

CITY OF SANFORD

Popular Annual Financial Report

FOR FISCAL YEAR
ENDING JUNE 30,

2020

SANFORD
NORTH CAROLINA

Providing transparency about the City of Sanford's financial operations.

The Popular Annual Financial Report provides residents and other interested parties with an overview of the City of Sanford's financial results. This report is prepared to increase awareness and provide transparency about the City's financial operations.

The financial information provided here is obtained from the audited financial statements in the City's Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2019-20. The CAFR is audited by Joyce and Company, CPA and has received an unmodified or "clean" opinion.

The Popular Annual Financial Report is not an audited document and it does not include details by fund or component unit, nor does it include the other disclosures required by generally accepted accounting principles (GAAP).

This report is designed to provide a summary of the City's overall financial condition in a user-friendly format and to serve as a supplement to the CAFR – not as a replacement.

To view the CAFR, visit our website at sanfordnc.net/cafr. To access all City of Sanford financial reports, visit www.sanfordnc.net and search "finance."

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PARKS

See how the City of Sanford has changed the face of parks and recreation in Sanford.

Pages 10-11

MANAGER'S MESSAGE

OUR CITY is in a period of growth, thanks in large part to our Sanford City Council's unified vision for a modern, progressive city.

Each year, the City of Sanford's budget reflects the four strategic objectives Council has identified: create jobs, develop a sense of place, install community pride, and establish Sanford as a destination.

Fiscal Year 2019-20 was marked by the challenges brought by the coronavirus pandemic and its continuing impact on our community, state, and country.

However, the City as a whole has still financially improved from the previous year. Some examples include:

- ◆ Property tax revenues increased due to growth in valuations and stable tax collection rates.
- ◆ Commercial and residential development continues to grow.
- ◆ Sales tax revenue continues to grow despite government shut downs within our state.

These are unprecedented times in our City but we are continuing to keep Council's goals moving forward while maintaining fiscal and financial stability.

In this report, you will see many of the ways — both big and small — that Council's vision has taken shape, from investments in public art to engaging citizens in local government to welcoming new industry.

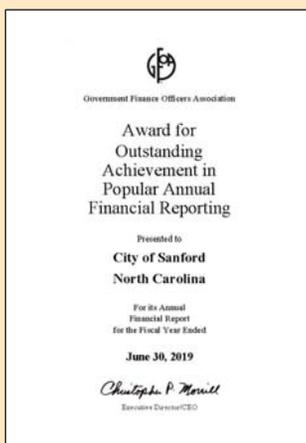
The City of Sanford takes great pride in what we've accomplished even through a pandemic and time of uncertainties. We hope this report gives you a better understanding of how each decision aligned with one overarching goal: to improve the lives of citizens.



Sincerely

Hal Hegwer

BUDGET & FINANCE AWARDS



THE CITY OF SANFORD'S Comprehensive Annual Financial Report (CAFR) has won the Government Finance Officers Association of the United States and Canada (GFOA) award for 39 consecutive years. For the last 34 consecutive years, the City has received the GFOA award for Distinguished Budget Presentation.

To earn these awards, the City must produce an easily readable and efficiently organized budget and CAFR whose contents conform to program standards. Such reports must satisfy both generally accepted accounting principles and accepted legal requirements.

The Popular Annual Financial Report has received the award for Outstanding Achievement for five consecutive years.



Sanford was named the best city in North Carolina to live on \$50,000, according to GOBankingRates. The company compared cities with a median income between \$45,000 and \$50,000.

- ◆ **AWARDED BEST ADAPTIVE** Reuse Project by North Carolina Main Street for La Dolce Vita Pizzeria.
- ◆ Awarded \$10,000 grant from the Duke Energy Foundation for the Sanford Fire Department to purchase new personal flotation devices for safer, more efficient water rescues.
- ◆ Named one of the most budget-friendly cities in the country for homeowners with a mortgage by LendEDU based on the percentage of houses where the mortgage costs 30 percent or more of the household income.
- ◆ Awarded second place for National Night Out for the 15,000-50,000 population category and best in the state across all categories by the National Association of Town Watch.
- ◆ Named a Tree City USA by the Arbor Day Foundation for the eighth consecutive year.

Principal Employers

(in order of ranking)

Lee County Schools
Caterpillar, Inc.
Pilgrims Pride Corporation
Kelly Services, Inc.
Central Carolina Community College
Pentair Water Pool & Spa, Inc.
County of Lee
Coty
Frontier Spinning Mills, Inc.
Central Carolina Hospital

Principal Property Taxpayers

(in order of ranking)

Frontier Spinning Mills, Inc.
Coty
Simpson & Simpson
Magneti Marelli USA, Inc.
Moen
Static Control Components, Inc.
Central Carolina Hospital/AMISUB
Southpark Village, LLC
Tyson
Pentair Water Pool & Spa, Inc.

MUNICIPAL TAX

THE CITY OF SANFORD'S tax rate for Fiscal Year 2019-20 is \$0.60 per \$100 assessed valuation, which is revenue neutral. The City was able to reduce the tax rate by \$0.02 from FY 2018-19 due to increased property values following Lee County's reappraisal process.

Sanford City Council approved an increase in the annual sanitation fee by \$45 per residence, resulting from an increase in the cost of recycling services. This change increased the sanitation fee from \$225 to \$270 per household annually.

OUR CITY



GREEN SPACES

The City of Sanford owns and maintains nine green spaces within the city limits. Of those, there are:

- 8 parks
- 1 greenway

More greenways were scheduled for construction in FY 2020-21, but they have been put on hold.

INCORPORATED IN 1874, Sanford has seen steady growth. In the late 1950s, the city's population was approximately 10,000. The city's current population is approximately 30,000 residents and growing.

Centered in the heart of North Carolina, Sanford offers residents and visitors a unique blend of small town charm and big city amenities. Our city boasts an active, energized downtown complemented by lush natural resources and a thriving community.

Whether relaxing, playing, or working, Sanford offers a high quality, well centered way of life.



CITY LIMITS
28.65 sq mi



HOME VALUE
\$142,200



MEDIAN AGE
34



POPULATION
30,085



AVG INCOME
\$46,915



UNEMPLOYMENT
8.8%

CIVIC ENGAGEMENT

THE CITY OF SANFORD and the Visit Sanford Tourism Development Authority granted \$4,150 to the Sanford Appearance Commission to join Otocast, an app that helps visitors and residents find public art.

Otocast is an audio guide to local art that features artist commentary, videos, and photographs. Each of Sanford's works of public art are included. The app even shows the art on a map so that users can easily move from location to location.

Otocast is GPS activated so those using it in the area can choose either a work of art or a location throughout Sanford, and the app routes them to the right place. This interactive experience grows as the public art program grows, making it seamless for users as more pieces are added.

The app is available for free download for Apple and Android devices. For more information or direct links, visit our website at www.sanfordnc.net/art.

SIGNIFICANT EVENTS



THE CITY OF SANFORD signed a Memorandum of Understanding to complete its Sister City relationship with Atizapán de Zaragoza, Mexico. The signing was held after the Festival Latino, which featured traditional folklore dancers who traveled from Atizapán for the event. Treasury Secretary Fernando Reyna signed on behalf of Atizapán's Presidenta Ruth Olvera. This is Sanford's second Sister City.



Upon the Sanford/Lee County Planning Board's recommendation, Sanford City Council voted to rezone a parcel of land from industrial to residential to pave the way for Galvin's Ridge, a 420-acre, 1,000-home subdivision. The project

is expected to increase the City's revenue base while also attracting new businesses.



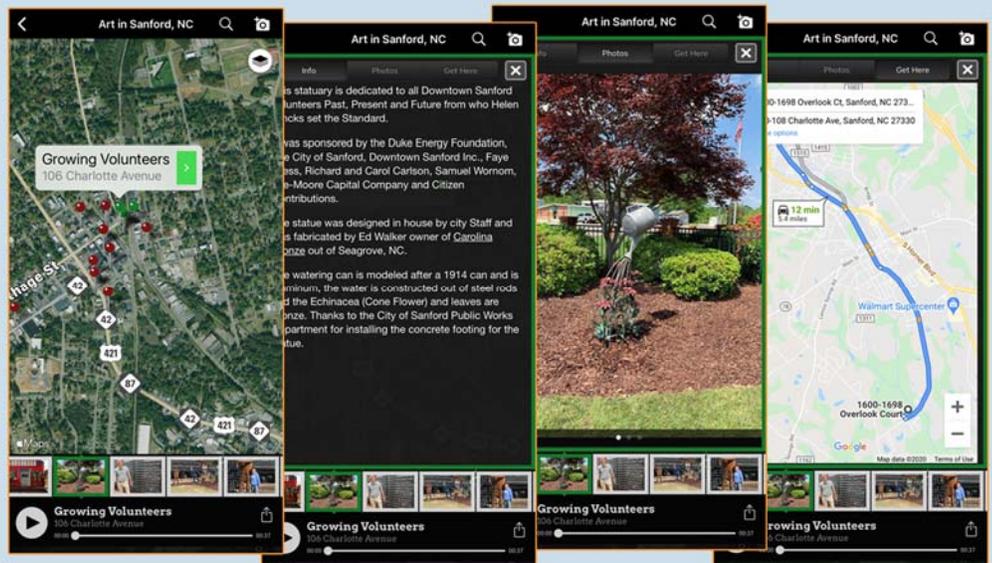
Sanford City Council funded a revision of the Sanford/Lee County Unified Development Ordinance's design guidelines for residential developments. The new guide complements the land use plan and focuses on smart growth that includes walkable neighborhoods with lasting character and amenities. Completion is anticipated for spring 2021. The next step will be updates to the current standards for commercial and industrial development.



The City of Sanford expanded its range of payment options for water and sewer bills. Automated phone payments are now offered through a contract with Paymentus. Customers can also use the system to receive account balance updates. Additionally, the City joined the CheckFree Pay system to allow customers to make payments at locations throughout Sanford's city limits.

"The Otocast app enriches the diverse and growing arts experience in Sanford by sharing the all-important backstory of each piece and its artist."

Mayor Chet Mann



COMMUNITY SUPPORT

THE CITY OF SANFORD created the “Sanford Cares” Community Assistance & Relief Emergency Support program in Fiscal Year 2016-17 to allow utility customers to contribute toward an emergency relief fund to help struggling residents pay their water and sewer bills.



From July 1, 2019 through June 30, 2020, Sanford Cares collected \$938 in one-time contributions from customers. Additionally, the program collected \$8,608 from the customers who have opted to either round up their monthly bill or donate a fixed amount each month. Since inception, the program has raised \$21,837 for emergent utility needs.

Sanford Cares is administered by Johnston-Lee-Harnett Community Action, a private, nonprofit agency. For FY 2017-18, the agency helped residents with \$2,123 in water and sewer bills. For FY 2018-19, that number rose to \$4,611. For FY 2019-20, the amount decreased to \$3,342, bringing the total amount paid out to \$10,077.

ECONOMIC DEVELOPMENT

THE CITY OF SANFORD and Lee County Government worked with the Sanford Area Growth Alliance to recruit several new companies to the region in FY 2019-20.

Bharat Forge America, Inc.

City and County officials inked a deal with Bharat Forge America, Inc., a subsidiary of Kalyani Group, that promises more than 450 jobs and \$170 million in investment.

Sanford’s skilled workforce was part of the appeal for Bharat Forge. The operation is slated to open in 2021 and offer an average wage of \$47,000.

Audentes Therapeutics, Inc.

Audentes Therapeutics, Inc., an Astellas Company, was drawn to Sanford by the existing shell building, which was budgeted in FY 2018-19, and a competitive incentive package.

The gene therapy manufacturer will bring 209

jobs to Sanford with an average salary of \$83,900 – double the average salary for our community.

Through6

Through6, an on-demand, full cut and sew vertical manufacturer specializing in innovative sublimation and DTG apparel, announced it will open a new facility in Lee County.

The company plans to locate the operation in phases, with total employment of 160 jobs and \$2 million in capital investment.





THE CITY OF SANFORD Appearance Commission added several new works of public art to its stable in FY 2019-20.



Muralist Chris Dalton completed two installations for Charlie Watson Lane in downtown Sanford, funded jointly by the City of Sanford and Downtown Sanford, Inc. The first is Wings, an interactive mural featuring multi-color butterflies. The second is Caterpillar, Sanford's third three-dimensional installation, which compliments Wings.



The Appearance Commission worked with metal fabricator Jeff Buchanan on a Locks of Love sculpture, funded by the City of Sanford. The sculpture is located in Kiwanis Family Park and offers park guests the opportunity to attach a lock to symbolize their love, whether that's for each other, for family, or for the community.



Jason Morris Creations created four found-art sculptures that tie into Sanford's railroad history. The sculptures are located in Depot Park adjacent to the No. 12 Locomotive. The pieces were commissioned by the City of Sanford Appearance Commission using the City's Public Arts Fund, which is supported by a \$40,000 grant from the North Carolina legislature and a match by the Sanford City Council.

INNOVATION

TO BETTER SERVE ITS customers, the City of Sanford partnered with Victoria Forms to offer online applications for water and sewer services.

Previously, customers were required to visit in-person to complete water and sewer service requests. They also had to visit in-person to request a hydrant meter and to apply for water/sewer taps, meter sets, and sewer cleanouts.

With the new partnership, customers are able to apply for all water and sewer services online. The

forms allow them to complete the entire process, including submitting all required documentation and paying deposits, from anywhere.

While the Victoria Forms partnership began before the coronavirus pandemic, it became crucial due to the public health crisis.

"We started with only utility services, but expanded to include engineering services to help protect both our employees and our customers," says Financial Services Director Beth Kelly.

PARKS & RECREATION

CITY OF SANFORD VOTERS approved \$2 million in Parks and Recreation Bonds in the 2013 Bond Referendum. The item passed widely with 56 percent of the vote.

The City of Sanford partnered with Lee County Government to redevelop Kiwanis Family Park, a heavily used green space located just off U.S. Hwy 1.

In addition to the \$2 million, the Parks and Recreation Trust Fund (PARTF) granted the project \$350,000. The City of Sanford provided the remaining funding to complete the project.

A modern vision

Plans for the renovated park included a splash pad wrapped by a half-mile walking trail along with an inclusive playground, new shelter, updated restrooms, public art, and an expanded parking lot.

The goal was to provide modern amenities that would attract visitors from the surrounding region as well as give residents a recreation experience unlike anything else in Sanford.

Inclusive play

In August 2019, the City unveiled the first phase of the project: an inclusive playground that offers fall-safe flooring that can accommodate wheelchairs and other mobility needs. The playground also features accessible equipment as well as interactive panels and music stations.

Phase 2 of the park renovation opened in September 2019: the City of Sanford's only splash pad. Like the playground, the splash pad is accessible to all.



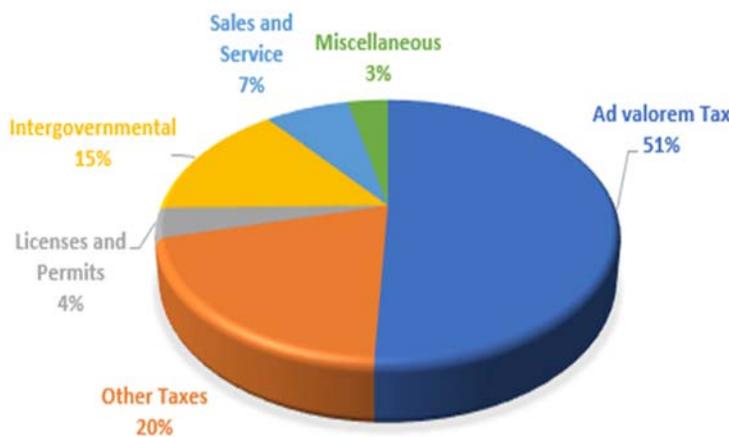


GENERAL FUND

THE GENERAL FUND is the largest fund of the City of Sanford. All revenues, expenditures, and capital additions, except those required to be accounted for in other funds, are accounted for in the General Fund. Most of the governmental services and functions are provided through the General Fund, including general government, public safety, streets, and sanitation. These services and functions are financed primarily by property taxes, other taxes, and intergovernmental revenues.

Revenues	2020	2019	2018	2017	2016
Ad valorem tax	\$17,089,953	\$16,253,181	\$15,485,911	\$15,216,230	\$14,959,396
Other Taxes	6,800,515	6,254,472	5,431,167	5,211,914	5,126,460
Licenses and Permits	1,256,186	598,721	682,409	737,715	671,132
Intergovernmental	4,972,577	4,943,754	4,616,542	4,688,737	4,111,194
Sales and Service	2,390,734	1,994,985	1,986,415	1,852,633	2,188,242
Miscellaneous	1,144,717	1,343,618	1,177,452	1,110,443	1,022,811
Total Revenues	\$33,654,682	\$31,388,731	\$29,379,896	\$28,817,672	\$28,079,235

Where The Money Comes From



Taxes comprise the vast majority of the General Fund revenues at 71% of the total.

Property taxes are the largest funding source at 51% of total City revenues. Other taxes are second at 20% of total City revenues.

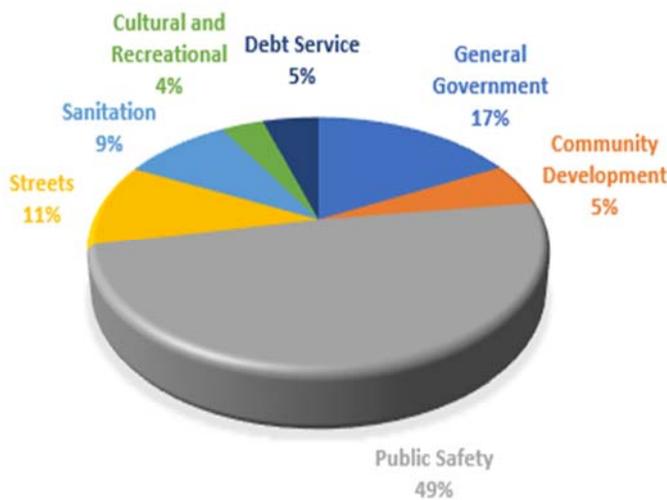
Intergovernmental funding source consists of items such as utility franchise tax, Powell Bill, 911 surcharge reimbursement, and revenue from other local governments and reflects 15% of total City revenues.

Revenue Trend Variances

- ◆ **Licenses and permits** revenue increased by 109.8% compared to prior year. The City and County had an increase in large commercial projects and single family residential construction.
- ◆ **Other taxes** revenue reflects an 8.7% increase compared to prior year. The state collects and distributes proceeds from the locally levied tax on retail sales, which varies from year to year. This increase is due to growth and the result of a 2-cent tax increase in prior year.
- ◆ **Ad valorem tax** revenue reflects a 5.1% increase compared to prior year due to growth.
- ◆ **Miscellaneous** revenue decreased by 14.8% compared to prior year mainly due to a decline in investment income.
- ◆ **Sales and service** revenue increased by 19.8% compared to prior year due to an increase in the annual sanitation fee of \$45 per residence.

Expenditures	2020	2019	2018	2017	2016
General Government	\$5,234,528	\$4,950,487	\$4,934,643	\$5,058,446	\$5,837,040
Community Development	1,655,620	1,642,834	1,445,911	1,395,507	1,362,229
Public Safety	14,821,699	15,025,201	14,583,556	14,390,240	14,129,746
Streets	3,223,065	2,112,906	3,556,406	3,181,574	2,149,254
Sanitation	2,784,800	2,770,664	2,545,634	2,571,849	2,542,887
Cultural and Recreational	1,091,394	751,910	883,559	690,827	0
Debt Service	1,446,491	1,383,178	1,043,238	1,061,238	1,096,740
Total Expenditures	\$30,257,597	\$28,637,180	\$28,992,947	\$28,349,681	\$27,117,896

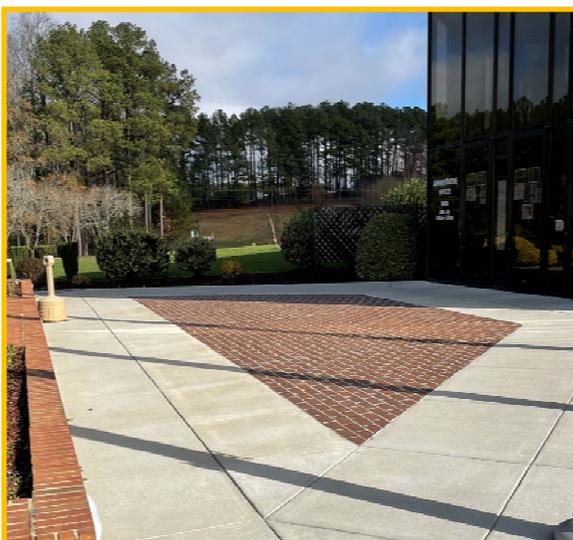
Where The Money Goes



Public Safety accounts for 49% of General Fund expenditures and consists of police, fire, and building inspections.

At 17%, the General Government function includes Governing Body, Administration, Human Resources, Finance, Information Technology, Legal, Public Buildings, Fleet Maintenance, and Horticulture.

Street category includes street maintenance and street capital improvements. Community Development includes Code Enforcement and Downtown/Historic Preservation.



The City of Sanford spent \$40,700 in FY 2019-2020 to update the entrances to City Hall.

Expenditure Trend Variances

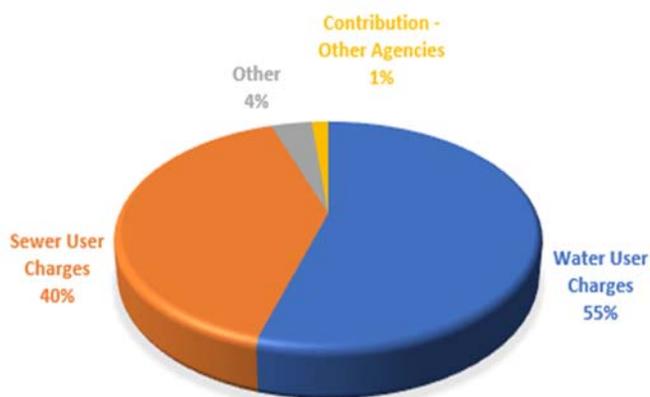
- ◆ **Street** category increased by 52.5% compared to prior year. This significant increase is due to timing of projects such as street resurfacing.
- ◆ **General Government** category increased by 5.7% compared to prior year. The increase is mainly due to Lee County collections fee, outside legal counsel, and contractual services.
- ◆ **Cultural and Recreational** category reflects an increase of 45.1% mainly due to the first full year of the Parks department.
- ◆ **Debt Service** category reflects an increase of 4.6%, mainly due to a year of streetscape and park projects.

UTILITY FUND

THE CITY OF SANFORD uses the Utility Fund to account for the City’s water and sewer system operations. This fund operates in a manner similar to private business enterprises. The costs (including depreciation) of providing water and sewer services to its customers on a continuing basis are financed primarily through user charges.

Revenues	2020	2019	2018	2017	2016
Water User Charges	\$11,379,475	\$11,037,854	\$11,187,764	\$10,590,494	\$10,275,173
Sewer User Charges	8,375,887	9,251,851	9,644,991	9,763,436	7,644,040
Other	778,745	722,649	667,840	622,932	603,141
Contribution from Other Agencies	316,022	338,932	6,888	442,230	0
Total Revenues	\$20,850,129	\$21,351,286	\$21,507,483	\$21,419,092	\$18,522,354

Where The Money Comes From



User charges comprise the vast majority of Utility Fund revenues at 95%. Other funding sources are items such as monitoring fees, connection and tap fees, investment income, and charges to other funds.

Contribution from other agencies includes Federal Emergency Management Agency (FEMA) and Coronavirus Aid, Relief, and Economic Security (CARES) Act funds.

Revenue Trend Variances

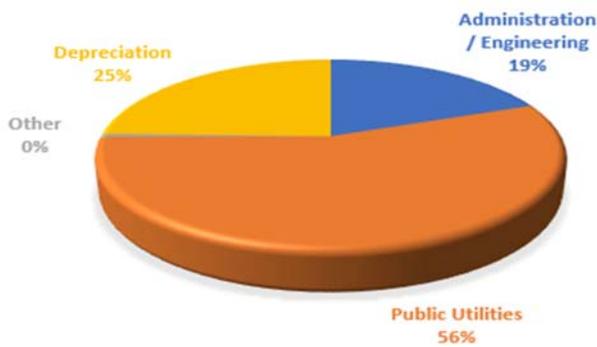
- ◆ **Water and sewer user charges** decreased by a combined 2.6% compared to prior year. This decrease is due to reduced participation in coal ash leachate disposal.
- ◆ **Contributions from other agencies** reflects a 6.8% decrease compared to prior year and is the result of no longer receiving the Build American Bonds due to refinancing bond debt.
- ◆ **Other** revenue reflects a 7.8% increase compared to prior year and is the result of assessments.



The City of Sanford allocated \$500,000 in FY 2019-2020 to rehabilitate and paint the Cool Springs Water Tank.

Expenses	2020	2019	2018	2017	2016
Administration/Engineering	\$4,288,998	\$ 3,779,901	\$ 3,972,601	\$ 3,389,058	\$ 3,002,873
Public Utilities	12,461,284	11,623,356	9,662,569	9,172,099	8,377,312
Other	120,418	137,864	100,609	277,145	470,966
Depreciation	5,497,921	5,582,302	5,624,842	5,563,619	5,532,519
Total Expenses	\$22,368,621	\$21,123,423	\$19,360,621	\$18,401,921	\$17,383,670

Where The Money Goes



Public utilities represent 56% of the total Utility Fund expenses.

This money is used to maintain the water and sewer lines, as well as operate the water filtration and water reclamation facilities.

Depreciation accounts for 25% of Utility Fund expenses.



The City of Sanford spent \$110,670 in FY 2019-2020 to upgrade the Gaster's Creek Lift Station.

Expense Trend Variances

- ◆ **Administration/Engineering** increased by 13.5% mainly due to an increase in General Fund reimbursement and purchase of capital.
- ◆ **Public Utilities** reflect a 7.2% increase from prior year. This increase is mainly due to major infrastructure repairs throughout our water and sewer system, purchase of capital, and the meter exchange program.
- ◆ **Other** expenses show a 12.7% decrease due to purchases for inventory.



FUND BALANCE

FUND BALANCE is similar to a savings plan in that it represents monies which remain unspent after all budgeted expenditures have been made.

The City of Sanford strives to only use fund balance to cover capital items and other one-time use items. The City works to keep at least 30% of the closing fiscal year's General Fund operating budget as reserves.

The General Fund is the City's chief operating fund. At the end of the current fiscal year, the fund balance available in the General Fund was \$12,521,454.

The City currently has an available fund balance of 41.4% of General Fund expenditures, while total fund balance represents 60.9% of the same amount.

The City maintains an AA bond rating from Fitch and Moody's for its general obligation bonds, which include Streetscape, Sidewalk, and Parks & Recreation bonds.

The City maintains an Aa3 bond rating from Moody's and an AA- from Fitch for its revenue bonds for water and sewer infrastructure improvements.

General Fund	2020	2019	2018	2017	2016
Beginning General Fund Balance	\$17,290,537	\$14,406,606	\$10,425,457	\$11,810,474	\$10,931,196
Adjustment to Beginning Fund Balance	0	0	0	147,764	474,451
Revenues	33,654,682	31,388,731	29,379,896	28,817,672	28,079,235
Expenditures	(30,257,597)	(28,637,180)	(28,992,947)	(28,349,681)	(27,117,896)
Issuance of Debt	0	0	1,000,000	0	0
Insurance Recovery	52,651	89,637	12,822	29,817	71,775
Sale of Property	32,761	165,017	361,833	0	0
Transfers In	0	2,096,000	2,581,236	54,809	0
Transfers out	(2,358,590)	(2,218,274)	(361,691)	(2,085,398)	(628,287)
Net Change in Fund Balance	1,123,907	2,883,931	3,981,149	(1,532,781)	404,827
Ending General Fund Balance	\$18,414,444	\$17,290,537	\$14,406,606	\$10,425,457	\$11,810,474



The City of Sanford funds the Sanford Youth Academy each year. The Academy is a week-long summer program that introduces youth to public safety careers.



NORTH CAROLINA GENERAL STATUTES allow cities to go into debt for large capital projects, such as streetscape improvements, infrastructure updates, and heavy equipment purchases.

However, the statutes limit how much debt a city can incur. The limit is 8% of the total assessed value of taxable property located within that government's boundaries. This is called a legal debt margin.

As of June 30, 2020, the City of Sanford had total bonded debt of \$46,745,000, which is only 23% of our legal debt margin.

Of our total debt, \$38,595,000 is backed by revenue from water and sewer user charges. Another \$8,150,000 is in general obligation bonds that were approved through voter referendum and are supported by annual property taxes. Remaining debt includes revolving state fund loans and installment purchase agreements.

The legal debt margin for the City of Sanford is \$205,918,383.

BUDGET PROCESS

THE CITY OF SANFORD 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 subject to public inspection and a public hearing prior to adoption. The budget is considered balanced when estimated net revenue equals appropriations.

Sanford City Council has the authority to amend the annual operating budget through legislative action. All budget amendments must be reported in a public Council meeting and made a matter of record.

The proposed budget ordinance is posted on our website at www.sanfordnc.net/budget. The document is updated with the final ordinance upon its adoption.

374

EMPLOYEES

11

DEPARTMENTS

\$56.4M

EXPENDITURES

1

BUDGET

GOVERNING BODY

THE CITY OF SANFORD'S policy-making and legislative authority are vested in a council-manager form of government. The Governing Body consists of the mayor and Sanford City Council.

There are seven council members. Five are elected from individual wards and two 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. There are no term limits for council members or the mayor.

The council is responsible for establishing general policies for the City; appointing the

City Manager, City Clerk, and members of various boards and commissions; enacting ordinances, resolutions and orders; reviewing the annual budget; and authorizing contracts on the City's behalf.

Working hand in hand with the city manager, the council plays a key role in the budget process and the financial well being of the City of Sanford.

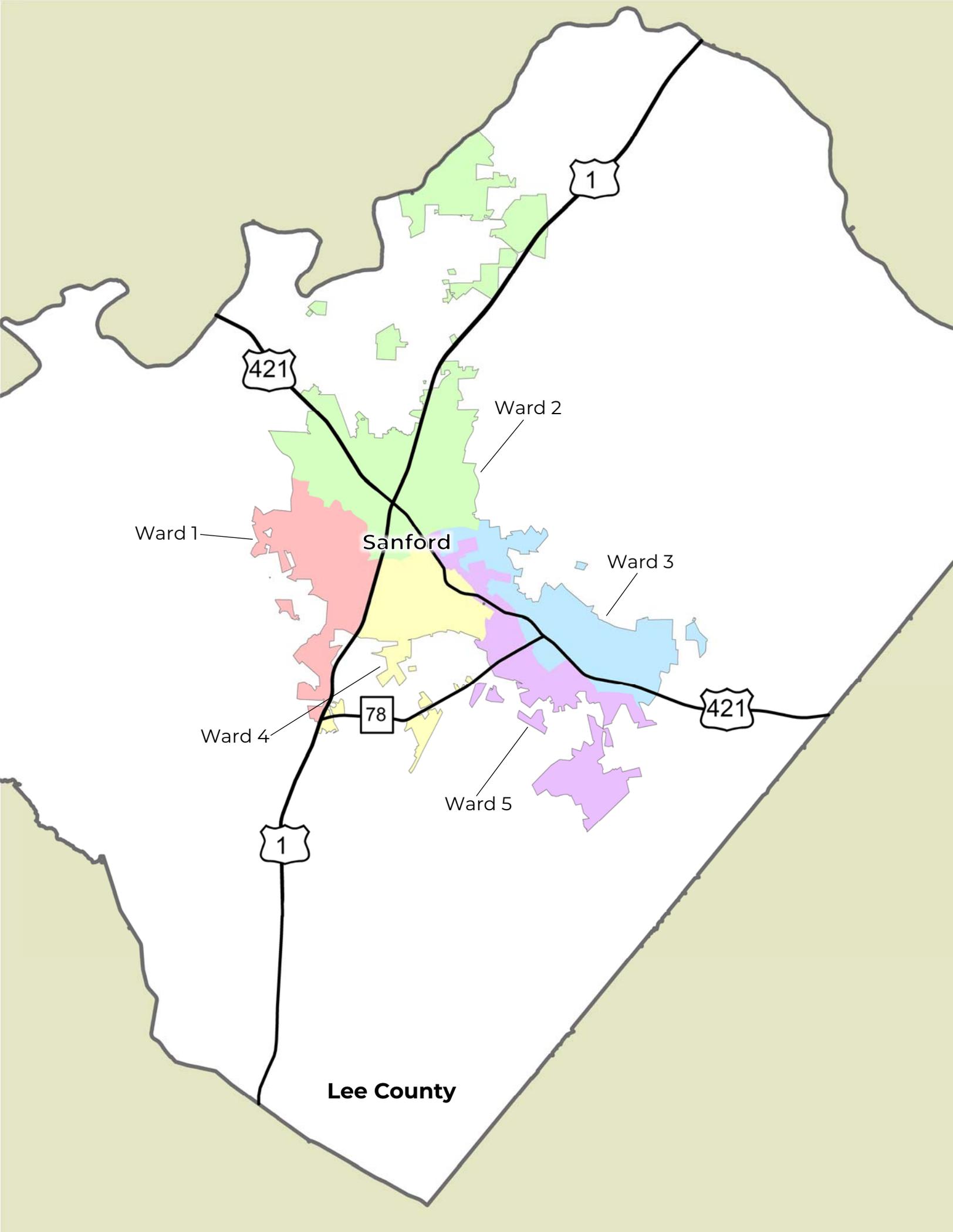
The City Council holds regular meetings on the first and third Tuesday of each month. They hold workshops on the second Tuesday or as needed. Meetings are open to the public.



Back row left to right: Byron Buckels, Council Member and Mayor Pro Tem; Sam Gaskins, Council Member; Norman Chas Post III, Council Member; and Jimmy Haire, Council Member. Front row left to right: Rebecca Wyhof-Salmon, Council Member; T. Chet Mann, Mayor; James Williams, Council Member; and Charles Taylor, Council Member.

If you have any questions about this report, or need additional financial information, please contact the Finance Department of the City of Sanford by email at cindy.oquinn@sanfordnc.net, by phone at 919-777-1141, or by mail at City of Sanford, Finance Department, PO Box 3729, Sanford, NC 27331-3729.





Ward 1

Ward 2

Sanford

Ward 3

Ward 4

78

Ward 5

421

1

Lee County

1

421



SANFORD SISTER CITY P. 7

Dancers from Sanford's second Sister City traveled from Atizapán de Zaragoza, Mexico to participate in the annual Festival Latino.