N	Growth	Y or N	Service	Y or N		
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IMPACT IF CANCELLED OR DELAYED: A road in good condition deteriorates slowly until a critical point is reached. Once that happens, deterioration occurs quickly. The intent of the rehabilitation project is to rehabilitate the roads before they reach that critical point otherwise the cost of work goes up significantly.

PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$575,000		Projected Begin:	7/1/2019		
Current Budget Amt:	\$575,000			Est. Completion:	6/30/2020		
Total Expenditures:	\$0						
Projected Balance:	\$575,000						

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	575,000	575,000	575,000	575,000	575,000		2,875,000
Other							0
Total	575,000	575,000	575,000	575,000	575,000	0	2,875,000

Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
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 Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	575,000	575,000	575,000	575,000	575,000	0	2,875,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

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	
Transportation	May reduce the cost of claims to the city.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Hill Ave Bridge Repairs					
PROJECT DESCRIPTION: Hill Ave Bridge Repairs							
PROJECT JUSTIFICATION: Hill Avenue bridge is inspected every two years. The last inspection found issues that will need to be addressed to maintain and protect the structural integrity of the asset. A second inspection is schedule for the fall of 2019 after which corrective action will need to be taken.							
Externally Mandated:	Y or N	Growth	Y or N	Service	Y or N		
IMPACT IF CANCELLED OR DELAYED: Status of repairwork must be reported to DOT. If the repairs are delayed more costly repairs will be necessary in the future.							
PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$0			Projected Begin:	7/1/2019	
Current Budget Amt:	\$360,000				Est. Completion:	6/30/2020	
Total Expenditures:	\$0						
Projected Balance:	\$360,000						
Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	360,000						360,000
Other							0
Total	360,000	0	0	0	0	0	360,000
Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund	360,000						360,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	360,000	0	0	0	0	0	360,000
Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
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							
Transportation	Will reduce future repair costs.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2019-2024
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Sidewalk Rehabilitation
PROJECT DESCRIPTION: Rehabilitation of City sidewalks. PROJECT JUSTIFICATION: Over time due to wear and tear and extraneous events, sidewalks require maintenance and repair to minimize safety hazards for the pedestrians that utilize them.		

Externally Mandated:	Y or N	Growth	Y or N	Service	Y or N		
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IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed

PROJECTED STATUS as of JUNE 30, 2019:				PROJECTED DATES:			
2019 Appropriation:		\$25,000		Projected Begin:	7/1/2019		
Current Budget Amt:	\$70,000			Est. Completion:	6/30/2020		
Total Expenditures:	\$0						
Projected Balance:	\$70,000						

Appro/Expenditure Plan	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	70,000	100,000	100,000	100,000	100,000		470,000
Other							0
Total						0	

Financing Plan (to be completed by Finance Dept.)	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
General Fund	70,000	100,000	100,000	100,000	100,000		470,000
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
Total	70,000	100,000	100,000	100,000	100,000	0	470,000

Operating Budget Impact	2019-20	2020-21	2021-22	2022-23	2023-24	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0

Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).	
List	
Department/Division Impacted	Explanation: How & Why
Transportation	Possibly reduce trip and fall lawsuits.

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, 2018
SPECIAL REVENUES				
Community Development				
Revenues	1,192,393	556,370	1,022,591	1,578,961
Expenditures	1,234,893	527,128	434,237	961,365
Other financing sources (uses)	42,500	46,500	(4,000)	42,500
Project Fund Balance				<u>\$ 660,096</u>
GENERAL FUND CAPITAL PROJECTS				
Sidewalk / Greenway / Streetscape / Parks				
Revenues	372,000	-	-	-
Other financing sources (uses)	860,031	154,441	705,590	860,031
Expenditures	1,232,031	218,294	342,262	560,556
Project Fund Balance				<u>\$ 299,475</u>
UTILITY CAPITAL PROJECTS				
Water & Sewer Capital Improvements				
Revenues	9,407,270	986,050	49,983	1,036,033
Other financing sources	10,659,190	67,497	9,798,964	9,866,461
Expenditures	20,066,460	4,036,449	1,404,518	5,440,967
Project Fund Balance				<u>\$ 5,461,527</u>

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**2019-2020
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
GOVERNING BODY (9)		
Mayor	1	*
City Council Members	7	*
City Clerk/Asst. to City Manager	1	\$50,793 - \$83,808
DEPARTMENT OF ADMINISTRATION (4)		
City Manager	1	*
Deputy City Clerk	1	\$37,759 - \$62,302
Public Information Officer/Grant Writer	1	\$50,793 - \$83,808
Management Analyst	1	\$56,068 - \$92,511
DEPARTMENT OF HUMAN RESOURCES (5)		
<i>HUMAN RESOURCES</i>		
Human Resources/Risk Mgmt. Director	1	\$75,396 - \$124,404
Human Resources Analyst	1	\$46,010 - \$75,916
Human Resources Assistant	1	\$37,759 - \$62,302
Receptionist	1	\$28,078 - \$46,329
<i>RISK MANAGEMENT</i>		
Risk Management Officer	1	\$53,366 - \$88,054
DEPARTMENT OF LEGAL (2)		
City Attorney	1	\$83,456 - \$137,356
Paralegal	1	\$39,683 - \$65,476
DEPARTMENT OF COMMUNITY DEVELOPMENT (23)		
<i>COMMUNITY DEVELOPMENT</i>		
Comm. Development Director	1	\$83,456 - \$137,356
Asst. Comm. Dev. Director	1	\$65,033 - \$107,305
Administrative Assistant I	1	\$34,222 - \$56,466
Comm. Development Manager	1	\$61,900 - \$102,135
Zoning Administrator	1	\$61,900 - \$102,135
Senior Planner / Long Range	1	\$61,900 - \$102,135
Planner II	1	\$53,366 - \$88,054
Planner I	2	\$48,340 - \$79,761
Planning Technician	1	\$41,701 - \$68,807
Administrative Assistant III	1	\$41,701 - \$68,807

* Amount is established and set by the City Council on a year to year basis.

**2019-2020
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (23)		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$61,900 - \$102,135
Building Inspector II	1	\$48,340 - \$79,761
Building Inspector I	3	\$46,010 - \$75,916
Administrative Assistant II	1	\$37,759 - \$62,302
Administrative Assistant I	1	\$34,222 - \$56,466
<i>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</i>		
Code Enforcement Supervisor	1	\$50,793 - \$83,808
Code Enforcement Officer	2	\$43,811 - \$72,287
Staff Assistant	1	\$30,996 - \$51,144
<i>COMMUNITY ENHANCEMENT –PLANNING/HPC</i>		
Planner II	1	\$53,366 - \$88,054
DEPARTMENT OF INFORMATION TECHNOLOGY (3)		
Information Technology Director	1	\$75,396 - \$124,404
Program Analyst/Webmaster	2	\$53,366 - \$88,054
SANFORD GOLF COURSE (6)		
Golf Course Manager	1	\$65,033 - \$107,305
Golf Course Superintendent	1	\$53,366 - \$88,054
Asst. Golf Course Manager	1	\$43,811 - \$72,287
Lead Turfgrass Technician	1	\$34,222 - \$56,466
Turfgrass Technician	2	\$30,996 - \$51,144

**2019-2020
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF POLICE (110)		
Chief of Police	1	\$83,456 - \$137,356
Assistant Chief	1	\$68,323 - \$112,733
Administrative Assistant II	1	\$37,759 - \$62,302
Administrative Assistant I	1	\$34,222 - \$56,466
Police Records Supervisor	1	\$41,701 - \$68,807
Records Clerk	1	\$34,222 - \$56,466
Patrol Major	1	\$65,033 - \$107,305
Internal Affairs / Training Officer	1	\$58,920 - \$97,219
Patrol Captain	8	\$56,068 - \$92,511
Sergeant	8	\$48,340 - \$79,761
Detective	10	\$46,010 - \$75,916
Narcotics Agent	4	\$46,010 - \$75,916
Police Officer III	37	\$43,811 - \$72,287
Police Officer II	4	\$41,701 - \$68,807
Police Officer I	10	\$39,683 - \$65,476
Telecomm. Supervisor	1	\$43,811 - \$72,287
Lead Telecommunicator	4	\$39,683 - \$65,476
Telecommunicator	12	\$35,968 - \$59,348
Receptionist	4	\$28,078 - \$46,329
DEPARTMENT OF FIRE (54)		
Chief	1	\$79,213 - \$130,701
Deputy Fire Chief / Fire Marshal	1	\$65,033 - \$107,305
Battalion Commander	3	\$56,068 - \$92,511
Deputy Fire Marshal	1	\$53,366 - \$88,054
Administrative Assistant II	1	\$34,222 - \$56,466
Company Captain	10	\$48,340 - \$79,761
Firefighter III	17	\$41,701 - \$68,807
Fire Field Technician II	1	\$48,340 - \$79,761
Fire Inspector	1	Part-time
Firefighter III/Driver Operator	9	\$41,701 - \$68,807
Firefighter II	2	\$39,683 - \$65,476
Firefighter I	7	\$37,759 - \$62,302

2019-2020

DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF FINANCIAL SERVICES (21)		
	<i>FINANCE</i>	
Director of Financial Services	1	\$83,456 - \$137,356
Financial Services Supervisor	1	\$58,920 - \$97,219
Financial Services Support Assistant	1	\$34,222 - \$56,466
Accountant I	1	\$43,811 - \$72,287
Accountant II	1	\$48,340 - \$79,761
Senior Budget Analyst	1	\$50,793 - \$83,808
Accounting Technician	2	\$34,222 - \$56,466
Financial Services Support Specialist	1	\$50,793 - \$83,808
	<i>UTILITY FUND ADMINISTRATION</i>	
Customer Service Manager	1	\$56,068 - \$92,511
Assistant Customer Service Manager	1	\$50,793 - \$83,808
Senior Accountant	1	\$48,340 - \$79,761
Contract / Purchasing Specialist	1	\$50,793 - \$83,808
Customer Service Representative	4	\$30,996 - \$51,144
Customer Service Representative	1	Part-time
Senior Customer Service Represent.	1	\$34,222 - \$56,466
Customer Service Specialist	1	\$34,222 - \$56,466
Customer Service Billing Specialist	1	\$41,701 - \$68,807

**2019-2020
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS (137)		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$87,433 - \$144,264
Public Works Manager	1	\$75,396 - \$124,404
Public Works Administrator	1	\$50,793 - \$83,808
Public Works Safety Officer	1	\$43,811 - \$72,287
Administrative Assistant I	1	\$34,222 - \$56,466
<i>STREET</i>		
Administrator	½	\$61,900 - \$102,135
Crew Supervisor I	3	\$37,759 - \$62,302
Equipment Operator III	1	\$34,222 - \$56,466
Equipment Operator II	3	\$30,996 - \$51,144
Maintenance Worker II	7	\$29,504 - \$48,682
Lead Maintenance Worker	2	\$30,996 - \$51,144
Traffic Services Technician	1	\$35,968 - \$59,348
<i>SOLID WASTE</i>		
Administrator	½	\$61,900 - \$102,135
Crew Supervisor I	2	\$37,759 - \$62,302
Equipment Operator II	8	\$30,996 - \$51,144
Equipment Operator I	2	\$29,504 - \$48,682
Lead Maintenance Worker / Graffiti	1	\$30,996 - \$51,144
Maintenance Worker II	3	\$29,504 - \$48,682
Compost Facility Operator	1	\$30,996 - \$51,144
Coordinator	1	\$48,340 - \$79,761
<i>HORTICULTURE</i>		
Horticulturist	1	\$48,340 - \$79,761
Lead Groundskeeper	2	\$30,996 - \$51,144
Groundskeeper II	1	\$29,504 - \$48,682
Groundskeeper I	2	\$28,078 - \$46,329

2019-2020
DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (137)		
<i>WATER FILTRATION</i>		
Water Filtration Administrator	1	\$61,900 - \$102,135
Chief Operator	1	\$43,811 - \$72,287
Operator III	4	\$37,759 - \$62,302
Operator II	1	\$34,222 - \$56,466
Operator I	1	\$34,222 - \$56,466
Utility Mechanic II	1	\$37,759 - \$62,302
Lab Supervisor	1	\$50,793 - \$83,808
Lab Technician II	1	\$41,701 - \$68,807
<i>WATER RECLAMATION</i>		
Water Reclamation Administrator	1	\$61,900 - \$102,135
Chief Operator	1	\$43,811 - \$72,287
Pretreatment Coordinator	1	\$46,010 - \$75,916
Lab Supervisor	1	\$50,793 - \$83,808
Lab Assistant II	1	\$35,968 - \$59,348
Utility Mechanic II	1	\$39,683 - \$65,476
Utility Mechanic I	1	\$37,759 - \$62,302
Operator III	3	\$37,759 - \$62,302
Operator II	2	\$34,222 - \$56,466
Operator I	1	\$34,222 - \$56,466
<i>WAREHOUSE</i>		
Maintenance/Inventory Tech.	1	\$34,222 - \$56,466
<i>PUBLIC BUILDING</i>		
Administrator	½	\$61,900 - \$102,135
Facilities Maintenance Technician	1	\$34,222 - \$56,466
Administrative Assistant I	1	\$34,222 - \$56,466
<i>PARKS</i>		
Administrator	1	\$61,900 - \$102,135
Park Technician	1	\$41,701 - \$68,807
Park Attendant	2	\$30,996 - \$51,144

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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

SUBJECT	EFFECTIVE DATE	NUMBER
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 18-19 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 110 commercial permits valued at \$47 million.
- ◇ Issued 480 residential permits.

Fire

- ◇ The department continued the smoke detector program where we are canvassing neighborhoods where the City has had fatalities over the past few years.
- ◇ Placed a new fire engine in service.
- ◇ Installed washer / extractors and dryers at all three fire stations.
- ◇ Equipped all personnel with two sets of structural firefighting turnout gear.
- ◇ Replaced all beds in the captain's area at No. 2 Fire Station with murphy beds.
- ◇ Continued 5-year replacement of turnout gear (NFPA).

Risk Management

- ◇ Investigated 40 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 20 workers' compensation claims.
- ◇ Audited the City's HAZCOM program for all departments covering 700 chemicals.
- ◇ Conducted twenty-five job site and / or facility inspections.
- ◇ Conducted eight safety or risk management related classes held at the department level including active shooter, proper use of AED, and personal protective equipment.
- ◇ At the city manager's direction, investigated the appropriate level of coverage for cyber security insurance and made recommendations for consideration concerning insurance and procedures for protecting the City.
- ◇ Researched and recommended a consultant to assist with the city's self-assessment program; held a public forum; and assisted departments in developing an ADA transition plan and correcting audit deficiencies.
- ◇ Completed all necessary OSHA reporting forms.

PLANNING AND ZONING

Code Enforcement

- ◇ Focused increase in commercial maintenance, 53 cases; minimum housing, 123 cases; and miscellaneous, 53 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 7th Street / Temple Field area in the spring of 2019.
- ◇ 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

- ◇ Downtown Sanford, Inc. (DSI)
 - Continued to work with City officials to explore options to improve public parking in downtown
 - Worked with City officials to explore ways to improve safety – discussions lead to solution of funding an off-duty police officer to patrol the downtown area
 - Continue to work with local City and County officials to seek redevelopment / adaptive reuse of 513 Wicker Street (old tobacco warehouse)
- ◇ Public Art Initiative - As part of the Murals Agricultural History and Bringing the ARTS Together, completed projects include:
 - Tobacco Mural
 - DREAM Mural in Jonesboro
 - Downtown Ghost Sign Restoration (Sanford Business College, Snowdrift, Lee Furniture Co.)
 - Downtown Scavenger Hunt (Installation of 12 bronze trains with passports to be given out to find the trains)
 - Depot Park – Growing Volunteer Sculpture
- ◇ Worked with local official, TARPO and NCDOT for project submittals for the draft 2020-2029 Statewide Transportation Improvement Program (STIP)
- ◇ Started development of Comprehensive Transportation Improvement Plan (CTP). This project will be a multi-year program.
- ◇ Continued installation of wayfinding signs including information kiosks and directional signage at key entry points throughout the City.
- ◇ Staff is working with the owners of Kendale Shopping Center regarding redevelopment of and possible adaptive re-use of the middle portion of the dilapidated shopping center.
- ◇ Reviewed 58 Historic Preservation cases – 16 majors and 42 minors, 4 violations addressed and remedied.

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.
- ◇ Recycled 22 tons of electronic waste and 1,911 tons of residential household waste.
- ◇ Collected 11.5 million pounds of leaves and limbs.

Street

- ◇ 2,456 tons of asphalt were installed for patching; 1,490 cubic feet of concrete were installed for curb, gutter, and sidewalk apron work; and installed 256 feet of driveway pipe.
- ◇ Created, placed, and installed 348 signs throughout the city.
- ◇ Hired contractor to excavate and repair a very large storm drain junction box on Wicker Street and raised several storm system manholes for clean and camera purposes.

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.

Warehouse

- ◇ Continue to consistently maintain a sufficient inventory of parts / supplies at low cost for all operational departments.

Horticulture

- ◇ Mulched and pruned all downtown Sanford streetscape for a complete spruce up as well as downtown planters spruced up with annuals.
- ◇ Incorporated new annuals in traffic island beds.
- ◇ Traffic island turf was transitioned from fescue turf to bermuda turf.
- ◇ Re-landscaped Highway 87 sign and traffic circle roundabouts at 15/501 Highway.

UTILITIES

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-three consecutive years with no loss time accidents.

- ◇ The Water Filtration Plant treated 2.7 billion gallons of water.
- ◇ The laboratory processed over six-hundred bacteriological samples throughout the distribution system, all six-hundred samples documented zero bacteriological contamination.
- ◇ 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 resulting in a higher quality product for our customers.

Water Reclamation

- ◇ Maintained laboratory certification.
- ◇ Land applied 132 dry tons of sludge.
- ◇ Treated 2.4 billion gallons of wastewater.
- ◇ Used 2.8 million gallons of reclaimed water.
- ◇ Sampled 11 industries semi-annually to ensure compliance with pretreatment program.
- ◇ Disposed of 122,493 wet tons to landfill.
- ◇ Hired and certified new operator due to retirement.
- ◇ Collected over 1,800 samples to ensure compliance.

Distribution and Collection

- ◇ Maintained 585 miles of distribution lines, 212 hydrants, and 236 miles of collection system.
- ◇ Repaired 46 major water lines and 6 minor water lines.
- ◇ Made 103 new water taps and 51 water retaps.
- ◇ Made 16 new 4” sewer taps
- ◇ Installed 90 new water meters and replaced 1,713 old meters.
- ◇ Tested 41 large water meters and 4 small water meters.
- ◇ Read 239,998 water meters.
- ◇ Inspected 48 city owned backflow devices and 1,064 privately owned backflow devices.
- ◇ Removed 993,259 gallons of grease containing fluids and inspected 126 grease traps.
- ◇ Inspected 8 valves.

FINANCIAL PLANNING

Utility Fund Administration

- ◇ New cubicles installed to allow staff better customer service.
- ◇ New Paymentus web portal installed.
- ◇ Installation of alarms at each customer service representative’s desk.
- ◇ Hispanic personnel hired to assist with communication.
- ◇ Incorporated outside training in debt setoff and collections for customer service staff; also meter equipment training with Utility Coordinator.
- ◇ Utilized Tyler Notify, an auto-dialer system to notify customers of past-due bills, bad weather, notifications, and cutoffs.
- ◇ Ability to use the Assessment software through Munis.
- ◇ \$20,917 was collected in outstanding bills, ordinance violations, and judgments through Debt Setoff Program.
- ◇ \$1,421 was collected from outside collections agency (Online Utilities).
- ◇ \$44,457 payments were collected online and \$41,340 payments were collected through the lockbox.

Finance

- ◇ Received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers’ Association for the city’s June 30, 2018 Comprehensive Annual Financial Report; this is the 38th 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, 2019; this is the 33rd 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

- ◇ Created a Sister City relationship with Atizapan de Zaragzoa, Mexico
- ◇ Continued the Sanford Citizens Academy and Youth Academy
- ◇ Completed renovation and expansion of Kiwanis Family Park and splashpad
- ◇ Created an Opioid Commission
- ◇ Created a Non-Profit organization – Friends of Sanford, Inc.
- ◇ Work with SAGA to bring in two major companies to the Central Carolina Enterprise Park
- ◇ Received Mobi Award from NCDOT for Downtown Sanford Streetscape Improvements
- ◇ Legislation passed for removal of restriction on voluntary annexation.
- ◇ Continued S3 Housing Connect initiatives

Information Technology

- ◇ Replaced the primary and secondary 911 CAD servers for optimal performance.
- ◇ Updated the city e-mail system for increased functionality for mobile phones and mobile devices.
- ◇ Continued to enhance the city website www.sanfordnc.net by enabling new features and improving graphics.
- ◇ Made improvements to the police department body camera system.
- ◇ Obtained a state grant for operation of the Government Access Channel Sanford TV 191.
- ◇ Installed several computer systems and printers at city hall, the police department, and the public works service center.
- ◇ Replaced the Police to Citizens Server to provide online accident and arrest information.
- ◇ Purchased and distributed 50 systems for the 2018 Employee Computer Purchase Program.
- ◇ Updated desktop computers at Central Fire Station, Fire Station #2, and Fire Station #3.
- ◇ Upgraded software in 911 dispatch and updated computer systems in police cars.
- ◇ Replaced an archive file server for the city local area network.
- ◇ Installed several new computer systems at the Waste Water Treatment Plant.
- ◇ Upgraded network managed anti-virus system.
- ◇ Installed new battery backup systems for power surges and outages.
- ◇ Installed an interactive computer projection system in the police training room.
- ◇ Maintained a network of copiers located in six buildings.
- ◇ Replaced computers at Sanford Municipal Golf Course.
- ◇ Upgraded GIS software for the engineering department.
- ◇ Improved processes to provide electronic agendas and budgets to tablet computers
- ◇ Performed several performance enhancements to the wireless network.
- ◇ Produced the video that helped the City win the 2018 National Night Out award as well as creating several informational videos for city services on Sanford TV191 and the website.
- ◇ Installed new Toughbook laptops in fire trucks.
- ◇ Enhanced city intranet for employees to stay connected with Human Resources and Risk Management information.
- ◇ Installed new computers and printers on three floors of the Buggy Factory for the Planning and Development department.
- ◇ 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 96.5%; a decrease from 101.29 for plan year 2017-2018. Claim costs increased approximately \$76,000 from plan year 2017-2018.
- ◇ A rate increase of 10% for plan year 2019-2020 was recommended to cover expected medical claims, administrative, stop loss, health care reform, and wellness program initiative costs. Increase felt on the employer funding side; no increase in dependent premiums. Successfully re-negotiated a 31.9% decrease in the administrative fee and a 4.8% increase in the stop-loss fee for an annual savings of approximately \$36,000. 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 2019-20 plan year.
- ◇ Re-negotiated voluntary dental rates for all plans resulting in a 5% increase for 2019-20 plan year.
- ◇ Wellness Program continues to be successful. The committee sponsored more activities; however, our participation level decreased. In an effort to increase awareness and improve communication, the committee developed and introduced a Facebook page during the fiscal year. The committee also received approval to introduce "wellness minutes" which allows employees some dedicated time for wellness / physical activities during the workday.
- ◇ New waist incentive (biometric screening) program introduced in January 2019 with 55.5% employee participation rate. New hypertension program introduced to employees with a start date of July 1, 2019.
- ◇ Coordinated successful flu shot program.
- ◇ Recruited, hired, conducted new employee orientation, and processed 37 new employees; processed 4 new council / board / commission members; and processed 44 employee promotions.
- ◇ Increase in employee turnover rate from 6.83% to 9.88% for calendar year 18-19. Thirty-three full time employees separated during the fiscal year. Excluding retirees, the turnover rate is 4.21%, up from 2.98% in prior year.
- ◇ Assisted the Management Analyst by providing benefits and pay information for employees to be reported to FEMA for hurricane disaster reimbursement.

RECREATION

Golf

- ◇ The Sanford Municipal Golf Course held the 43rd Annual Brick Capital Classic Golf Tournament

Parks

- ◇ Began construction of new splash pad, playground, parking lot, shelters, and ½ mile walking trail at Kiwanis Park.
- ◇ Assumed management responsibility for Depot Park and other neighborhood parks throughout the city to include MLK Memorial and Endor Greenway.

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