

City of Sanford, North Carolina Annual Operating Budget

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Fiscal Year July 1, 2022 – June 30, 2023





GOVERNING BODY

THE HONORABLE T. CHET MANN, MAYOR

MAYOR PRO TEM BYRON M. BUCKELS

COUNCIL MEMBER JAMES G. WILLIAMS

COUNCIL MEMBER JIMMY HAIRE

COUNCIL MEMBER REBECCA WYHOF SALMON

COUNCIL MEMBER CHARLES TAYLOR

COUNCIL MEMBER NORMAN C. POST III

COUNCIL MEMBER SAMUEL P. GASKINS

**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 01, 2021

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, 2021. 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 included sidewalk and streetscape improvements within Downtown Sanford and Jonesboro in the amount of \$8.5 million. The city issued another \$2 million in bonded debt to complete the park project which includes a splash pad. Construction is complete on these projects and residents are now able to enjoy the amenities they chose to support. 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

2020 Census Estimates

City of Sanford	30,261
Town of Broadway	1,267
Lee County	63,285

Population Projections

Lee County in 2030	72,000
Lee County in 2040	79,000

Economic Characteristics

Median Age	38.6 years
Average Household Size	2.72 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

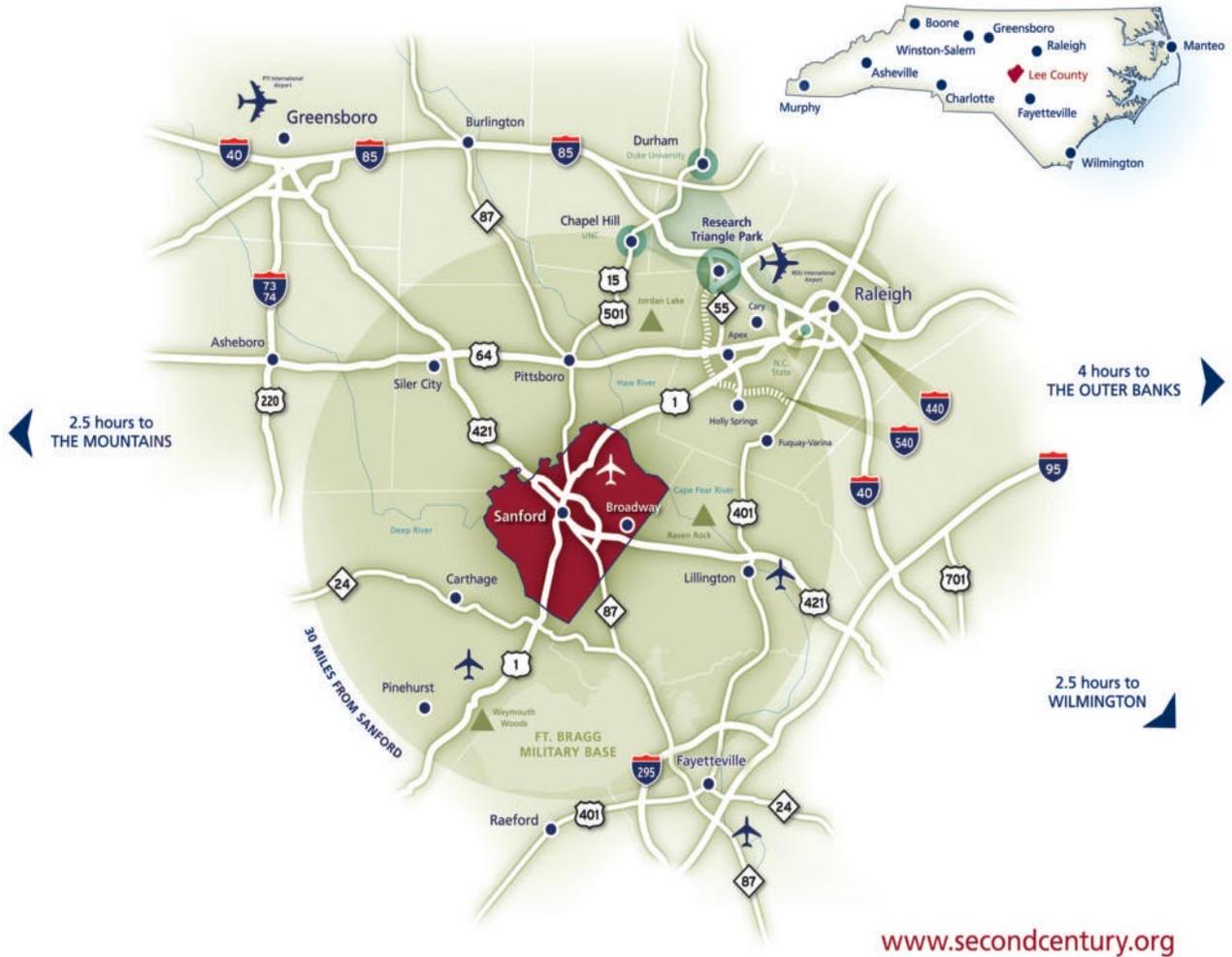
Family Income

Median Household	\$57,025
Per Capita	\$23,371

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	248 persons/sq. mi.
Urban Area (City of Sanford)	10.5 percent
Rural Area (Outside City)	89.5 percent
Latitude	35° 28'
Longitude	79° 07'



Climate

Average Temperatures	
January	41° F
July	79° F
Average Annual Rainfall	42 inches
Average Annual Snowfall	3.5 inches

Current Tax Rates

Lee County	\$0.73 per \$100 valuation
Sanford	\$0.62 per \$100 valuation
Broadway	\$0.49 per \$100 valuation

Example: A house valued at \$100,000 would pay \$620 per year in city taxes and \$760 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, 2021

DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS

Calendar Year	Population	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
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%
2019	29,917	651,203,339	21,767	34.80	9,839	5.1%
2020	30,085	678,928,195	22,567	34.80	9,876	8.3%
2021	30,261	695,428,041	22,981	34.80	9,800	5.1%

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

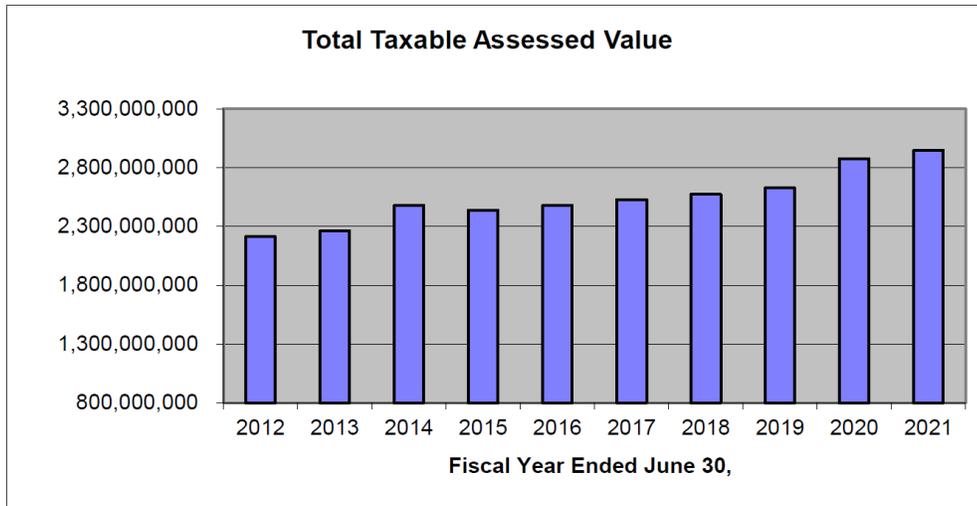
School enrollment provided by NC School Report Cards

Unemployment rate provided by North Carolina Department of Commerce Division of Employment Security

Fiscal Year Ended June 30, 2021

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
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%
2019	1,874,114,073	699,663,185	53,548,065	2,627,325,323	0.62	96.35%
2020	2,094,325,413	726,056,254	54,086,333	2,874,468,000	0.60	97.53%
2021	2,143,988,374	748,611,159	54,339,467	2,946,939,000	0.60	93.57%



Source: Lee County Tax Office

Fiscal Year Ended June 30, 2021

CITY OF SANFORD, NORTH CAROLINA
 PRINCIPAL PROPERTY TAX PAYERS
JUNE 30, 2021 COMPARED TO JUNE 30, 2011

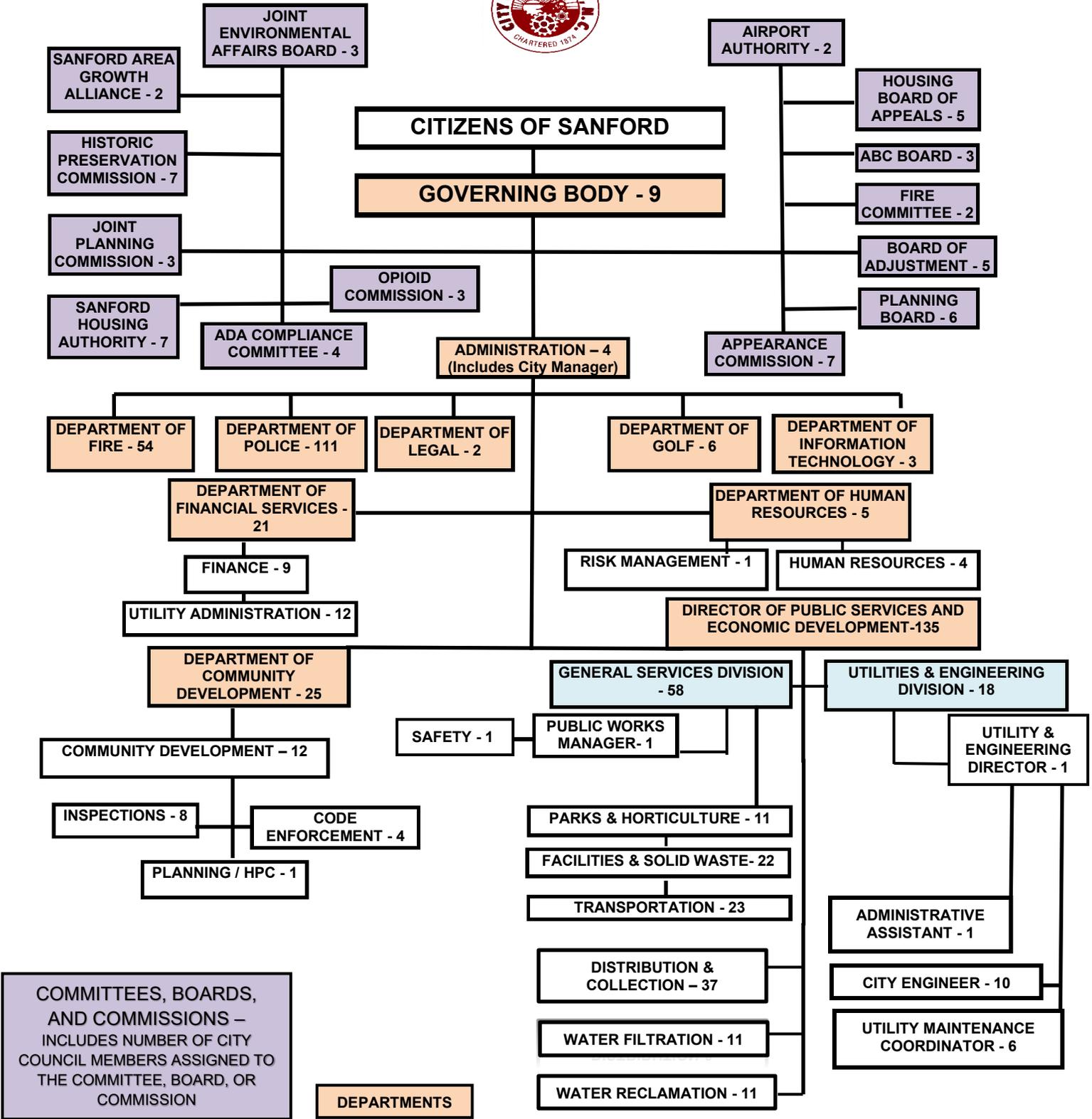
Taxpayer	2021			2011		
	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Coty	\$ 89,920,789	1	3.05%	\$ 95,331,702	1	4.35%
Frontier Spinning Mills, Inc.	86,332,273	2	2.93%	60,519,265	3	2.76%
Simpson & Simpson	79,206,149	3	2.69%	62,237,304	2	2.84%
Magneti Marelli USA, Inc.	49,185,652	4	1.67%	27,936,064	5	1.27%
Moen	39,882,185	5	1.35%	32,794,691	4	1.49%
Central Carolina Hospital/AMISUB	36,242,435	6	1.23%	21,984,838	9	1.00%
SouthPark Village, LLC	31,276,600	7	1.06%			
Tyson	31,259,386	8	1.06%			
Static Control Components, Inc.	29,898,636	9	1.01%	25,222,247	7	1.15%
Pentair	27,477,005	10	0.93%			
Praxis Biologics						
The Pantry				25,624,444	6	1.17%
The Oaks				25,047,338	8	1.14%
				21,129,800	10	0.96%
Windstream						
Total	\$ 500,681,110		16.98%	\$ 397,827,693		18.13%

CITY OF SANFORD, NORTH CAROLINA
 PRINCIPAL EMPLOYERS
 JUNE 30, 2021 COMPARED TO JUNE 30, 2011

Employer	Employees	2021	2011	
		Rank	Employees	Rank
Lee County Schools	1000+	1		
Caterpillar, Inc.	1000+	2		
Pilgrim's Pride Corporation	500-999	3		
Bear Creek Arsenal	500-999	4		
Pentair Water Pool & Spa, Inc.	500-999	5	600	3
Central Carolina Community College	500-999	6		
County of Lee	250-499	7		
Tyson Mexican Original Inc.	250-499	8	443	6
Coty	250-499	9	795	2
Kelly Services Inc.	250-499	10		
Static Control			1250	1
Frontier Yarns Inc.			470	4
Arden			457	5
Moen			375	7
J.T. Davenport			314	8
Magneti Marelli			300	9
3M			235	10

Source: NC Department of Commerce

CITY OF SANFORD ORGANIZATIONAL CHART



PROGRAM POLICIES

Citywide program policies set direction for the future of the city and guide decision-making and resource allocation. Knowing the vision is one required element for the City's success; another is having strategic goals and strategies that improves efficiency and effectiveness. This translates City Council's goals into actions by the City, enabling the organization to better serve the community. (See strategic framework on the following pages.)

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.

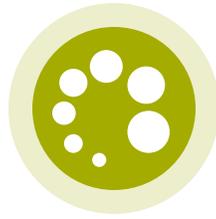
FY 2022-23 MAJOR GOALS

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 21-22 are included in the appendix section.*



City of Sanford 2022-2023 Strategic Framework

May 2022



Goal 1:



Economic Prosperity for All

OBJECTIVES & INITIATIVES

Explore Opportunities to Partner with Central Carolina Community College and Lee County schools, including public and private, to improve workforce opportunities

- Empower Sanford Area Growth Alliance (SAGA) to develop a gap analysis for the Lee County Promise Program (FY 2022-2023)

Improve Public Transportation and Mobility Options

- Explore feasibility of micro-transit options (e.g. Via Ride Share)
- Continue partnership with NCDOT to explore mobility hub - rail/multi-modal station - along S-Line Corridor
- Continue to partner with NCDOT on mobility improvements throughout the city

Develop Target Industries to Provide Diverse Workforce Opportunities

- Tailor recruiting efforts to companies that provide large and diverse opportunities
- Direct SAGA to develop a strategy to position Sanford as a regional hub for the technology industry. Draft strategy available to the Board in FY 2022-23

Goal 2:



Preserving & Creating Affordable Housing

OBJECTIVES & INITIATIVES

Support Housing Initiatives in East Sanford

- Public/private partnership for site-specific redevelopment - utilize developer agreement to partner with the private sector (e.g. Singer Building)
- Invest in 1st Street Initiative through improved public space, Sanford Agricultural Marketplace, park amenities

Increase Access to Affordable Housing

- Establish criteria to identify areas of opportunity (FY 2022-23)
- Explore changes to land-use policies to increase affordable housing opportunities (e.g. UDO) - completed in summer 2022
- Financial support of Brick Capital CDC's homebuyer education and housing counseling
- Identify and develop strategies to maintain existing affordable housing

Improve the Condition and Number of Affordable Housing Properties

- Continue to fund urgent repair and single-family rehab programs
- Continue partnerships with nonprofits

Develop and Improve Programs to Address Homelessness

- Continue to support S3 Housing Connect Initiative

Goal 3: Vibrant Downtown

OBJECTIVES & INITIATIVES

- Develop and Implement Strategies to Link Sanford and Jonesboro**
 - Explore the feasibility of establishing a Municipal Service District in Jonesboro
 - Develop strategies to jointly market downtown Sanford and Jonesboro
 - Study mobility improvements between downtown Sanford and Jonesboro - walkability, public transit, corridor improvements (landscaping, streetscapes, lighting)
- Improve Mobility**
 - Continue to improve walkability/bike-ability through partnership with NCDOT and improvements to development codes
 - Increase Horner Boulevard safety
- Recruit and Retain Downtown Businesses**
 - Make use of vacant buildings for business in Sanford and Jonesboro
 - Direct SAGA to develop a strategy to position Sanford as a regional hub for the technology industry (FY 2022-2023)
 - Identify and take advantage of public/private opportunities in downtown
 - Continue to support the RISE Program
- Continue to invest in public infrastructure**
 - Develop plan for Bond Referendum

Goal 4: Planning & Infrastructure for Growth

OBJECTIVES & INITIATIVES

- Leverage Sanford's Water and Sewer Assets**
 - Invest in distribution and collection system
 - Develop and implement long-range plans to allow for strategic infrastructure investments
- Improve Streetscape**
 - Initiate a Bond Referendum to expand streetscape projects (determined by Council)
- Develop and Maintain Plans**
 - Enhance long-range growth planning
 - Continue discussions on urban growth boundaries
 - Continue to update UDO and other land use ordinances
- Add Amenities to Meet the Needs of Residents**
 - Update Parks Master Plan (FY 2022-23)
 - Fund amenities through Bond Referendum
- Leverage Highway Corridors**
 - Enhance street lighting along corridors (FY 2022-23)
 - Create and enhance corridor standards
 - Increase staff capacity to enforce existing corridor standards
 - Continue to partner with NCDOT on transportation planning initiatives

Goal 5: Engagement



OBJECTIVES & INITIATIVES

Support Programs that Help Grow Future Community Leaders

- Resume Citizens Academy Program (FY 2022-23)
- Continuing to participate in Leadership Sanford

Develop Improved Information Dissemination Strategies

- Strengthen core identity to welcome new residents and build a stronger connection with them - investigate options to distribute information
 - Explore opportunities to develop welcome kit with Chamber of Commerce and Sanford Tourism Development Authority
 - Leverage existing systems - such as sign-ups for water service - to identify and provide newcomer information
- Enhance and market existing tools such as subscribed alert system, website, and City Facebook page
- Ensure all City information is bilingual (by FY 2024-2025)

Strengthen Local and Regional Partnerships

- Look for ways to collaborate and partner outside Lee County
- Continue engagement with Broadway and Lee County

Develop Diverse Community Building Programs

- Explore opportunities to implement Equity Task Force recommendations
- Explore how parks can continue to bring the community together
- Explore opportunities through downtown events

Engage the Various Cultures in Sanford

- Engage the Latinx population
- Continue to explore opportunities

The development of this framework was facilitated by

**Triangle J
Council of Governments**



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919.777.1112



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Sanford, NC 27331-3729

(919) 777-1110

MEMORANDUM

TO: The Honorable Mayor Mann and City Council Members

FROM: Hal Hegwer, City Manager

DATE: May 24, 2022

SUBJECT: Proposed Annual Operating Budget Fiscal Year 2022-23

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) 2022-23. The budget is balanced and identifies estimates for all revenues, expenditures, and expenses for the fiscal year.

FISCAL YEAR SNAPSHOT

The most recent budgets (FY 2020-21 and FY 2021-22) were highly influenced by the COVID-19 pandemic. The health and safety of the public and our employees were paramount as we strived to provide adequate services. During that time, we budgeted more conservatively and deferred some purchases. In part due to that preemptive approach, our organization is now successfully emerging from the pandemic. However, we face new obstacles and uncertainties. Major concerns include personnel challenges, supply chain issues, inflation, and rising fuel prices.

Among employers' greatest challenges are recruiting and retaining skilled and qualified employees. Local government is not immune and may, in some ways, be more challenged, especially as many private institutions are able to provide higher wages and greater job flexibility, such as telework options. Many of our employees are, or soon will be, eligible for retirement. This further strengthens a case for emphasizing employee satisfaction and making our organization more attractive for prospective employees. As a public service industry, personnel are our greatest asset. Therefore, one of the primary goals of the proposed budget is to invest in employees.

AMERICAN RESCUE PLAN ACT

The federal government's American Rescue Plan Act (ARPA) became law on March 11, 2021 and nationally provides \$1.9 trillion for economic stabilization and recovery in response to the COVID-19 pandemic. One of the act's programs is the Coronavirus Local Fiscal Recovery Fund (CLFRF). Through this program, the City of Sanford has been allocated \$9,588,012. The funds may cover costs from March 3, 2021 through December 31, 2026 but must be obligated by December 31, 2024. We received the first tranche in FY 2021-22, and we will receive the second tranche in FY 2022-23.

The U.S. Department of the Treasury issued the Final Rule for the CLFRF program on January 6, 2022 to provide local governments additional clarifications and flexibility. Perhaps the biggest implication afforded by the Final Rule is the ability to use a standard revenue loss of up to \$10 million. Essentially, the City is allowed to spend its CLFRF via the Revenue Loss category rather than meet the more stringent parameters of the other permitted spending categories. This means that the City can approach CLFRF spending with a "maximize benefit; minimize burden" tactic and use the funds for traditionally provided government services.

In FY 2021-22, we spent \$495,000 via the Premium Pay category to provide one-time employee bonuses. Staff advises that the remaining \$9,093,012 be spent on salaries via the Revenue Loss category. The strategy will free budgeted City funds for other projects and programs that meet the intent of the federal funding. This will lessen some procurement and reporting guidelines for the projects and programs while also removing time restrictions.

The City's ARPA CLFRF money has been placed within a separate fund and is not included within the proposed operating budget. As the details of Council's proposed projects and programs are finalized, staff will come before Council for discussions and considerations.

Along with direct funding to local governments, the American Rescue Plan Act created other programs and has resulted in indirect funding opportunities. The federal government is also rolling out Bipartisan Infrastructure Law funds. In late FY 2021-22, Council approved a new Financial Services Department grants analyst position to maximize these opportunities and to accommodate increased workload created by ARPA CLFRF. FY 2022-23 will be the position's first complete funding year. For grant application support and expertise, we have joined Triangle J Council of Government's Grant Assistance Program.

BUDGET PRIORITIES

The past few years have been a time of reflection and have emphasized the importance of basic services and the value of planning. As you review this proposed budget, you will observe two major themes. The first is that we must continue to deliver superior services, especially in the realm of public safety. Secondly, we must plan and position ourselves for imminent growth and economic stability.

In preparation for this year's budget, staff enlisted Triangle J Council of Governments to assist with the creation of a strategic framework. Through this process, their staff was able to engage with the mayor, council, and City staff to assess and define the organization's goals for the next several years. Council adopted the City of Sanford's Strategic Framework on May 3, 2022. The document establishes five major goals.

Goal 1	Economic Prosperity for All
Goal 2	Preserving & Creating Affordable Housing
Goal 3	Vibrant Downtown
Goal 4	Planning & Infrastructure for Growth
Goal 5	Engagement

The proposed budget aims to meet the Strategic Framework goals. These goals complement our delivery of core services and must be achieved to foster growth. The goals anchor the City's objectives and provide a tool to prioritize spending and resource allocations.

Employees

At the core of City services is our workforce. Investing in our employees is necessary to recruit and retain competent, educated, and qualified workers in today's competitive job market. Benefits and salaries are two major components of recruitment and retention. Therefore, the proposed budget funds our existing benefits and a 4-percent employee cost-of-living increase effective July 1, 2022. Additionally, I propose that the organization reinstitute merit raises at a rate of 2 percent. Merit raises provide another vehicle for higher wages, help address salary compression, and encourage employee high-performance.

Providing exceptional healthcare benefits for City of Sanford employees is a long-standing priority that has proven to be especially critical during the public health crisis. Based on medical claims for FY 2021-22, the proposed budget includes a 1-percent increase in employee premiums with no further increase proposed for dependent population premiums. The premium increase is necessary to strengthen our reserve funds, account for an increase in claims, and maintain our wellness incentive programs. The City will absorb this increase rather than pass it along to the employees.

Popular wellness incentive programs included in the budget are the waist circumference challenge, the hypertension program, and the diabetes program. Not only do these initiatives promote and improve health among employees, but they are anticipated to contribute to future healthcare cost savings. The proposed budget also funds our analytics program, which allows us to capture health information for use in employee education and to assist in wellness and plan design decisions.

Development Activity

Despite fears surrounding the coronavirus pandemic, commercial and residential development activity and potential economic development opportunities have remained robust.

New residential and commercial development projects remain very strong and are expected to continue well into the next few years. Over the past three plus years, we have reviewed over 30 new residential projects that, if all are built, will produce over 6,200 new lots. Similarly, in that same time span, we reviewed 26 new multi-family concepts that would add another 3,400 dwelling units.

In terms of commercial growth, our Technical Review Committee (TRC) continues to see a tremendous influx of new project requests. Between 2019 and 2021, we received a total of 176 projects that were reviewed by the TRC for an average of 4.8 projects per month. In the first five months of the 2022 calendar year, staff has already received 36 projects for review by TRC, an increase in monthly average to 7.2 per month (note that in May alone, staff has a record 11 projects for TRC review).

Cooperation among local governments remains strong, paving the way for greater support by the private sector. Central Carolina Enterprise Park, our public-private initiative with Lee County Government and private investors, continues to attract new investment.

CCEP

The certified sites and buildings of Central Carolina Enterprise Park (CCEP) remain the cornerstone of the Sanford Area Growth Alliance's (SAGA) economic development efforts, and SAGA continues to aggressively market CCEP for projects requiring fewer than 60 acres. Astellas announced its purchase of Shell Building #1 in February 2020, with anticipated capital investment of \$109 million and creation of 209 jobs at an average annual wage of more than \$80,000. Abzena announced its purchase of Shell Building #2 in April 2021, with anticipated capital investment of \$213 million and creation of 325 jobs at an average annual wage of more than \$63,000. Shell Building #2 served as a showcase to generate two additional build-to-suit projects: a 100,000+ square foot logistics facility for Pfizer and a 117,000 square foot manufacturing and distribution facility for Liberty Tire Recycling, which took occupancy and began operating in FY 2021-22. These two projects are both less capital-intensive than Astellas and Abzena but are

expected to add approximately \$30 million in capital investment and 50 jobs to CCEP's total impact (with no associated incentive agreements). SAGA has submitted sites and/or shell buildings in CCEP for more than 60 project RFIs (formal Requests for Information from end users, site consultants, or the Economic Development Partnership of North Carolina) in the past 12 months, and has hosted seven in-person site visits in the park since September 2021.

Building on CCEP's momentum, we have moved forward with the construction of Shell Building #3. Construction is taking place under similar terms and conditions as the first two buildings. Within the proposed budget, you will see the inclusion of \$212,502 toward rental payments for the third shell building in the event a sale is not secured by the time construction is complete. Though we anticipate a company will be recruited for the building prior to completion, we must have these funds in place.

Product Development

FY 2021-22 began with very little industrial development inventory other than CCEP and Lee County's Tabitha Lane acreage. As a direct result of SAGA's outreach and networking with prospective investors and developers, two new potential industrial parks have been assembled: Helix II at the Brickyard and Regional Crossroads Park at the Jetport. These two developments are both undergoing due diligence and site readiness work, and Regional Crossroads Park has petitioned the City of Sanford for annexation in anticipation of using City utilities for sites on more than 600 acres contiguous with US Hwy 1 and the Raleigh Executive Jetport. SAGA has also identified a third willing development partner and SAGA investor that controls hundreds more acres of potential industrial property in the vicinity of Bharat Forge and Colon Road. All told, these three development partners control nearly 2,000 acres of land with potential for future industrial development, and SAGA staff are actively working with these partners to advance the site readiness of all three assemblages.

Recent Project Wins

Collaboration among SAGA, the City of Sanford, and the County of Lee secured the conditions necessary for Service Offsite Solutions to locate its state-of-the-art building construction products manufacturing facility in Sanford. They expect to make a total capital investment of \$18 million, including real estate and equipment, and they will create 235 jobs at an average annual wage of more than \$50,000. The developers who are building Service Offsite Solutions's facility have proposed plans to build a 100,000 square foot shell building on the same site, creating much needed quality building inventory to support future economic development recruiting efforts.

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 governmental services and functions are provided through the General Fund, including government administration, solid waste services, policing, and fire protection. These services and functions are financed primarily by property taxes, other taxes, and intergovernmental revenues. The FY 2022-23 proposed budget for the General Fund totals \$38,955,764, which is 4.3 percent less than the FY 2021-22 revised budget as of May 20, 2022.

GENERAL FUND REVENUES

In the General Fund, our two main sources of revenue are ad valorem property taxes and sales taxes. These two sources comprise 72 percent of the total projected General Fund revenue for FY 2022-23, excluding installment purchase proceeds and fund balance. Due to growth, ad valorem tax revenues are projected to be \$18,924,256, which is an increase of \$955,662, or 5.3 percent, compared to the prior year revised budget. Sales tax revenues are projected to increase by \$1,200,261, or 18 percent. Municipal vehicle fee revenue and investment income is expected to remain relatively flat.

For FY 2022-23, I recommend maintaining the current tax rate of 62¢ per \$100 assessed valuation.

GENERAL FUND – FUND BALANCE

Fund balance is the amount of assets in excess of liabilities in a given fund. These funds enable the City to meet financial obligations without interruptions due to cash flow, generate investment income, eliminate the need for short-term borrowing, and provide a reserve of funds to respond to emergencies or opportunities. Occasionally, the City will use money from fund balance to cover one-time expenses such as specific capital items. The City evaluates any decision to use fund balance carefully and often plans the use in advance to ensure adherence to the City's fund balance policy. In FY 2022-23, we are budgeting to allocate \$988,737 from fund balance for one-time expenditures. Another \$368,794 is budgeted from restricted Inspections Division funds, and \$212,502 is budgeted but not anticipated to be used for rent payment on the third shell building. This totals \$1,570,033 in budgeted fund balance.

In FY 2014-15, we adopted a fund balance policy, as required by our bond rating agencies. 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 62.96 percent of operating costs. Meanwhile, as shown in the chart below, our available fund balance at the end of FY 2020-21 was 65.21 percent, or \$19,595,298.

The fund balance includes law enforcement separation allowance funds (LESFAF) of \$1,429,482; restricted fund balance of \$2,416,965; original appropriation of \$756,641; re-appropriations of \$1,855,426; and additional appropriations related to projects and capital of \$546,333. For comparative purposes, excluding all these restrictions and commitments, our fund balance would total \$12,590,451, or 32 percent.

City of Sanford Historic Fund Balance

Fund Balance	2021	2020	2019	2018	2017	2016	2015
Available (FBA)	\$19,595,298	\$14,680,540	\$13,607,884	\$11,273,592	\$7,334,502	\$8,829,983	\$7,784,597
Change in Fund Balance Available	\$4,914,758	\$1,072,656	\$2,334,292	\$3,939,089	(\$1,495,481)	\$1,045,886	\$165,324
Unit FBA%	65.21%	45.01%	44.10	39.76	24.10	31.82	29.40
Group Average FBA %	62.96%	52.89%	55.67	56.37	56.07	53.95	54.43

*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, Financial Services, 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 2022-23.

In General Government, major capital expenditures include: \$13,000 for file cabinets for the Human Resources Department and Governing Body; \$23,000 to fund a file server, network switch, and firewall appliance through the Information Technology Department; and \$15,000 for the Legal Department to secure an option to purchase land. Budgeted rolling stock includes: \$33,350 for a midsize sedan and \$43,447 for a minivan for the Fleet Maintenance Division, and \$36,200 for a truck and \$15,109 for a zero-turn mower for the Horticulture Department. Other General Government category contributions include \$500,000 to meet the contractual obligations of economic development incentives. This is an increase of \$280,312 from the prior year and is the result of qualifying economic development projects reaching fruition. This category also

includes a \$250,000 debt payment for the construction of Fire Station #5. A \$25,000 contribution to the Capital Reserve for Parks Projects is proposed. Within the General Government category, the proposed FY 2022-23 budget includes \$20,555 for costs associated with the July 2022 municipal general election, which was postponed from November 2021 due to the delay in the release of the Census Bureau's redistricting data.

We recognize that the best resident-serving communities are sustained by cultivating a connected and involved public that views itself as stakeholders. Therefore, the Governing Body budget includes funding for ongoing community engagement efforts. These programs include National Night Out, training and awareness campaigns for the Commission on the Opioid Abuse Epidemic, and, after a brief hiatus due to COVID-19 concerns, the resurrection of Citizens' Academy. These efforts support Strategic Framework Goal 5: Engagement.

Contributions to Other Organizations

Each year, the City of Sanford contributes to local cultural organizations. This year, staff received a total of \$42,000 in nonprofit funding requests from Temple Theatre, Lee County Arts Council, and The Railroad House Historical Association, Inc. The FY 2022-23 recommended contributions are \$18,000 to Temple Theatre; \$2,700 to Lee County Arts Council; and \$2,700 to The Railroad House Historical Association, Inc. In total, the proposed budget contributes \$23,400 to these local organizations. Financial commitments to Temple Theatre and The Railroad House support Strategic Framework Goal 3: Vibrant Downtown.

The City continues to invest 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. Despite the challenges created by the COVID-19 pandemic, SAGA has brought a series of economic development wins to our region with several more on the horizon. For consideration within the FY 2022-23 budget, SAGA requested that the City supply a 10-percent, or \$22,494, funding increase, which totals a \$247,431 contribution. In the organization's request, SAGA stated that the increase is needed to retain, attract, and train the best talent in the face of inflation, and will facilitate a dedicated workforce development lead position to coordinate ongoing efforts to strengthen the local talent pipeline and attract talent to our community from elsewhere. It is my recommendation that our contribution increase by a minimum of 5 percent to a total contribution of \$236,183.

SAGA's marketing efforts have led to an economic development boom over the past three years. In-person and virtual visits with site selectors and businesses and direct mail and social media marketing campaigns have yielded strong results in lead generation, site visits, and relationship building. However, many key allies and marketing partners have encouraged SAGA to address deficiencies in its web presence. SAGA's website infrastructure has not been substantially updated since it was created in 2015,

and the existing architecture will not support many of the dynamic tools and apps adopted by competitors. The content is also outdated, as it was largely developed in the years prior to recent dramatic successes. To remedy this, SAGA is undertaking a project to develop a modern website that will better amplify its story and set it apart from our competitors. For this undertaking, SAGA requested assistance from the City of Sanford and the County of Lee. The proposed budget includes a \$42,500 contribution toward the comprehensive redesign of SAGA's website. Our support of this organization provides the tools to recruit and retain businesses, which will result in further tax base expansion and job creation. The results of our collaborations with SAGA help us work toward achievement of Strategic Framework Goal 1: Economic Prosperity for All.

We continue to support Downtown Sanford, Inc. The proposed budget includes funding the Real Investment in Sanford Entrepreneurs (RISE) program in the amount of \$10,000. This program provides business education and training for new or future business owners. The program awards two \$5,000 reimbursable grants to winning participants for their businesses, most of which have been located in Downtown Sanford. Support and promotion of Downtown Sanford and its endeavors are key in achieving Strategic Framework Goal 3: Vibrant Downtown.

Public Safety – This category includes Police, Fire, and Inspections. The Public Safety budget is projected to increase by \$1,302,472, or 7.5 percent, from FY 2021-22.

Expenditures for Police are budgeted to increase by \$1,166,970, or 10.3 percent, as compared to FY 2021-22. In Police (excluding E911 and drug forfeiture), major capital expenditures include \$445,225 to replace 13 patrol vehicles in accordance with the City's routine 2-year replacement schedule. The proposed budget also includes \$5,500 for our ongoing participation in the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) program. CALEA is a credentialing authority whose primary mission is to accredit and improve public safety agencies by creating a national body of standards developed by law enforcement professionals. Additionally, \$13,814 is budgeted for a part-time Project Safe Neighborhoods position, which will be matched by Lee County. This allocation funds a civilian coordinator to manage our participation in the program. This will be the fourth fiscal year of funding this position, which was created in response to a request by the United States Attorney General's Office.

Expenditures for Fire are budgeted to decrease by \$62,187, or 1.2 percent, as compared to FY 2021-22. Staff is pursuing Federal Assistance Firefighters Grant funding to replace existing self-contained breathing apparatuses (SCBA). Staff is also pursuing a federal grant to replace portable radios. If awarded, we will need to fund grant matches within the upcoming fiscal year.

Expenditures for Inspections are budgeted to increase by \$197,689, or 23.5 percent compared to FY 2021-22. The increase is partially due to the inclusion of another building inspector and the fact that this is the first full year of funding a building inspector

position that was budgeted for only a portion of FY 2021-22. Departmental capital budgeting also includes the purchase of a \$45,400 truck, which will replace an older truck. Restricted department revenues, which statutorily can only be used to fund expenditures associated with building inspections, will fund the vehicle.

Transportation – This category includes Street Maintenance and Street Capital Improvements, which are needed to maintain our infrastructure. Funding for this category decreased by \$1,387,163, or 26.7 percent, from FY 2021-22. The budget includes \$575,000 for street resurfacing and rehabilitation and \$50,000 for sidewalk replacement, curb and gutter maintenance, and catch basin repairs. These budgeted amounts are in-line with what we have budgeted annually for the past several years.

Street Maintenance capital outlay includes a \$248,500 street sweeper and a \$33,350 midsize sedan. The new street sweeper will replace our current street sweeper, which is nearing the end of its life cycle and experiencing more frequent and substantial repairs each year. The proposed budget includes \$197,009 for lighting at US Highway 1 and Colon Road. Enhanced lighting will leverage the highway corridor, improve safety, and provide a more inviting and established entrance into Sanford. This improvement will support Strategic Framework Goal 4: Planning & Infrastructure for Growth.

We plan to partner with the North Carolina Department of Transportation for the construction of sidewalks along Woodland Avenue. The City's municipal match for this project is currently estimated at \$144,400. This project will help us work toward Strategic Framework Goal 1: Economic Prosperity for All by improving mobility options.

Sanitation – This category encompasses our Solid Waste Division and Sanitation Services. Funding for this category is decreased by \$737,397, or 17.5 percent, from FY 2021-22. The decrease is primarily due to the prior year budget's inclusion of several capital items.

Solid Waste Division capital outlay funding includes \$42,100 for a truck and \$41,200 for grade work at the Compost Facility.

Each year, City staff receives a letter from our sanitation provider outlining fee changes for the upcoming fiscal year. This year, the letter from GFL Environmental stated that the Bureau of Labor Statistics Consumer Price Index (CPI) - South Report indicated a 7.8-percent index for January 2022. However, because our contract with GFL caps any year's CPI increase at 5 percent, the impact on our services is limited. The expenditure increase also reflects an increase in the number of anticipated households to 9,723. The recycling processing fee remains unchanged from FY 2021-22. In response to rising costs, I propose a \$10 increase to the current sanitation fee. The new sanitation fee will total \$320 and will be paid annually by residential property owners. The fee increase is proposed to absorb GFL Environmental's increase and to accommodate increasing personnel expenses.

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 \$205,465, or 9.5 percent, versus FY 2021-22.

As previously mentioned, one of the primary objectives for the upcoming year is to position the City for future growth and stability. One of the best ways to execute this is through the support of the Community Development Department, which reviews land uses, enforces associated regulations, and executes Council's vision for growth.

As Council is aware, our recently adopted Land Use Plan establishes a vision and blueprint for smart community growth. However, the Land Use Plan alone does not provide the details necessary to manage and implement this vision. The Unified Development Ordinance (UDO) sets development rules and regulations. As such, to establish the tools necessary to achieve Council's vision, we began contracting with a consulting firm in FY 2019-20 to revise the document. The recently completed Phase I focused on residential single-family development. Phase II concentrates on multi-family, commercial, and industrial development. Phase II is anticipated to be completed within FY 2022-23 through reallocated FY 2021-22 funds. These updates are crucial and timely as we prepare for growth. By funding these updates, the budget will reflect support of Strategic Framework Goal 4: Planning & Infrastructure for Growth and potentially Goal 2: Preserving & Creating Affordable Housing.

In recognition of homelessness and its detrimental effects on our community, the budget supports our homelessness initiative. We will continue to contract with Partners for Impact for assistance in these efforts and have budgeted \$12,000 for their consulting services. 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 both residents and visitors. This initiative promotes Strategic Framework Goal 2: Preserving & Creating Affordable Housing.

FY 2022-23 will be the sixth year of the City's wayfinding project. The aesthetically pleasing signs have been well received by the public. For the next phase, \$35,000 has been included in the budget. These attractive and useful signs support Strategic Framework Goal 3: Vibrant Downtown and Goal 4: Planning & Infrastructure for Growth.

The City continues to support public art initiatives. Funding is included to contribute to the installation of Angel Wings, an interactive mural slated for placement in Charlie Watson Lane. This project, which will be located downtown, supports Strategic Framework Goal 3: Vibrant Downtown.

Cultural & Recreation – This category includes the Golf Department and the Parks Department. There will be an overall increase in this category of \$65,251, or 4.7 percent, from FY 2021-22.

For the Golf Department, the proposed budget includes \$38,000 for a new tractor and \$15,000 for a building to store greens covers. Compared to FY 2021-22, there is a 6.9-percent budget increase.

The Parks Department is responsible for the management and maintenance of all City parks and green spaces. Compared to FY 2021-22, there is a 1.4-percent increase. Within the proposed budget, \$42,950 is included for a new vehicle. The proposed budget allocates \$85,000 for a new parks master plan, which will focus on expansion and amenities for new and existing parks and greenways. This tool will enable us to grow our parks and greenway system strategically and effectively. This document and its implementation make the City more competitive for parks and greenways grants.

Both the Sanford Municipal Golf Course and the improved Kiwanis Family Park serve to make Sanford a regional destination. Particularly amid the COVID-19 pandemic and the associated Governor's Stay-at-Home Order, we saw increased usage of these amenities and anticipate their continued popularity. In support of Strategic Framework Goal 5: Engagement, we can explore how parks can bring the community together.

General Fund Debt Service – This category includes principal, interest, and fees paid or accrued on bonds and notes. This account was established for the debt service requirements of the General Fund. The budget includes \$1,573,912 for debt-related bonds issued for streetscape/sidewalk, streetscape installment purchases, and debt issued for City Hall and Service Center upgrades and repairs. The Debt Service also includes a half year's debt payments for Fire Station #5. There is a \$1,770, or 0.1 percent, increase from FY 2021-22

UTILITY FUND

The City of Sanford uses the Utility Fund to account for the City's water and wastewater system operations. This fund operates similarly to private business enterprises. The costs (including depreciation) of providing water and wastewater services to customers on a continuing basis are financed primarily through user charges.

In preparation for expected local growth, the City's capacity at the water filtration facility must expand by four million gallons per day (MGD). We routinely witness maximum daily water demands that exceed 80 percent of our permitted capacity. We are experiencing residential and commercial growth more rapidly than we have seen in the past. We have partnered with the County of Chatham and towns of Holly Springs, Fuquay-Varina, and Pittsboro for facility expansion cost sharing, which will allow us to take advantage of economies of scale associated with a larger capital investment. Through this venture, we will expand the facility's current capacity of 12 MGD to 30 MGD and construct the transmission systems necessary for delivery to our partners. These transmission lines will also provide all partners with water redundancy in case of emergencies. Regional partnerships with other local governments enhance our revenue

diversity and regional cooperation. This project is another example of the City's strides toward Strategic Framework Goal 4: Planning & Infrastructure for Growth.

UTILITY FUND REVENUES

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. The budget includes a 10-percent rate increase for water service and a 6-percent increase for wastewater service. These rate increases are imperative to minimize higher rate adjustments in the future and would become effective July 1.

Within the proposed budget for FY 2022-23, there is a new tier in our utility fee structure called "Industrial Large Volume User Rates." Affected users are those with usage greater than 1,000,000 gallons per day.

FY 2022-23 is anticipated to be the City's first year of system development fees, which are charged when new customers connect to water and wastewater systems. The fee amount is determined by meter size and is paid when a new customer taps on to our system(s). System development fees allow the City to offset future utility costs by recovering the costs of core system assets. This will minimize future rate increases.

Our revenue bond covenants require that we maintain a debt service coverage ratio of 1.0, which means that a system has exactly enough revenue to cover its annual debt service after all operating expenses have been paid. Failing to meet our dictated ratio could result in a downgrade to our bond rating and affect future borrowing costs. The City's projected debt service ratio for total debt for FY 2022-23 is 1.2.

Utility Fund revenues for FY 2022-23 are estimated at \$24,635,999 (excluding appropriated retained earnings and loan proceeds). This is an increase of \$2,564,238, or 12 percent, as compared to FY 2021-22.

UTILITY FUND EXPENSES

Utility Fund expenses will decrease by \$5,282,671, or 17.6 percent, as compared to FY 2021-22. This decrease is primarily due to contributions to various capital projects within FY 2021-22. This decrease would be even larger if it were not for anticipated FY 2022-23 expense increases associated with chemicals, sludge removal, contractual services, and fuel.

The proposed budget includes some new Utility Fund capital items. Rolling stock proposed for funding includes one truck for the Warehouse Department, one truck for the Water Filtration Facility, one truck for the Water Reclamation Facility, two trucks for the Utility Maintenance Division, and two trucks for the Distribution and Collection Department. Within the Water Filtration Facility's budget, I propose replacing four

supervisory control and data acquisition (SCADA) computers. Funding is also included for replacement of the programmable logic controller (PLC) panel at the Water Filtration Facility's Avents Ferry Road Booster Pump Station. The current PLC panel has reached the end of its usable capability, and replacement is necessary to complement new equipment. The Distribution and Collections Department's budget includes a new TV trailer to be used to diagnose, evaluate, and monitor issues, procedures, and processes within the wastewater and stormwater systems. A major budget expense is the upgrade and rehabilitation of the Lemon Springs Pump Station, for which \$150,000 is included.

The proposed FY 2022-23 budget funds two positions in the Utility Fund. In FY 2021-22, the City created a new utilities and engineering director position to oversee and ensure sustainable, smart growth. FY 2022-23 will be the first complete year of funding the position. The second position is a full-time Customer Service position previously budgeted as a part-time position paid through contractual services.

MUNICIPAL SERVICE DISTRICT

The proposed Municipal Service District budget for FY 2022-23 is \$188,609, which reflects a 12.1 percent increase compared to FY 2021-22. The budget includes \$20,000 for facade improvements, \$50,000 for advertising (including website enhancements), and \$10,000 for the Real Investment in Sanford Entrepreneurs (RISE) Program. The General Fund contribution to the Municipal Service District is \$78,044, a \$3,552 increase from the prior year. I recommend maintaining the current year tax rate of 11¢ per \$100 assessed valuation.

CHATHAM PARK RECOVERY CENTER - ENTERPRISE FUND

The Chatham Park Recovery Center, located in Chatham County's Chatham Park, is responsible for treating the community's residential, commercial, and industrial wastewater to State and Environmental Protection Agency (EPA) standards. During FY 2020-21, the City of Sanford entered into an agreement with Chatham Park to operate and maintain the water recovery center. Through this agreement, Chatham Park Investors, LLC fully reimburses the City of Sanford for all associated expenses. Therefore, while we anticipate that we will incur \$331,141 in expenses, we will receive \$331,141 in revenue.

SUMMARY

This budget reflects Sanford City Council's vision and the City of Sanford's Strategic Framework by addressing: 1) Economic Prosperity for All, 2) Preserving &

Creating Affordable Housing, 3) Vibrant Downtown, 4) Planning & Infrastructure for Growth, and 5) Engagement. I anticipate that the projects and programs made possible through American Rescue Plan Act Coronavirus Local Fiscal Recovery Funds will align with many of these goals.

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) enhances employee salaries,
- 4) invests in a vision and tools to implement smart growth, and
- 5) continues investment in utility infrastructure.

I believe that this budget maintains our core services and strengthens our ability to adapt to and benefit from imminent growth.

Please feel free to call me if you have any questions regarding the Proposed Annual Operating Budget for Fiscal Year 2022-23.

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 22-23 Changes To Budget Ordinance from Originally Presented to Council				
	<i>AMOUNT PRESENTED TO COUNCIL ON 5/24/2022</i>	<i>CHANGES</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
GENERAL FUND				
EXPENSES				
Parks - Contractual Services	96,500	215,355	118,855	Contractual Services back to CY request (\$24,855) and Park Master Plan (\$85,000) + Promotion of Summer Concert Series at Depot \$9,000
Parks - Capital Construction	-	20,000	20,000	Council Workshop Addition for Kiwanis Family Park Improvements - stage area
Public Buildings - Repairs & Maint	76,000	94,340	18,340	Installation of Ionization Air System
General Fund Contributions - CBTD	78,044	99,299	21,255	Adjust ED Salary for Merit \$1,255 + DSI website upgrades added at Council workshop \$20,000
Code Enforcement - Salary	170,589	220,458	49,869	Council Workshop addition - position for enforcement
Code Enforcement - 401k	8,455	10,908	2,453	Council Workshop addition - position for enforcement
Code Enforcement - FICA	12,936	16,697	3,761	Council Workshop addition - position for enforcement
Code Enforcement - Insurance	33,126	44,168	11,042	Council Workshop addition - position for enforcement
Code Enforcement - Retirement	20,461	26,495	6,034	Council Workshop addition - position for enforcement
Code Enforcement - Contractual Services	59,000	69,000	10,000	Council Workshop addition - legal fees
TOTAL EXPENDITURE ADJUSTMENTS			\$ 261,609	
GENERAL FUND				
REVENUE				
Fund Balance Appropriation	988,737	1,250,346	261,609	Increase Fund Balance to pay for additional one-time needs
TOTAL REVENUE ADJUSTMENTS			\$ 261,609	
MSD FUND				
EXPENSES				
Contractual Services	69,264	70,519	1,255	Adjust ED Salary to include Merit
TOTAL EXPENDITURE ADJUSTMENTS			\$ 1,255	
MSD FUND				
EXPENSES				
Fund Balance Appropriation	30,253	10,253	(20,000)	Council request to add for website upgrade for DSI - Paid by City
Contribution from General Fund	78,044	99,299	21,255	Adjust ED Salary for Merit
TOTAL REVENUE ADJUSTMENTS			\$ 1,255	

FY 22-23 Changes To Budget Ordinance from Originally Presented to Council

	<i>AMOUNT PRESENTED TO COUNCIL ON 5/24/2022</i>	<i>CHANGES</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
UTILITY FUND				
EXPENSES				
Utility Fund Contributions	548,465	248,465	(300,000)	Remove System Development Fees - Council would like this to be discussed at a later date
TOTAL EXPENSE ADJUSTMENTS			\$ (300,000)	
UTILITY FUND				
REVENUE				
System Development Fees	300,000	-	(300,000)	Remove System Development Fees - Council would like this to be discussed at a later date
TOTAL REVENUE ADJUSTMENTS			\$ (300,000)	

**ANNUAL BUDGET ORDINANCE
FOR FISCAL YEAR 2022-2023**

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, 2022 and ending June 30, 2023 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$39,217,373	\$39,217,373
Enterprise Fund	24,758,443	24,758,443
Municipal Service District	<u>189,864</u>	<u>189,864</u>
TOTAL BUDGET	<u>\$64,165,680</u>	<u>\$64,165,680</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	381,875
Administration	415,020
Human Resources	326,582
Risk Management	106,782
Elections	20,555
Financial Services	941,563
Information Technology	428,484
Legal	215,456
Public Building	707,214
Central Office	22,092
GF Contributions	2,419,847
Fleet Maintenance	1,721,463
Horticulture	971,091

PUBLIC SAFETY

Police	10,734,384
Dispatching Services	1,342,984
Police – 911 Surcharge	374,651
Fire	5,292,684
Inspections	1,039,694

TRANSPORTATION

Street	3,032,024
Street Capital Imp.	769,400

SANITATION

Solid Waste	1,767,003
Sanitation	1,718,400

COMMUNITY DEVELOPMENT

Community Development	1,448,980
Code Enforcement	414,794
Planning / Historic Preservation	182,043

CULTURAL AND RECREATION

Parks	719,302
Golf	879,094

DEBT SERVICE

1,573,912

SUBTOTAL GENERAL FUND EXPENDITURES

39,967,373

Less Departmental Charges (Fleet Maintenance)

(750,000)

TOTAL GENERAL FUND EXPENDITURES

39,217,373

TAXES- AD VALOREM

Current Year Taxes	17,263,295
Prior Year Taxes	60,000
NC Vehicle Tax	1,550,961
NC Vehicle Tax - Penalties	10,000
Penalties Less Discounts	40,000

OTHER TAXES

Vehicle Fees	685,500
Privilege License	2,000
Cable Franchise – Video Programming	156,433
Disposal Tax	23,504
Local Sales Tax – Article 39	3,311,792
Local Sales Tax – Article 40	1,541,614
Local Sales Tax – Article 44	1,444,986
Local Sales Tax – Article 42	1,591,305

INVESTMENT INCOME

Interest Income	16,000
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LICENSE AND PERMITS

City Permits – Non-residential	140,000
City Permits – Residential	60,000
City Permits – Other	250,000
County Permits – Non-residential	50,000
County Permits – Residential	55,000
County Permits – Other	110,000
Broadway Permits – Residential	1,400
Broadway Permits – Other	4,500
City of Sanford Zoning Fees	25,000
Lee County Zoning Permits	10,000
Broadway Zoning Permits	500
Fire Permits / Fines	30,000

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

Federal Drug Forfeiture	110,000
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STATE OF NORTH CAROLINA

Electricity Sales Tax	1,833,919
Natural Gas Sales Tax	78,374
Telecommunications Sales Tax	91,624
Beer and Wine Tax	60,887
N.C. DOT Mowing Agreement	32,020
Powell Bill	884,716
NC Electronics Management Fund	2,400

OTHER LOCAL GOVERNMENTS

Consolidated Planning Services	560,574
911 Surcharge Reimbursement	373,551
911 Dispatch	458,608
Financial Services – Broadway	3,500
Receipt Lee County – Buggy Factory	22,528

SALES AND SERVICE

Sale of Material	5,000
Sale of Compost Materials	10,000
Sale of Capital Assets	150,000
Sanitation Fees	3,074,240

GOLF

Green Fees – Annual	56,000
Green Fees – Daily	250,000
Cart Fees	260,000
Driving Range Fees	20,000
Tournament Fees	11,500
Pro Shop	55,000
Concessions	32,000

OTHER

Court Cost Fees	4,000
ABC Revenue	180,000
Street Paving Charges	225,000
Parking Revenue	3,000
Tower Consultant Fee	8,000
Civil Violation	500
Employee Computer Purchase	50,000
Airport Loan Reimbursement	44,000
Animal Control	1,000
APPROPRIATED FUND BALANCE	1,250,346
FUND BALANCE INSPECTIONS	368,794
FUND BALANCE CCEP	212,502

TOTAL GENERAL FUND REVENUE 39,217,373

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

Debt Service	4,525,543
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OTHER

Utility Fund Contributions	248,465
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PUBLIC UTILITIES

UF Administration	3,173,283
Engineering	1,250,140
UF PW Administration	793,746
Distribution and Collection	6,426,798
Water Filtration	2,795,080
Utility Maintenance	1,185,868

Water Reclamation	2,829,163	
Water Capital Imp.	407,000	
Sewer Capital Imp.	550,000	
Warehouse	442,216	
		24,627,302
	SUBTOTAL UTILITY FUND EXPENSES	
	Less Departmental Charges (Warehouse)	(200,000)
	TOTAL UTILITY FUND EXPENSES	24,427,302

USER CHARGES

Water Charges	14,487,080
Sewer Charges	8,936,384

INVESTMENT INCOME

Interest Income	5,000
Interest on Assessments	5,000

OTHER

Water Capacity Fees	164,035
Taps and Connections	215,000
Sewer Surcharge	85,500
Sludge Charge	80,000
Monitoring Fee	80,000
Charges on Past Due Accounts	120,000
Oil and Grease Fees	21,500
Sales Other Funds	30,000
Non Compliance Fees	2,000
Miscellaneous	8,000
Meter Rental	6,500
Rental Income	82,000
After Hours Fees	2,500
NSF Charges	5,500
RETAINED EARNINGS	91,303

TOTAL UTILITY FUND REVENUE	24,427,302
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**SCHEDULE B: ENTERPRISE FUND
CHATHAM PARK**

Chatham Park WWTP Operations	331,141	
	TOTAL CHATHAM PARK EXPENSES	331,141
OTHER		
Receipt Chatham Park	331,141	
	TOTAL CHATHAM PARK REVENUE	331,141
	TOTAL ENTERPRISE FUND	24,758,443

**SCHEDULE C: MUNICIPAL
SERVICE DISTRICT FUND**

OTHER		
Municipal Service District Fund	189,864	
	TOTAL MUNICIPAL SERVICE DISTRICT EXPENSES	189,864
TAXES AD VALOREM		
Current Year Taxes	77,362	
Motor Vehicle Tax	2,750	
Penalties Less Discounts	100	
INVESTMENT INCOME		
Interest Income	100	
OTHER		
Contribution from General Fund	99,299	
FUND BALANCE APPROPRIATION	10,253	
	TOTAL MUNICIPAL SERVICE DISTRICT REVENUE	189,864
	TOTAL ALL FUNDS	64,165,680

Section 3: There is hereby levied for the fiscal year ending June 30, 2023, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2022 for the purpose of raising the revenue from current year's property tax as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation.

TOTAL RATE PER \$100 VALUATION \$.62

Section 4: There is hereby levied for the fiscal year ending June 30, 2023, 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, 2022 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, 2023, 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, 2022 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 7th day of June, 2022.



T. Chet Mann, Mayor

ATTEST:



Bonnie Davis, City Clerk



Susan C. Patterson, City Attorney

CITY OF SANFORD
RATE SCHEDULE FOR FISCAL YEARS 2022-2023
RATES EFFECTIVE JULY 1, 2022

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)	\$19.47	\$38.92	Minimum Charge for up to 3 ccf (\$ / month)	\$19.47	\$38.92
Over 3 ccf (\$ / ccf)	\$5.90	\$11.75	3 ccf to 8 ccf (\$ / ccf)	\$5.90	\$11.75
			Over 8 ccf (\$ / ccf)	\$3.84	\$7.66

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)	\$18.96	\$28.45
Over 3 ccf (\$ / ccf)	\$6.33	\$9.48

1 ccf = 100 cubic feet = 748 gallons

Sewer Only Rates

Monthly Consumption Level	Inside City	Outside City
Flat Fee	\$39.20	\$56.95

Industrial large volume user rate greater than 1,000,000 gallons per day

Water Rate	Sewer Rate
\$2.25/1,000 gallon	\$4.00/1,000 gallon

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 2022-2023
RATES EFFECTIVE JULY 1, 2022

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	\$320.00

Vehicle Tax	
Annually	\$30.00 per vehicle and trailer

CITY OF SANFORD

BEER AND WINE FEES FOR FISCAL YEARS 2022-2023

RATES EFFECTIVE JULY 1, 2022

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 2022-2023

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
0.	
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 2022-2023**

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. Delivery fee may fluctuate due to demand and/or availability. 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 **2022-2023 fiscal year**:

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

Depot Park Rental Fees

Rental Fee

Park/Facility/Venue Location	Fee
Depot Park	\$1500.00

Application Fee

Event Type	Application Deadline	Application Fee
Park/Road Festival	120 days before event	\$500.00
Parade	120 days before event	\$500.00
General Event	120 days before event	\$500.00
Race	120 days before event	\$500.00

Trash Fee

Attendance Range	Trash Removal Fee	Cleanup Fee
0-500	\$100	\$50 per hour of Event
500-1000	\$100	\$100 per hour of Event
1000-2000	\$100	\$150 per hour of Event
2000-5000	\$100	\$200 per hour of Event

**City of Sanford FY 2022-2023 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 2022-2023
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		
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

**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 1/2 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

REHAB SUPPLIES

- Food, drinks, snacks, etc. At Cost

RENTAL EQUIPMENT

- Trucks, backhoes, etc. At Cost

EQUIPMENT / SUPPLIES NOT LISTED

- Any Equipment / Supplies not listed, but used specifically on the response At Cost

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"> 1. Multiplying the first 50,000 square feet of the total building gross square footage by the cost per square foot for Type of Occupancy listed below. 2. Multiplying the square footage in excess of 50,000 square feet by the cost per square foot for Type of Occupancy listed below and add to figure from above. <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. These strategies are reviewed and updated annually.

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 contingency appropriation of \$75,000 and Utility Fund contingency appropriation of \$50,000. 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, 2020 was \$13,885,712. General Fund balance available for appropriation was \$13,885,712 or 42.6% 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 of Sanford must raise additional revenue for debt service for planned capital projects, to retain adequate reserves, and to preserve the required debt service coverage to maintain a strong bond rating. This budget includes a 12 percent rate increase for water service and a 6% rate increase for wastewater service effective July 1, 2021. The implementation of these rate increases is imperative to minimize higher rate adjustments in the future. In preparation of expected growth, it is necessary to add an additional 6 million gallons per day capacity to the City's water filtration facility. We are actively negotiating with and soliciting partners for cost sharing for the facility expansion.

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 2021-22 is 1.2. The Utility Fund shows a net income before capital contributions and transfers of (\$2,887,512) for the year compared with a net income before capital contributions of (\$2,111,162) 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. These revenue bonds were refinanced in FY 19-20 resulting in an 11.5% decrease in debt service.

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.

Economic Development Policy

The City does not have a formal adopted Economic Development Policy as each economic development project is reviewed separately by City Council. Fundamentally, economic development should enhance the quality of life for Sanford's citizens. The City wishes to attract, retain, and expand businesses that broaden employment opportunities and increase the ratio of commercial to residential property tax base.

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. Citizens are allowed to attend budget workshops as well as the public hearing on the budget for input and changes. 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

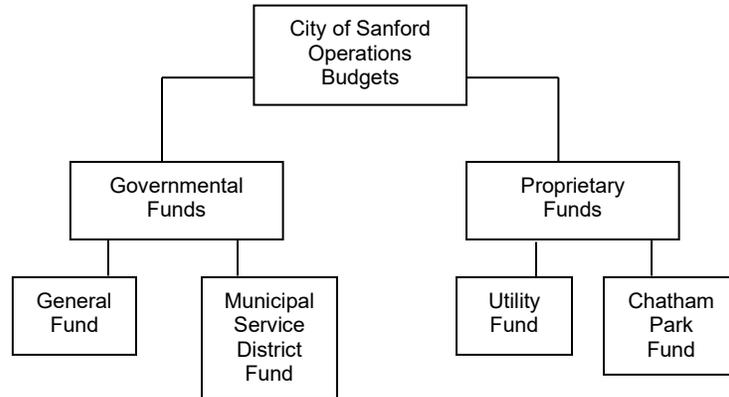
Any revisions that alter total expenditures / revenues of the adopted budget must be approved by the City Council through legislative action. All budget amendments must be reported in a public meeting of the City Council and made a matter of record in the minutes. The city manager has the authority to 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

November 16, 2021	CIP	Memo/instructions and CIP form transmitted to departments
January 3, 2022	CIP	CIP request forms due from department managers
January 21, 2022	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments
January 28, 2022	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 4, 2022	FY 21-22 Year End Estimates	Year end revenue estimates consolidated and reviewed
February 4, 2022	FY 21-22 Year End Estimates	Year end departmental expenditure estimates consolidated and reviewed
February 4, 2022	CIP	Finalize prioritization of projects and assignment of revenues
February 10 and 11, 2022	City Council Retreat	Prioritize and approve long term goals / strategic planning
February 25, 2022	FY 22-23 Budget	Prepare and transmit FY 22-23 departmental request information to department heads
March 18, 2022	FY 22-23 Budget	Departmental budget requests for FY 22-23 due from departments
March 28, 2022	FY 22-23 Budget	Need insurance estimate numbers from HR
April 8, 2022	FY 22-23 Budget	City manager and department heads begin review of department requests
April 15, 2022	FY 22-23 Budget	Finalize 22-23 revenue projections
April 15, 2022	FY 22-23 Budget	Need final insurance numbers from HR
April 22, 2022	FY 22-23 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 17 th council meeting
April 26, 2022	FY 22-23 Budget	Review preliminary budget with department heads at staff meeting
May 24, 2022	FY 22-23 Budget	Present budget to council at special called meeting and publish public hearing notice (publish at least ten days prior to public hearing)
May 31, 2022	FY 22-23 Budget	May have another special called meeting for budget work session if needed
May 31, 2022	FY 22-23 Budget	Budget work session
June 7, 2022	FY 22-23 Budget	Public hearing and adopt budget (first scheduled meeting in June)
June 21, 2022	FY 21-22 Budget	Present cleanup amendment to council for FY 21-22
June 21, 2022	FY 22-23 Budget	Alternate date to adopt budget (regular scheduled meeting)
June 28, 2022	FY 22-23 Budget	Alternate date to adopt budget (special called meeting)
June 28, 2022	FY 21-22 Budget	Alternate date to present cleanup amendment for FY 21-22
July 1, 2022	FY 22-23 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 four funds: General Fund, Utility Fund, Municipal Service District Fund, and Chatham Park Wastewater Treatment Plant 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.

Non-Major Funds – Proprietary

The City has entered into a contract to operate the Chatham Park Wastewater Treatment Plant (WWTP). Chatham Park Investors, LLC will fully reimburse the City for expenses related to maintaining this operation. This **Chatham Park Wastewater Treatment Plant (WWTP) Fund** was established to account for these activities.

Departments by Fund

Department	Fund
Administration	General
Central Office	General
Chatham Park	Chatham Park
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
Golf	General
Governing Body	General
Horticulture	General
Human Resources	General
Information Technology	General
Inspections	General
Legal	General
Municipal Service District	Municipal Service District
Parks	General
Police	General
Public Building	General
Public Works Administration	Utility
Risk Management	General
Sanitation	General
Sewer Capital Improvements	Utility
Solid Waste	General
Street	General
Street Capital	General
Utility Fund Administration	Utility
Utility Fund Contributions	Utility
Utility Maintenance	Utility
Warehouse	Utility
Water Reclamation	Utility
Water Capital Improvements	Utility

LONG-RANGE FINANCIAL PLAN

A Long-Range Financial Plan (LRFP) provides a “road map” for where the City wants to go financially and how it plans to get there, by combining financial forecasting with financial strategizing. The LRFP is intended to serve as a tool to identify problems and opportunities, and to provide Council and staff with the insight required to address issues impacting the City's financial condition. The City's plan uses a multi-year plan with three to five years of projecting current operations and philosophically addressing issues beyond five years. These projections and assumptions for the major revenues and expenditure categories are shown on pages 71 - 77. Projections are based upon a series of conservative assumptions and do not reflect actions the City will take during this period to close any potential gaps.

The City's General Fund financial forecast and plan shows the need to increase the tax rate to generate additional revenue when the \$4 million General Obligation Bonds are issued to be able to pay for the debt service and additional operating costs related to the project. The forecast also shows the need to appropriate some fund balance for the purchase of one-time capital and capital projects. Balancing ongoing service needs and present revenue capacity continues to be a financial goal of the City and will drive whether future tax rate increases are necessary. The City's Utility Fund financial forecast and plan shows the need to increase the water and sewer rates over the next 5 years so that the City can prepare to expand and upgrade the capacity of its Water Treatment Plant. There are several other large capital projects that the City plans on issuing debt in the future which drives the need for the future utility rate increases.

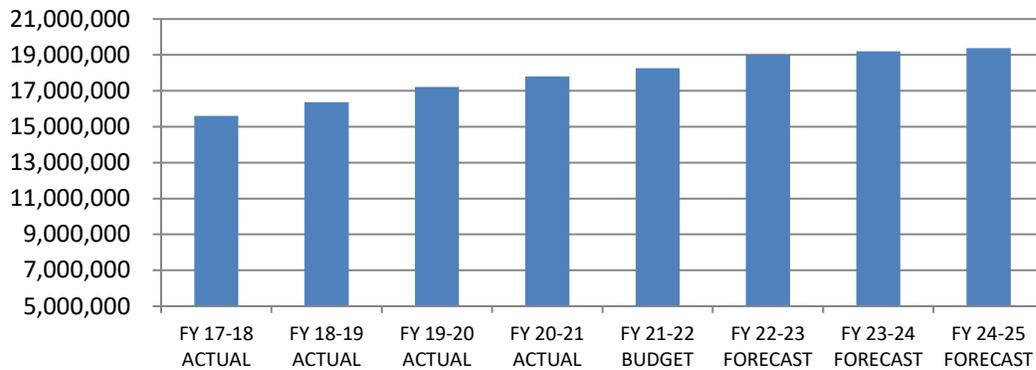
REVENUES

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.

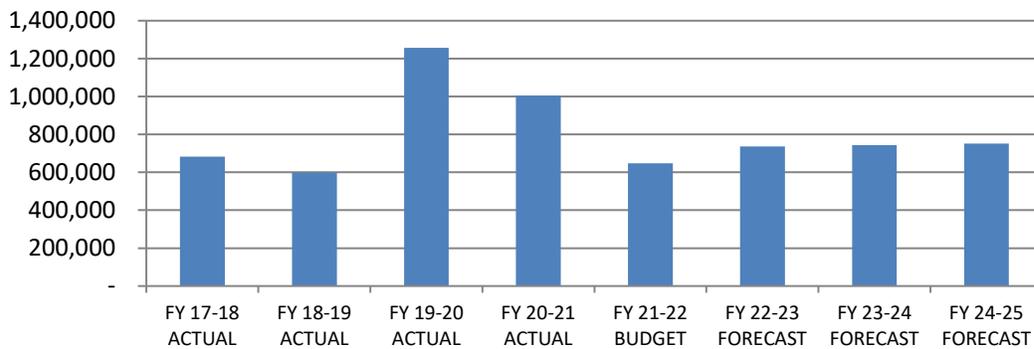
Ad Valorem Taxes



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

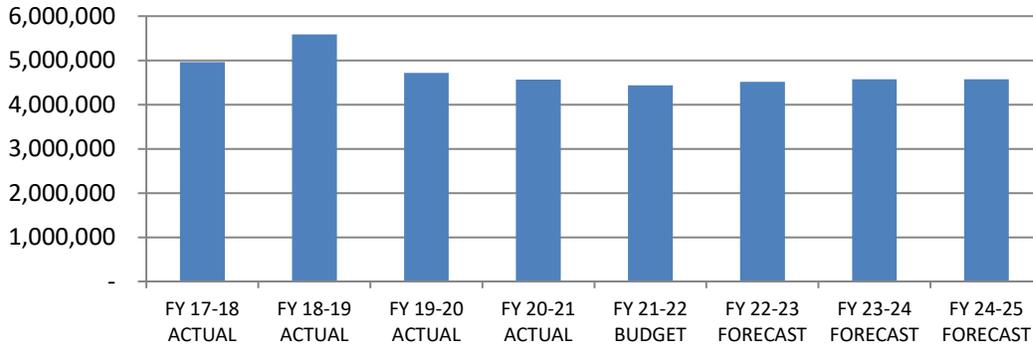
Licenses and Permits – Building permits; inspection penalties; inspection fees; and code enforcement. Forecast increase due to estimated growth in commercial permits.

Licenses / Permits



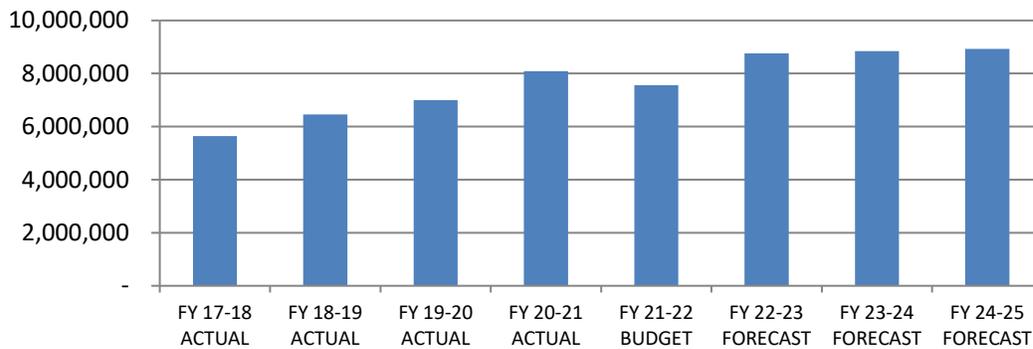
Intergovernmental - Federal, State, and local financial assistance; retail inventory taxes; utility franchise tax; beer & wine tax; and Powell Bill funds. Forecast remains relatively flat.

Intergovernmental



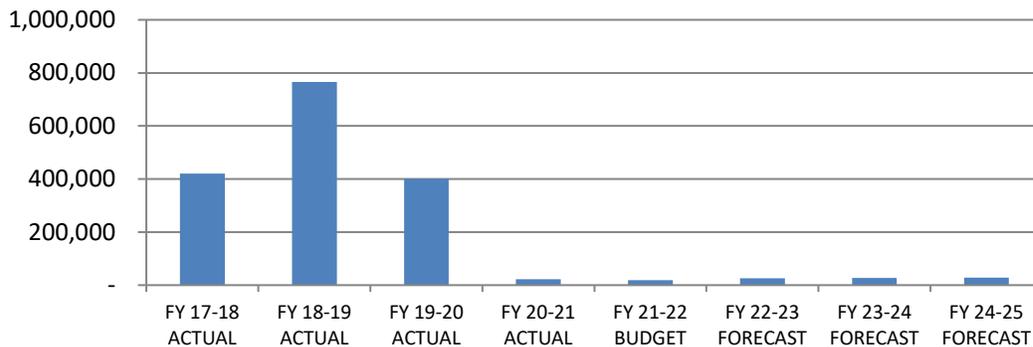
Other Taxes - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax. Forecast shows slight growth related to local option sales tax.

Other Taxes



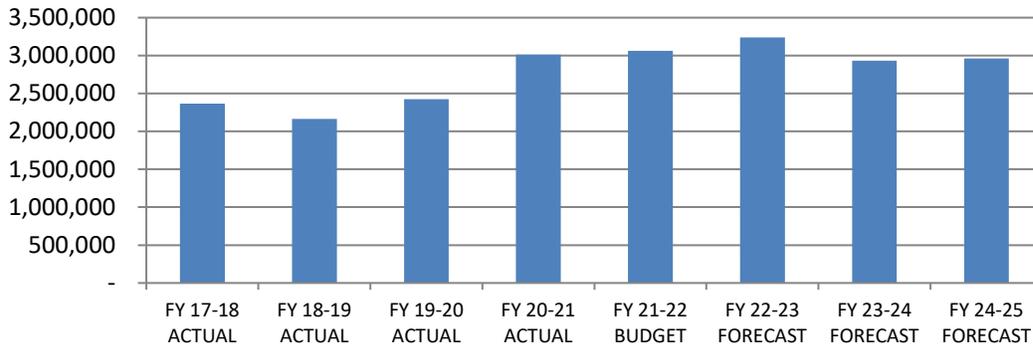
Investment Income – Interest earned. Forecast shows slight growth due to increase in interest rates. Fluctuations due to varying interest rates.

Investment Income



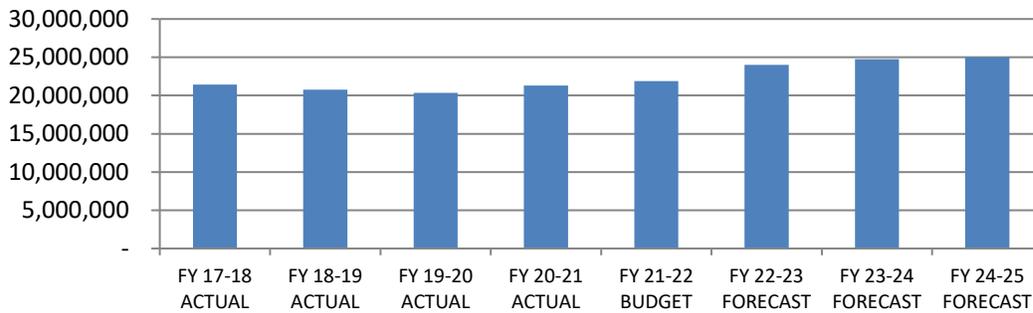
Sales and Service – Sale of materials; sale of compost; sale of fixed assets; sale of land; and waste management fees. Forecast remains relatively flat.

Sales/Services



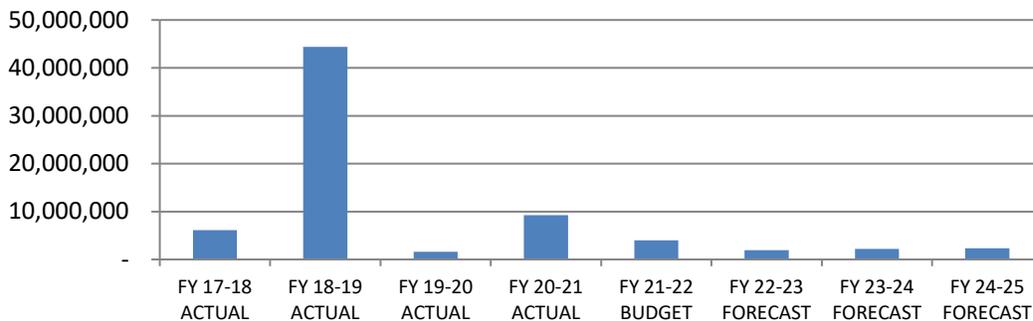
User Charges - Water and sewer charges; annual green fees; daily green fees; park fees; cart fees; and driving range fees. Forecast shows increases due to predicted water and sewer rate increases as well as a 1% growth in consumption.

User Charges



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. Large spike in FY 18-19 is related to bond proceeds pertaining to debt issuance.

Other



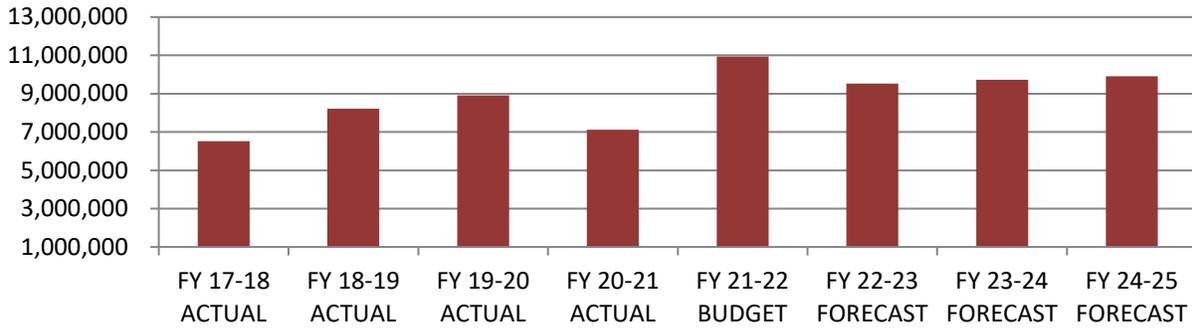
EXPENDITURES BY FUNCTION

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:

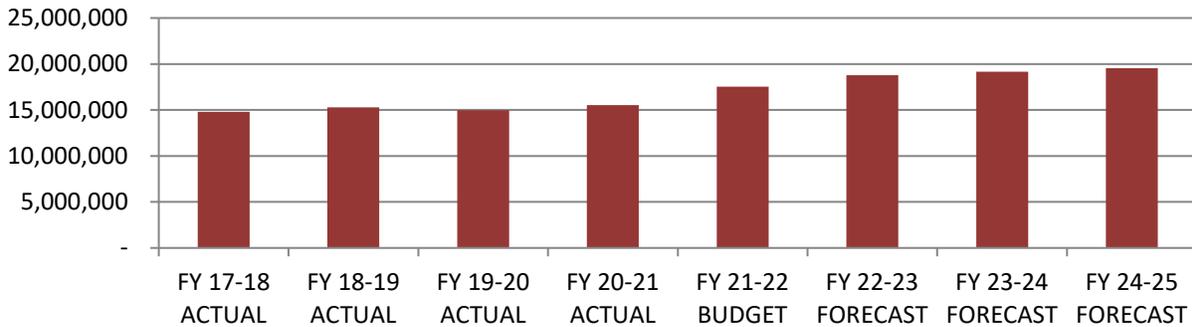
General Government - Expenditures for the Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Technology, Legal, Public Building, General Services, Central Office, GF Contributions, Fleet Maintenance, and Horticulture.

General Government



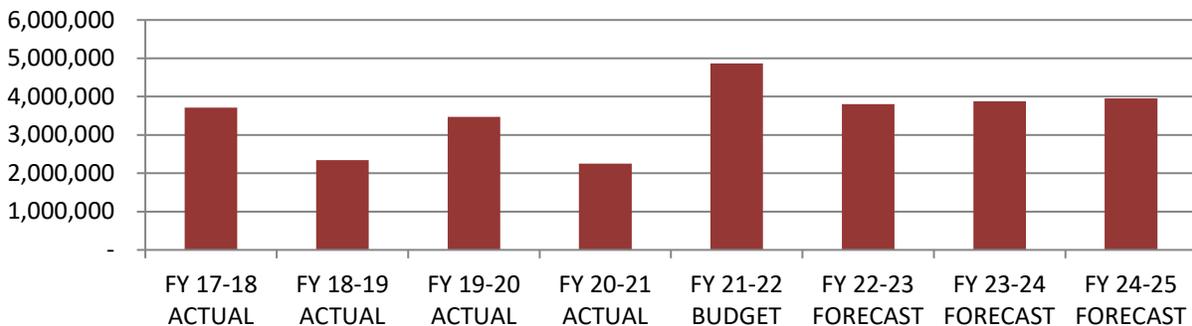
Public Safety - Expenditures for Police, Fire, and Inspections.

Public Safety



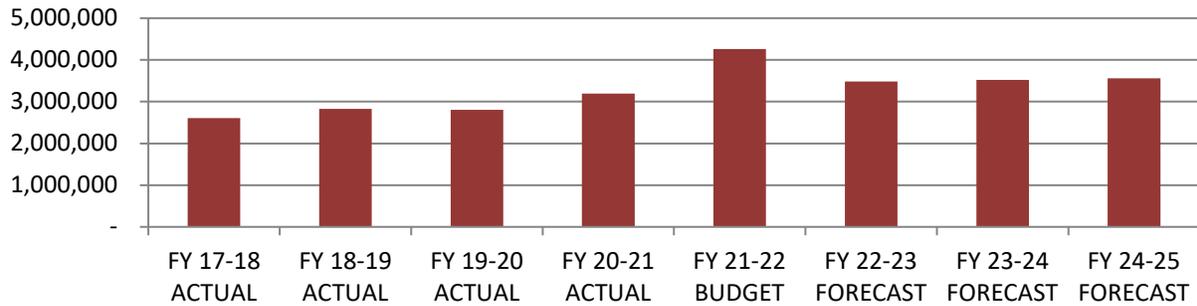
Streets - Expenditures for Street Maintenance and Street Capital Improvements.

Streets



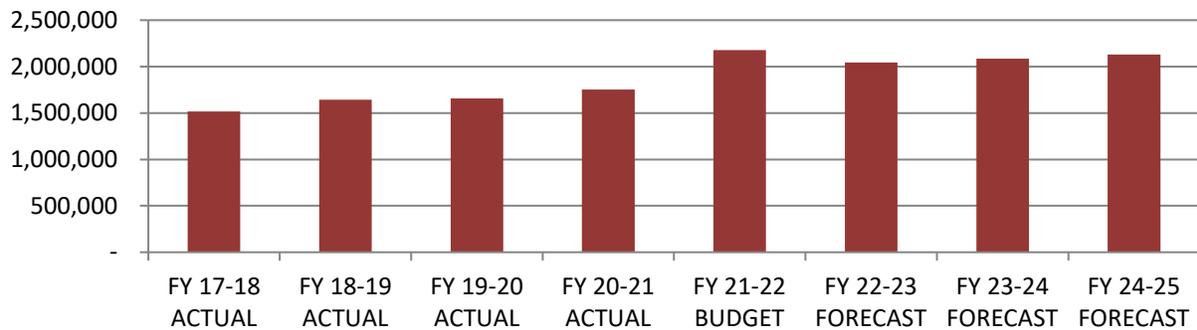
Sanitation - Expenditures for Solid Waste and Sanitation.

Sanitation



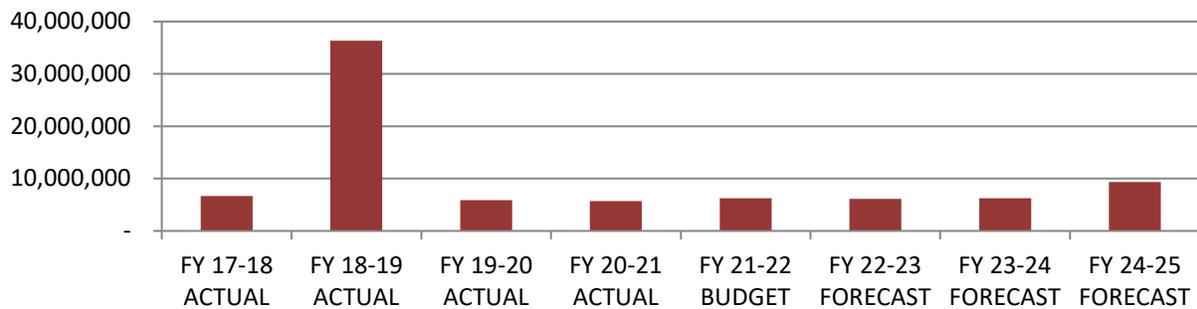
Community Development – Expenditures for Community Development, Community Enhancement – Code Enforcement, and Community Enhancement – Downtown / HPC.

Community Development

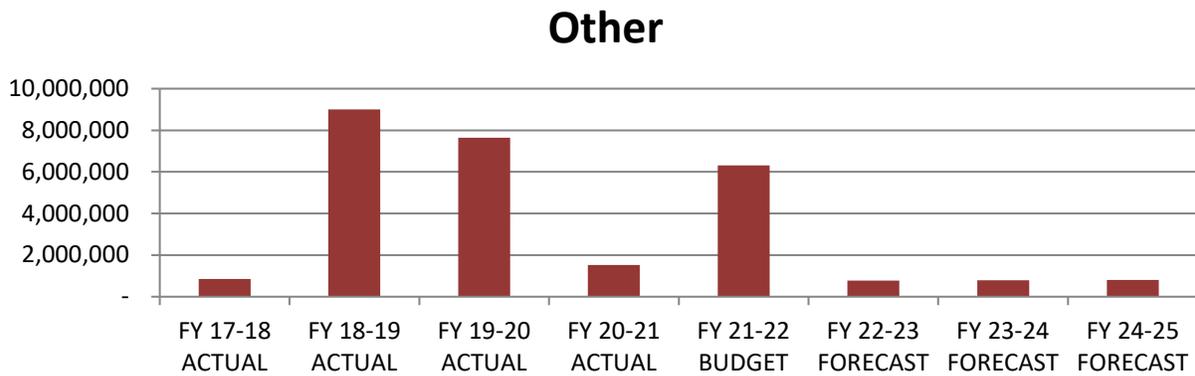


Debt Service - Principal; interest; and fees paid or accrued on bonds and notes. Large spike in FY 18-19 due to refunding of debt.

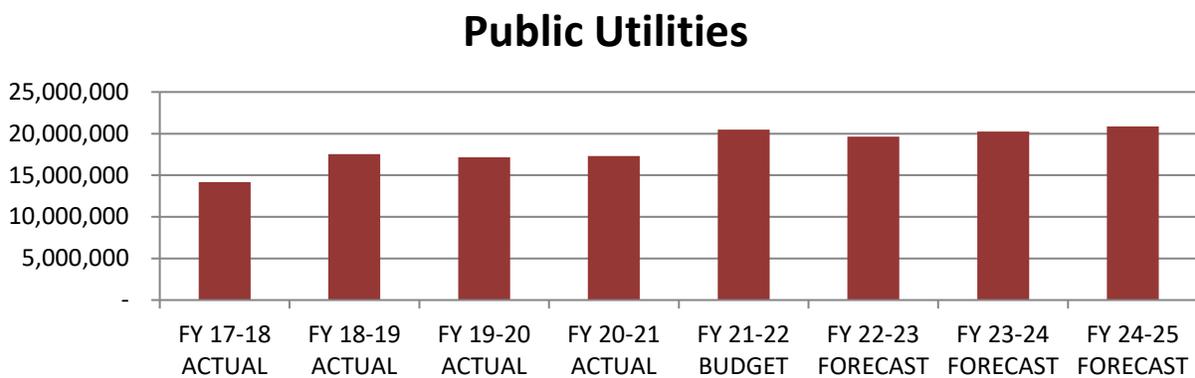
Debt Service



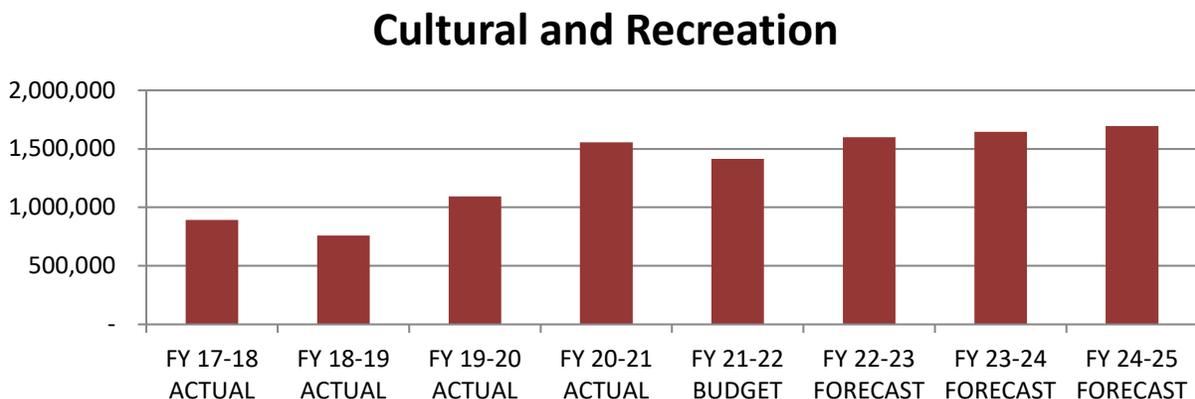
Other - Expenditures for operating transfers and Municipal Service District Fund. Large spikes in FY 16-17, FY 18-19 and 19-20 are due to transfers to capital projects.



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.



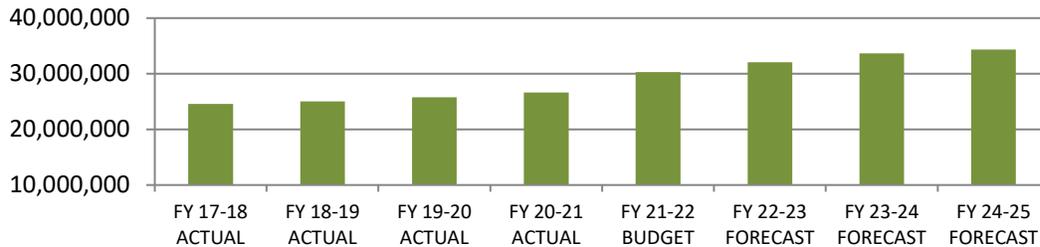
EXPENDITURES BY CATEGORY

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

These categories are summarized below:

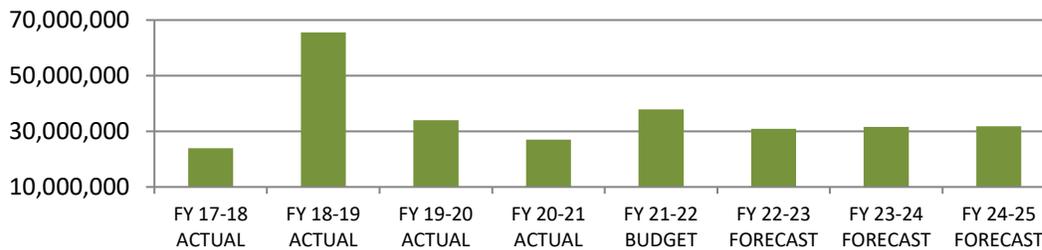
Personnel Services - Expenses, which can be directly attributed to the individual employee. These expenses would include salaries, group insurance, retirement, 401K expense and FICA. The cost of group insurance, retirement, 401K expenses and FICA has been budgeted within each operating department, which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

Personnel Services



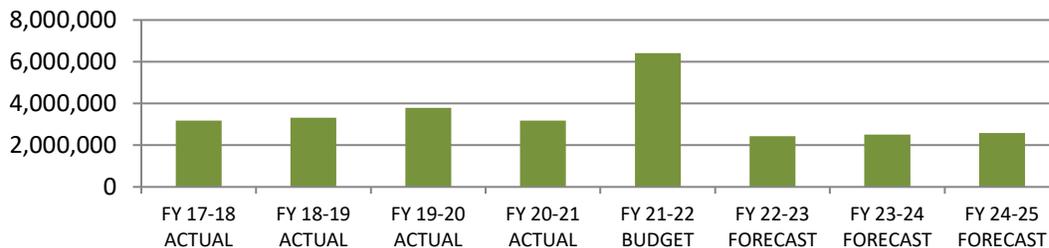
Operating Expenses - Costs other than personnel and capital outlay that are required for the operations of the city. Operational line-item expenditures are directly affected by inflationary trends, increased service demands and enforcement of governmental regulations. Forecast increases related to inflation.

Operations



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.

Capital Outlay



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 2022-2023 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 \$180,000
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 increased by 2 cents and is sixty-two cents per one hundred dollars of valuation. Projections of assessed valuations are based on preliminary tax information received from the County of Lee. The Municipal Service District Fund district rate is set at eleven cents per one hundred dollars of valuation. Projections of assessed valuations are based on information provided by the County of Lee. Prior year taxes are based on accounts receivable balances as they relate to anticipated collections. Appropriation--General Fund \$18,924,256 Municipal Service District Fund \$80,212
After Hours	Fees charged to customers for after hour service calls. Appropriation—Utility Fund \$2,500
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 \$44,000
Animal Control	Revenue received for animal violations. Appropriation—General Fund \$1,000
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 \$1,250,346 Utility Fund \$91,303 Municipal Service District Fund \$10,253

REVENUE

FORECAST RATIONALE

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 \$60,887**

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 \$450,000**

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 \$215,000**

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 \$5,900**

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 \$156,433**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--General Fund \$260,000**

Charges on Past Due Accts.

Charges assessed against accounts that are paid after the due date. **Appropriation—Utility Fund \$120,000**

Civil Violations

Fines are levied by the city for violations of the city's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$500**

REVENUE

FORECAST RATIONALE

Concessions

Revenue received for sale of concessions at the golf course. Projections are based on historical trends. **Appropriation--General Fund \$32,000**

Contribution from General Fund

This contribution represents the General Fund support of Downtown Sanford, Inc. **Appropriation--Municipal Service District Fund \$99,299**

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 \$5,000**

Disposal Tax

The state levies a tax on disposal of waste. The city's portion is based on per capita share. **Appropriation--General Fund \$23,504**

Driving Range

Fees are collected for use of golf course driving range. Revenues are estimates based on anticipated use. **Appropriation--General Fund \$20,000**

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**

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 \$56,000**

Green Fees Daily

Fees are collected for daily play at the Municipal Golf Course. Estimates are based on historical data. **Appropriation--General Fund \$250,000**

Installment Purchase Proceeds

Installment purchase proceeds, which result from issuing debt, will be used to purchase various capital items. **Appropriation--General Fund \$0 Utility Fund \$0**

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 \$16,000 Utility Fund \$5,000 Municipal Service District Fund \$100**

REVENUE

FORECAST RATIONALE

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 \$5,000**

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 \$7,889,697**

Meter Rental

Revenue received from contractors for rental of meters placed on hydrants for temporary water access. **Appropriation-- Utility Fund \$6,500**

Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data. **Appropriation--General Fund \$0 Utility Fund \$8,000**

NC Electronics Management Fund

Revenue received from the state for recycling electronic waste. **Appropriation--General Fund \$2,400**

Non-Compliance Fines

Fees are assessed for sewer not in compliance with discharge permits. **Appropriation--Utility Fund \$2,000**

NSF Charges

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

Oil and Grease Fees

The city has initiated an oil and grease trap control program per mandate of the State. The program should assist in the prevention of water and sewer system contamination. The fee was established to offset such program costs. **Appropriation--Utility Fund \$21,500**

Parking Revenues

Proceeds projected for parking fines and parking space rentals. **Appropriation—General Fund \$3,000**

REVENUE

FORECAST RATIONALE

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 \$40,000 Municipal Service District Fund - \$0**

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 20-21: 139.73 miles of street times \$1,675.48 and population 30,037 times \$21.66. **Appropriation--General Fund \$884,716**

Pre-Treatment Monitoring Fee

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

Privilege License

Privilege licenses are levied by the city on certain businesses. Projections are based on actual establishments and the appropriate license schedule. COUNCIL REPEALED THE PRIVILEGE LICENSE TAX IN JANUARY, 2010. **Appropriation--General Fund \$2,000**

Pro Shop Sales

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

Receipt Chatham Park

The City has entered into a contract to operate the Chatham Park Wastewater Treatment Plant. Chatham Park Investors, LLC will fully reimburse the City for expenses related to maintaining this operation. **Appropriation—Chatham Park Wastewater Treatment Plant Operation Fund \$331,141**

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 \$22,528**

Receipt Other Governments- State

The state will pay for mowing right-of-ways through negotiated contract. **Appropriation--General Fund \$32,020**

REVENUE

FORECAST RATIONALE

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 29.70% calls ratio (\$458,608). The county's cost of the merged community development department is projected to be \$552,574. 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 \$373,551. **Appropriation--General Fund \$458,608, \$552,574, \$373,551, \$8,000, \$3,500**

Rental Income

To account for cell tower rental on the city's water tanks. **Appropriation--Utility Fund \$82,000**

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 \$10,000**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$150,000 Utility Fund \$0**

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**

Sales Other Funds

To record revenue from other funds due the Utility Fund for items received from internal store. **Appropriation--Utility Fund \$30,000**

Sanitation Fees

Proceeds are received for landfill disposal. These charges are based on actual needs. Fees are assessed uniformly (\$310 annually) to all residential property owners on the tax bill. **Appropriation--General Fund \$3,074,240**

Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$8,936,384**

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 \$85,500**

REVENUE

FORECAST RATIONALE

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 \$80,000**

Street Charges

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

Taps and Connections

Fees are charged to customers for connections to the city's water or wastewater system. Revenues are based on historical trends. **Appropriation--Utility Fund \$215,000**

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 \$2,003,917**

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 \$685,500**

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 \$164,035**

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 \$14,487,080**

REVENUE

FORECAST RATIONALE

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 \$25,000**

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 \$10,000**

Zoning Fees-Town of Broadway

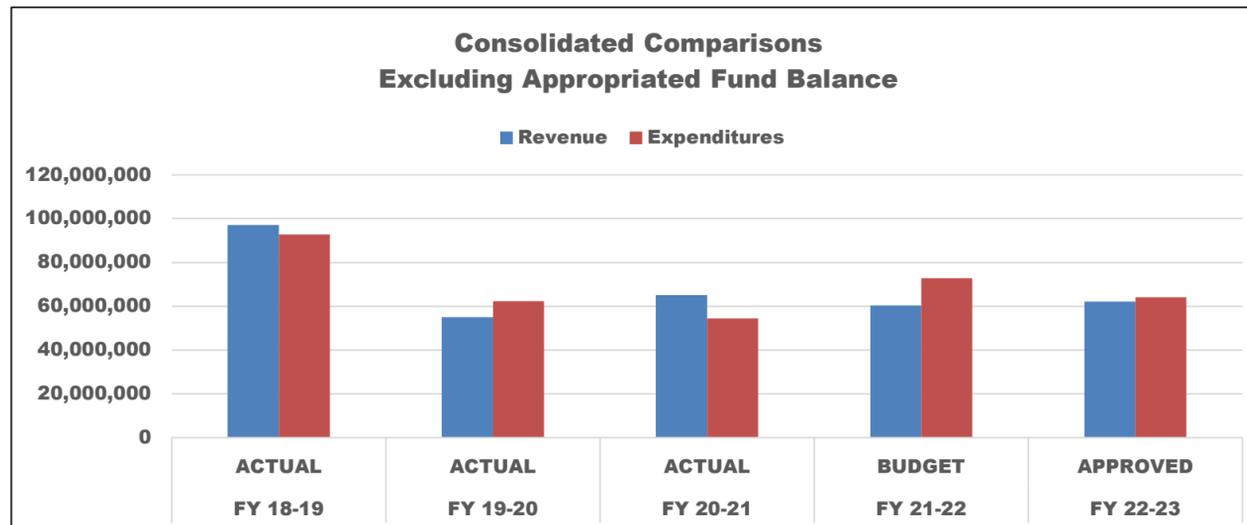
Fees charged for plan review / plat review / and land use development review applications that require board approval within the city limits of Broadway. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. **Appropriation--General Fund \$500**

**CONSOLIDATED BUDGET
FUND SUMMARIES**

	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
REVENUES								
General Fund	33,706,261	33,711,070	36,978,061	37,229,399	36,957,405	37,385,731	156,332	0%
Enterprise Fund	63,288,628	21,130,024	27,841,189	22,648,883	24,635,999	24,335,999	1,687,116	7%
Chatham Park Fund	0	0	57,861	348,758	331,141	331,141	-17,617	-5%
Special Tax District	122,768	141,405	141,582	152,010	158,356	179,611	27,601	18%
SUB-TOTAL	97,117,656	54,982,499	65,018,692	60,379,050	62,082,901	62,232,482	1,853,432	3%
Appropriated Fund Balance	0	0	0	12,349,877	121,556	1,933,198	-10,416,679	-84%
Less Interfund Activity	-12,150,010	-60,090	-5,691,812	-596,652	-78,044	-99,299	497,353	-83%
TOTAL BUDGET	84,967,646	54,922,409	59,326,880	72,132,275	62,126,413	64,066,381	-8,065,894	-11%
EXPENDITURES								
General Fund	30,831,694	32,740,754	31,326,665	41,301,440	35,636,676	39,217,373	-2,084,067	-5%
Enterprise Fund	61,795,960	29,468,649	22,999,181	30,910,429	214,893,873	24,427,302	-6,483,127	-21%
Chatham Park Fund	0	0	27,861	348,758	331,141	331,141	-17,617	-5%
Special Tax District	117,019	106,848	142,444	168,300	188,609	189,864	21,564	13%
SUB-TOTAL	92,744,673	62,316,251	54,496,151	72,728,927	251,050,300	64,165,680	-8,563,247	-12%
Less Interfund Activity	-12,150,010	-60,090	-5,691,812	-596,652	-78,044	-99,299	497,353	-83%
TOTAL BUDGET	80,594,663	62,256,161	48,804,339	72,132,275	250,972,256	64,066,381	-8,065,894	-11%

GRAPHIC REPRESENTATION

Illustrated below are revenues as they relate to expenditures.

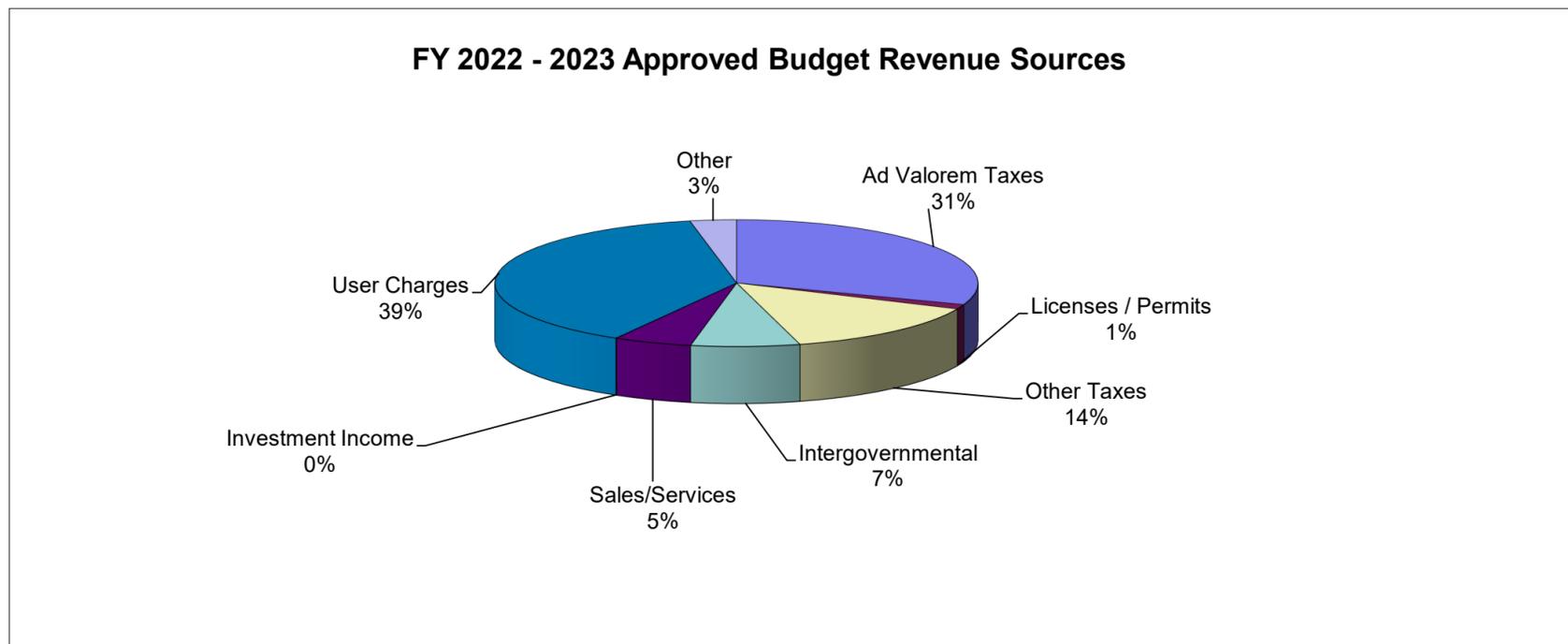


**CONSOLIDATED BUDGET
REVENUE SUMMARIES**

	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
REVENUES								
Ad Valorem Taxes	16,372,058	17,218,072	17,803,555	18,267,762	18,826,900	19,004,468	736,706	4%
Licenses / Permits	598,721	1,256,186	1,005,314	647,645	736,400	736,400	88,755	14%
Other Taxes	6,457,497	6,993,602	8,092,914	7,560,805	8,602,446	8,757,134	1,196,329	16%
Intergovernmental	5,589,558	4,719,839	4,565,144	4,438,766	4,512,701	4,512,701	73,935	2%
Sales/Services	2,164,977	2,423,495	3,012,747	3,062,860	3,143,170	3,239,240	176,380	6%
Investment Income	765,966	401,831	22,612	19,200	26,100	26,100	6,900	36%
User Charges	20,759,080	20,354,695	21,285,629	21,888,056	24,020,964	24,020,964	2,132,908	10%
Other	44,409,800	1,614,781	9,230,778	4,493,956	2,214,220	1,935,475	-2,558,481	-57%
SUB-TOTAL	97,117,656	54,982,499	65,018,692	60,379,050	62,082,901	62,232,482	1,853,432	3%
Appropriated Fund Balance	0	0	0	12,349,877	121,556	1,933,198	-10,416,679	-84%
Less Interfund Activity	-12,150,010	-60,090	-5,691,812	-596,652	-78,044	-99,299	497,353	-83%
TOTAL BUDGET	84,967,646	54,922,409	59,326,880	72,132,275	62,126,413	64,066,381	-8,065,894	-11%

GRAPHIC REPRESENTATION

The relative value of major revenue sources are shown below. Ad-Valorem Taxes and User Charges represent 69% of the revenues received by the city.

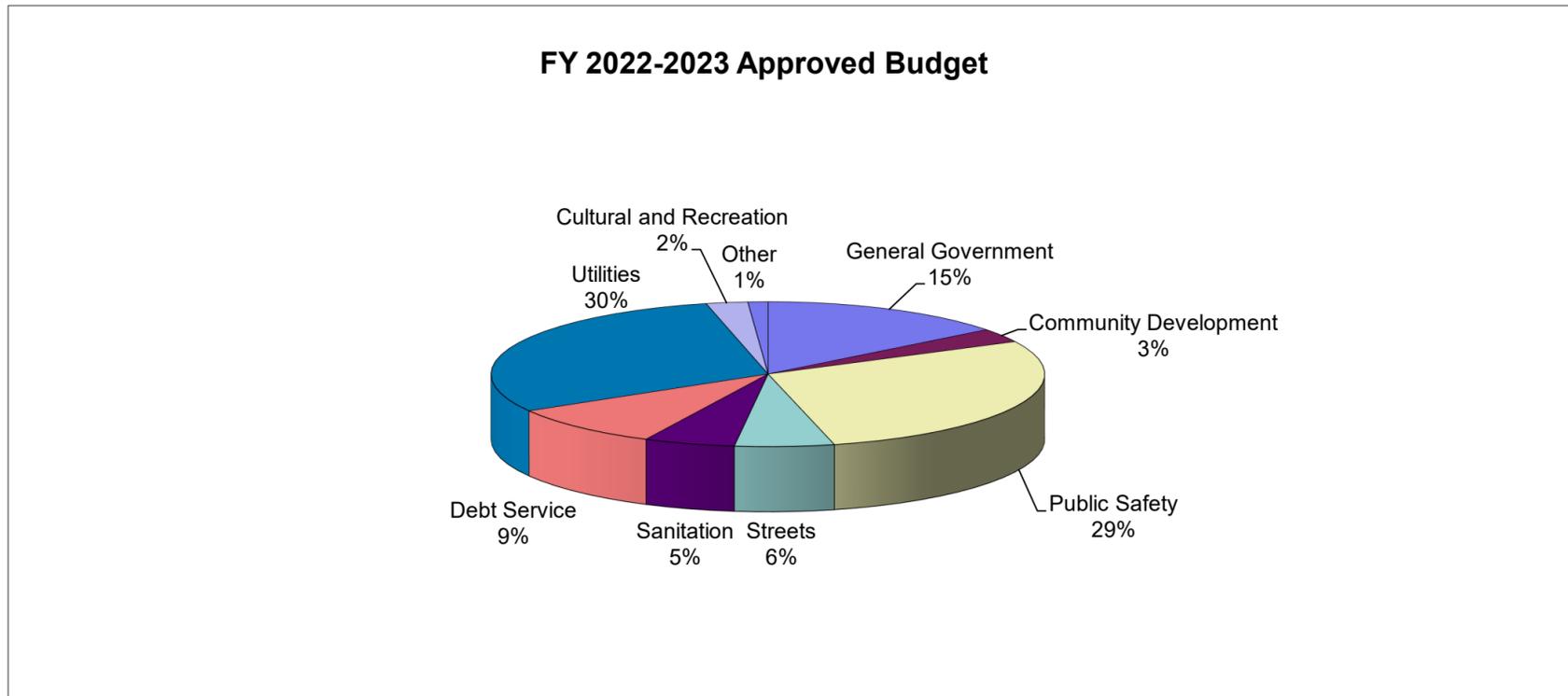


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
FUNCTIONS								
General Government	8,217,041	8,909,176	7,124,396	10,930,960	11,458,422	9,530,882	-1,400,078	-13%
Community Development	1,642,836	1,655,619	1,751,776	2,176,123	2,376,144	2,045,817	-130,306	-6%
Public Safety	15,292,646	14,984,871	15,529,567	17,546,925	11,535,124	18,784,397	1,237,472	7%
Streets	2,342,767	3,471,291	2,247,317	4,870,763	4,750,174	3,801,424	-1,069,339	-22%
Sanitation	2,830,106	2,805,159	3,196,592	4,262,800	3,944,530	3,485,403	-777,397	-18%
Debt Service	36,341,461	5,908,331	5,715,986	6,250,558	5,846,953	6,099,455	-151,103	-2%
Utilities	17,535,323	17,166,580	17,292,395	20,476,653	210,072,367	19,653,294	-823,359	-4%
Cultural and Recreation	759,925	1,094,137	1,554,948	1,414,290	1,851,230	1,598,396	184,106	13%
Other	9,009,316	7,637,144	1,523,648	6,312,418	818,215	769,470	-5,542,948	-88%
SUB-TOTAL	93,971,421	63,632,308	55,936,625	74,241,490	252,653,159	65,768,538	-8,472,952	-11%
Less Interfund Activity	-12,150,010	-60,090	-5,691,812	-596,652	-78,044	-99,299	497,353	-83%
Interfund Reimbursement	-1,226,748	-1,316,057	-1,440,474	-1,512,563	-1,602,859	-1,602,858	-90,295	6%
TOTAL BUDGET	80,594,663	62,256,161	48,804,339	72,132,275	250,972,256	64,066,381	-8,065,894	-11%

GRAPHIC REPRESENTATION

Expenditures classed by function reflect cost as it relates to total spending. Public safety and utilities represent 88% of the city's total appropriations.

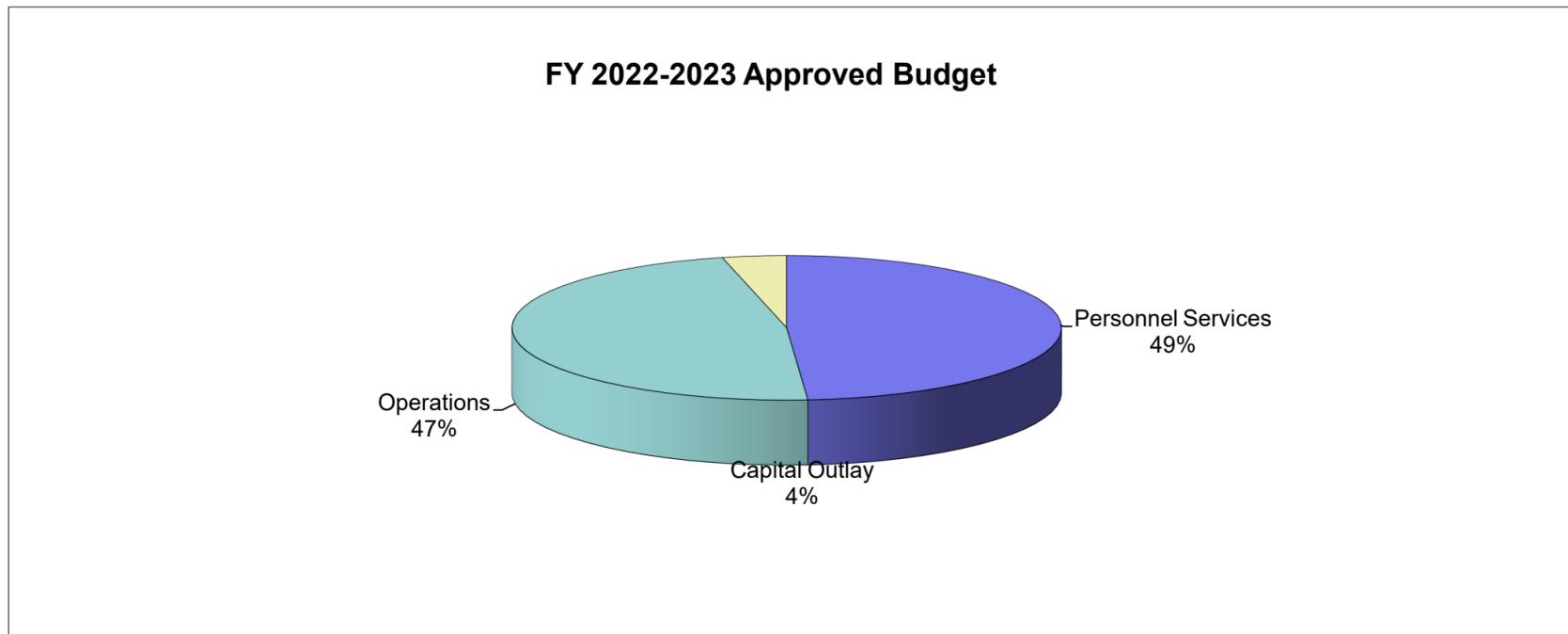


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
EXPENDITURES								
Personnel Services	25,038,687	25,795,383	26,632,309	30,327,149	30,831,875	32,074,003	1,746,854	6%
Operations	65,617,511	34,044,533	26,110,991	37,356,635	33,096,355	31,213,410	-6,143,225	-16%
Capital Outlay	3,315,223	3,792,392	3,193,325	6,557,706	188,724,929	2,481,125	-4,076,581	-62%
SUB-TOTAL	93,971,421	63,632,308	55,936,625	74,241,490	252,653,159	65,768,538	-8,472,952	-11%
Less Interfund Activity	-12,150,010	-60,090	-5,691,812	-596,652	-78,044	-99,299	497,353	-83%
Interfund Reimbursement	-1,226,748	-1,316,057	-1,440,474	-1,512,563	-1,602,859	-1,602,858	-90,295	6%
TOTAL BUDGET	80,594,663	62,256,161	48,804,339	72,132,275	250,972,256	64,066,381	-8,065,894	-11%

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 383 employees. Six (6) 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 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Prior	83,208	74,054	122,407	60,000	60,000	60,000	0	0%
Current	14,859,009	15,704,842	15,968,461	16,745,808	17,085,727	17,263,295	517,487	3%
Motor Vehicle Tax	1,310,964	1,311,057	1,544,874	1,336,536	1,550,961	1,550,961	214,425	16%
Payment in Lieu of Taxes	0	0	0	0	0	0	0	#DIV/0!
Penalties Less Discounts	44,846	38,057	74,209	40,000	40,000	40,000	0	0%
Motor Vehicle Tax - Penalties	8,317	10,183	12,151	8,000	10,000	10,000	2,000	25%
Total Ad Valorem Taxes	16,306,344	17,138,193	17,722,102	18,190,344	18,746,688	18,924,256	733,912	4%
Local Sales Tax - Article 39	2,349,071	2,558,834	3,043,663	2,749,779	3,232,899	3,311,792	562,013	20%
Local Sales Tax - Article 40	1,119,647	1,200,730	1,374,014	1,395,986	1,506,037	1,541,614	145,628	10%
Local Sales Tax - Article 44	1,122,807	1,159,415	1,310,645	1,168,782	1,444,986	1,444,986	276,204	24%
Local Sales Tax - Article 42	1,120,167	1,209,446	1,453,987	1,374,889	1,551,087	1,591,305	216,416	16%
Privilege License	4,520	2,730	2,265	2,000	2,000	2,000	0	0%
Shared Cable Revenue	181,149	170,403	164,144	166,981	156,433	156,433	-10,548	-6%
Disposal Tax Revenue	21,876	22,674	22,482	16,888	23,504	23,504	6,616	39%
Vehicle Fee	538,260	669,360	721,620	685,500	685,500	685,500	0	0%
Past Due	0	10	95	0	0	0	0	#DIV/0!
Total Other Taxes	6,457,497	6,993,602	8,092,914	7,560,805	8,602,446	8,757,134	1,196,329	16%
City Zoning Fees	17,946	36,670	28,939	25,000	25,000	25,000	0	0%
Broadway Zoning Fees	125	1,850	1,150	500	500	500	0	0%
Lee County Zoning Fees	11,113	17,251	11,616	5,000	10,000	10,000	5,000	100%
Fire Permits / Fines	28,099	29,208	33,825	30,000	30,000	30,000	0	0%
City Permits	0	0	0	0	0	0	0	#DIV/0!
City Permits-Non Residential	73,686	294,676	201,912	100,000	140,000	140,000	40,000	40%
City Permits-Residential	52,001	63,661	89,560	50,000	60,000	60,000	10,000	20%
City Permits-Other	187,770	283,016	325,278	216,245	250,000	250,000	33,755	16%
County Permits	0	0	0	0	0	0	0	#DIV/0!
County Permits-Non Residential	57,036	302,905	68,113	50,000	50,000	50,000	0	0%
County Permits-Residential	55,961	61,893	83,283	55,000	55,000	55,000	0	0%
County Permits-Other	110,306	146,841	140,965	110,000	110,000	110,000	0	0%
Broadway Permits	0	0	0	0	0	0	0	#DIV/0!
Broadway Permits-Non Residential	0	349	0	0	0	0	0	#DIV/0!
Broadway Permits-Residential	1,415	7,056	8,580	1,400	1,400	1,400	0	0%
Broadway Permits-Other	3,263	10,812	12,092	4,500	4,500	4,500	0	0%
Total Permits and Fees	598,721	1,256,186	1,005,314	647,645	736,400	736,400	88,755	14%
Interest Income	336,410	190,057	17,886	15,000	16,000	16,000	1,000	7%
Interest Income Cares Funding	0	0	9	0	0	0	0	#DIV/0!
Interest Income IP 2021	0	0	5	0	0	0	0	#DIV/0!
Powell Bill Interest Income	7,108	3,001	35	100	0	0	-100	-100%
Interest Income - Federal Drug Forfeit	1,236	934	26	0	0	0	0	#DIV/0!
Interest Income - State Drug Forfeit.	76	173	16	0	0	0	0	#DIV/0!
Total Investment Income	344,830	194,165	17,976	15,100	16,000	16,000	900	6%
Green Fees Annual	50,320	51,187	56,052	52,000	56,000	56,000	4,000	8%
Green Fees Daily	206,277	237,907	287,988	269,050	250,000	250,000	-19,050	-7%
Cart Fees	224,032	251,170	297,346	240,000	260,000	260,000	20,000	8%
Tournament	12,440	9,490	14,295	11,500	11,500	11,500	0	0%
Driving Range	15,121	20,097	25,859	17,000	20,000	20,000	3,000	18%
Park Fees	1,900	450	0	0	0	0	0	#DIV/0!
Total User Charges	510,090	570,301	681,540	589,550	597,500	597,500	7,950	1%
Intergovernmental Revenues								
United States of America								
FEMA Proceeds-Federal	123,714	495	-103	0	0	0	0	#DIV/0!
CARES	0	92,125	465,196	0	0	0	0	#DIV/0!
Federal Grant	15,002	0	0	0	0	0	0	#DIV/0!
Federal Drug Forfeiture	0	78,855	0	0	110,000	110,000	110,000	#DIV/0!
State of North Carolina								
Electricity Sales Tax	1,930,791	1,921,307	1,793,344	1,829,608	1,833,919	1,833,919	4,311	0%
Natural Gas Sales Tax	85,430	83,572	79,276	88,452	78,374	78,374	-10,078	-11%
Telecommunications Sales Tax	150,170	130,696	113,854	118,384	91,624	91,624	-26,760	-23%
Beer & Wine Tax	63,611	64,434	62,725	72,650	60,887	60,887	-11,763	-16%
Powell Bill	796,057	799,869	761,327	813,645	884,716	884,716	71,071	9%
State Drug Forfeiture	13,540	6,688	70,716	0	0	0	0	#DIV/0!
Rec. Other Gov.-State	30,556	37,484	15,080	35,401	32,020	32,020	-3,381	-10%
NC Electronics Management Fund	1,839	1,758	3,209	1,800	2,400	2,400	600	33%
Foundation Grants	0	0	6,000	0	0	0	0	#DIV/0!
FEMA Proceeds-State	41,238	165	-34	0	0	0	0	#DIV/0!
State Grant - NC DEQ	0	0	0	0	0	0	0	#DIV/0!

GENERAL FUND REVENUE

REVENUE SOURCES	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Other Local Governments								
Rec. Lee County-Buggy Factory	15,688	15,891	15,299	26,639	22,528	22,528	-4,111	-15%
Clearwater Fire Protection	43,000	46,000	48,000	0	0	0	0	#DIV/0!
Rec. Lee County	40,896	0	20,000	0	0	0	0	#DIV/0!
Consolidated Planning Services	417,694	473,767	508,694	597,825	560,574	560,574	-37,251	-6%
911 Surcharge Reimbursement	299,911	245,103	191,490	470,601	373,551	373,551	-97,050	-21%
911 Dispatch	357,836	370,287	387,303	380,261	458,608	458,608	78,347	21%
Financial Services - Broadway	3,500	3,500	3,500	3,500	3,500	3,500	0	0%
Total Intergovernmental	4,430,473	4,371,997	4,544,877	4,438,766	4,512,701	4,512,701	73,935	2%
Sale of Materials								
Sale of Materials	6,060	9,577	4,226	5,000	5,000	5,000	0	0%
Sale of Non-Capital Assets	4,651	-5	5,596	1,160	0	0	-1,160	-100%
Sale of Compost Materials	16,990	23,189	16,878	16,000	10,000	10,000	-6,000	-38%
Sale of Capital Assets	137,316	0	188,168	154,290	150,000	150,000	-4,290	-3%
Sale of Capital Assets - Drug Forfeitu	4,975	0	4,024	0	0	0	0	#DIV/0!
Sanitation Fees	1,994,985	2,390,734	2,793,856	2,886,410	2,978,170	3,074,240	187,830	7%
Total Sales and Service	2,164,977	2,423,495	3,012,747	3,062,860	3,143,170	3,239,240	176,380	6%
Court Cost Fees								
Court Cost Fees	6,281	5,323	4,365	5,000	4,000	4,000	-1,000	-20%
Installment Purchase Proceeds	0	0	1,165,909	1,467,642	0	0	-1,467,642	-100%
Lease Financing Proceeds	0	0	0	200,000	0	0	0	0%
Employee Computer Purchase	0	0	0	50,000	50,000	50,000	0	0%
Charges on Past Due Accounts	65	0	0	0	0	0	0	#DIV/0!
Insurance Proceeds	89,637	52,651	47,117	47,942	0	0	-47,942	-100%
Airport Loan Reimbursement	39,000	40,000	41,000	42,000	44,000	44,000	2,000	5%
ABC Revenue	260,000	360,000	180,000	210,000	180,000	180,000	-30,000	-14%
Contribution-Other	0	13,889	0	0	0	0	0	#DIV/0!
Street Charges	177,391	139,400	163,043	225,000	225,000	225,000	0	0%
Block Party Funds	0	0	0	0	0	0	0	#DIV/0!
Parking Revenue	5,893	3,560	5,038	3,000	3,000	3,000	0	0%
Animal Control	500	1,100	1,000	500	1,000	1,000	500	100%
Donations	0	0	500	0	0	0	0	#DIV/0!
Miscellaneous	121,489	46,653	12,425	2,554	0	0	-2,554	-100%
Miscellaneous - Golf	942	983	1,007	0	0	0	0	#DIV/0!
Civil Violations	456	685	380	500	500	500	0	0%
Progressive - Buggy Factory	240	240	240	0	0	0	0	#DIV/0!
Firefighters Burn Grant	0	0	0	0	0	0	0	#DIV/0!
Foundation Grant - Duke Racial Equit	0	0	0	0	0	0	0	#DIV/0!
Foundation Grants	0	0	0	0	0	0	0	#DIV/0!
Tower Consultant Fee	0	0	0	8,000	8,000	8,000	0	0%
Homelessness	4,671	7,080	0	0	0	0	0	#DIV/0!
Golf Concessions	28,862	32,415	35,134	30,000	32,000	32,000	2,000	7%
Pro Shop Sales	61,852	59,152	71,612	55,000	55,000	55,000	0	0%
Receipt- First Health	0	0	0	8,550	0	0	-8,550	-100%
MLK Donations	50	0	0	0	0	0	0	#DIV/0!
Total Other	797,329	763,131	1,728,770	2,355,688	602,500	602,500	-1,553,188	-74%
SUB-TOTAL GENERAL FUND	31,610,261	33,711,070	36,806,240	36,860,758	36,957,405	37,385,731	724,973	1%
Appropriated Fund Balance								
Appropriated Fund Balance	0	0	0	3,678,496	0	1,250,346	-2,428,150	-66%
Fund Balance - Inspections	0	0	0	231,045	0	368,794	137,749	60%
Fund Balance - CCEP	0	0	0	162,500	0	212,502	50,002	31%
Transfer in Capital Projects	2,096,000	0	171,821	0	0	0	0	#DIV/0!
Transfer in Special Revenue Fund	0	0	0	368,641	0	0	-368,641	-100%
TOTAL GENERAL FUND	33,706,261	33,711,070	36,978,061	41,301,440	36,957,405	39,217,373	-2,084,067	-5%

GENERAL FUND EXPENDITURES

DEPARTMENT	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Governing Body	351,266	350,715	338,246	438,606	464,226	462,995	24,389	6%
Administration	457,743	485,706	500,704	547,938	526,118	577,922	29,984	5%
Human Resources	348,880	340,796	352,227	385,680	396,229	411,056	25,376	7%
Risk Management	97,668	107,826	110,371	139,565	133,443	158,080	18,515	13%
Elections	0	32,613	0	0	34,000	20,555	20,555	#DIV/0!
Financial Services	1,063,560	1,119,987	1,159,968	1,372,784	1,450,526	1,483,679	110,895	8%
Information Technology	459,116	467,010	478,731	643,467	529,607	539,661	-103,806	-16%
Legal	279,077	314,226	340,428	451,770	596,146	373,680	-78,090	-17%
Public Building	998,099	871,986	1,131,398	2,456,771	1,365,943	1,017,330	-1,439,441	-59%
Central Office	22,506	20,433	23,506	34,064	31,925	31,925	-2,139	-6%
GF Contributions	2,941,073	3,583,739	1,440,993	2,666,293	2,845,027	2,419,847	-246,446	-9%
Fleet Maintenance	1,092,282	974,913	979,679	1,508,426	1,877,825	1,813,061	304,635	20%
Less Fleet Maintenance Charges	-615,677	-513,606	-503,359	-600,000	0	-750,000	-150,000	25%
Horticulture	721,448	752,832	771,506	885,596	1,207,407	971,091	85,495	10%
General Government	8,217,041	8,909,176	7,124,396	10,930,960	11,458,422	9,530,882	-1,400,078	-13%
Police	8,259,911	7,977,450	8,408,253	9,565,386		10,735,484	1,170,098	12%
Police - 911 Surcharge	307,744	242,014	197,170	470,601	373,551	373,551	-97,050	-21%
Police - Dispatching	1,163,763	1,155,237	1,148,025	1,284,062	1,283,427	1,342,984	58,922	5%
Fire	5,064,592	5,062,382	5,088,805	5,384,871	8,938,150	5,292,684	-92,187	-2%
Inspection	496,635	547,788	687,313	842,005	939,996	1,039,694	197,689	23%
Public Safety	15,292,646	14,984,871	15,529,567	17,546,925	11,535,124	18,784,397	1,237,472	7%
Street	2,091,865	2,041,188	2,119,291	3,202,025	3,009,174	3,032,024	-170,001	-5%
Street Capital Imp.	250,903	1,430,103	128,026	1,668,738	1,741,000	769,400	-899,338	-54%
Streets	2,342,767	3,471,291	2,247,317	4,870,763	4,750,174	3,801,424	-1,069,339	-22%
Debt Service	973,121	1,136,558	1,362,543	1,612,142	1,323,911	1,573,912	-38,230	-2%
Solid Waste	1,601,097	1,436,280	1,657,565	2,623,360	2,226,130	1,767,003	-856,357	-33%
Sanitation	1,229,009	1,368,879	1,539,027	1,639,440	1,718,400	1,718,400	78,960	5%
Sanitation	2,830,106	2,805,159	3,196,592	4,262,800	3,944,530	3,485,403	-777,397	-18%
Parks	74,510	355,993	435,937	582,201	1,001,792	719,302	137,101	24%
Golf	685,415	738,144	1,119,010	832,089	849,438	879,094	47,005	6%
Cultural and Recreation	759,925	1,094,137	1,554,948	1,414,290	1,851,230	1,598,396	184,106	13%
Community Development	1,210,630	1,260,188	1,295,455	1,650,576	1,488,801	1,448,980	-201,596	-12%
Code Enforcement	294,465	269,222	306,164	348,969	321,006	414,794	65,825	19%
Planning / Historic Preservation	137,741	126,210	150,158	176,578	566,337	182,043	5,465	3%
Community Development	1,642,836	1,655,619	1,751,776	2,176,123	2,376,144	2,045,817	-130,306	-6%
SUB-TOTAL GENERAL FUND	32,058,442	34,056,811	32,767,139	42,814,003	37,239,535	40,820,231	-1,993,772	-5%
Interfund Reimbursements	-1,226,748	-1,316,057	-1,440,474	-1,512,563	-1,602,859	-1,602,858	-90,295	6%
TOTAL GENERAL FUND	30,831,694	32,740,754	31,326,665	41,301,440	35,636,676	39,217,373	-2,084,067	-5%

UTILITY FUND REVENUE

REVENUE SOURCES	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Water Charges	11,028,895	11,403,746	12,051,341	13,182,187	14,487,080	14,487,080	1,304,893	10%
Sewer Charges	9,220,095	8,380,647	8,552,747	8,116,319	8,936,384	8,936,384	820,065	10%
Total User Charges	20,248,990	19,784,393	20,604,089	21,298,506	23,423,464	23,423,464	2,124,958	10%
Interest Income	403,502	204,797	2,936	3,000	5,000	5,000	2,000	67%
Interest on Assessments	0	3	1,645	1,000	5,000	5,000	4,000	400%
Interest on Revenue Bonds	14,590	1,429	15	0	0	0	0	#DIV/0!
Total Investment Income	418,092	206,230	4,597	4,000	10,000	10,000	6,000	150%
Taps and Connections	155,905	175,914	256,989	200,000	215,000	215,000	15,000	8%
Sewer Surcharge	24,125	12,814	94,738	51,523	85,500	85,500	33,977	66%
Meter Rental	2,426	3,303	6,624	5,000	6,500	6,500	1,500	30%
Sludge Charge	67,755	73,530	92,915	80,000	80,000	80,000	0	0%
Non Compliance Fines	2,558	2,050	2,325	2,000	2,000	2,000	0	0%
Pretreatment Monitoring Fee	75,240	77,616	88,704	80,000	80,000	80,000	0	0%
Charges on Past Due Accounts	123,055	80,244	101,997	120,000	120,000	120,000	0	0%
Oil and Grease Fees	21,233	21,466	21,783	21,500	21,500	21,500	0	0%
Sales Other Funds	36,001	33,647	35,066	30,000	30,000	30,000	0	0%
Water Capacity Fee	164,035	164,035	164,035	164,035	164,035	164,035	0	0%
Sewer Capacity Fee	0	0	20,000	0	0	0	0	#DIV/0!
Sale of Capital Assets	56,411	0	306,736	0	0	0	0	#DIV/0!
Sale of Non-Capital Assets	11,009	0	1,882	0	0	0	0	#DIV/0!
Special Assessments	-42	46,992	446,795	0	0	0	0	#DIV/0!
After Hours	5,950	2,625	2,600	2,500	2,500	2,500	0	0%
NSF Charges	6,125	6,400	5,925	5,500	5,500	5,500	0	0%
Miscellaneous	5,704	9,084	8,224	7,500	8,000	8,000	500	7%
Customer Incentive	-36,610	0	0	0	0	0	0	#DIV/0!
Installment Purchase Proceeds	0	0	0	332,300	0	0	-332,300	-100%
Revolving Loan Proceeds	0	0	0	0	0	0	0	#DIV/0!
Bond Proceeds - WTP	0	0	0	0	0	0	0	#DIV/0!
Bond Proceeds Series 2010A	25,095,000	0	0	0	0	0	0	#DIV/0!
Bond Premium 2019	5,564,280	0	0	0	0	0	0	#DIV/0!
Contribution from Other Agencies	0	0	0	11,000	0	0	-11,000	-100%
System Development Fees	0	0	0	0	300,000	0	0	#DIV/0!
Insurance Proceeds	1,677	0	6,798	0	0	0	0	#DIV/0!
Rental Income	80,624	81,839	83,199	80,000	82,000	82,000	2,000	2%
Total Other Revenue	31,462,461	791,560	1,747,335	1,192,858	1,202,535	902,535	-290,323	-24%
FEMA Proceeds-Federal	254,199	222,029	6,861	0	0	0	0	#DIV/0!
CARES - Federal	0	19,983	11,120	0	0	0	0	#DIV/0!
FEMA Proceeds-State	84,733	74,010	2,287	0	0	0	0	#DIV/0!
Build American Bonds Rebate	820,153	31,820	0	0	0	0	0	#DIV/0!
Total Intergovernmental	1,159,085	347,841	20,267	0	0	0	0	#DIV/0!
SUB-TOTAL UTILITY FUND	53,288,628	21,130,024	22,376,287	22,495,364	24,635,999	24,335,999	1,840,635	8%
Retained Earnings	0	0	0	8,261,546	91,303	91,303	-8,170,243	-99%
Transfer In-Capital Project	10,000,000	0	5,464,902	0	0	0	0	#DIV/0!
Transfer In-Special Revenue Fund	0	0	0	153,519	0	0	-153,519	
TOTAL UTILITY FUND	63,288,628	21,130,024	27,841,189	30,910,429	24,727,302	24,427,302	-6,483,127	-21%

UTILITY FUND EXPENSES

DEPARTMENT	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Debt Service	35,368,340	4,771,773	4,353,443	4,638,416	4,523,042	4,525,543	-112,873	-2%
UF Contributions	8,892,298	7,530,296	1,353,343	5,795,360	298,465	248,465	-5,546,895	-96%
Other	8,892,298	7,530,296	1,353,343	5,795,360	298,465	248,465	-5,546,895	-96%
Warehouse	322,409	315,538	342,977	409,767	438,257	442,216	32,449	8%
Less Warehouse Charges	-189,733	-209,422	-241,349	-208,000		-200,000	8,000	-4%
UF Administration	2,334,203	2,336,975	2,566,045	3,097,851	3,090,651	3,173,283	75,432	2%
Engineering	719,015	952,044	1,031,687	1,301,591	1,225,596	1,250,140	-51,451	-4%
UF Public Works Administration	581,877	560,902	572,242	679,139	749,955	793,746	114,607	17%
Utility Maintenance	0	0	0	1,203,432	1,314,974	1,185,868	-17,564	-1%
Water Filtration	2,400,838	2,567,977	2,743,930	2,771,101	2,767,657	2,795,080	23,979	1%
Water Reclamation	2,537,012	2,543,008	2,521,622	2,893,577	3,148,892	2,829,163	-64,414	-2%
Distribution & Collection	5,699,050	5,886,893	6,269,627	6,440,536	7,387,385	6,426,798	-13,738	0%
Water Capital Imp.	1,259,782	670,695	936,381	654,295	177,208,000	407,000	-247,295	-38%
Sewer Capital Imp.	1,870,869	1,541,969	549,233	1,233,364	12,741,000	550,000	-683,364	-55%
Public Utilities	17,535,323	17,166,580	17,292,395	20,476,653	210,072,367	19,653,294	-823,359	-4%
TOTAL UTILITY FUND	61,795,960	29,468,649	22,999,181	30,910,429	214,893,873	24,427,302	-6,483,127	-21%

CHATHAM PARK - WASTEWATER TREATMENT PLANT (WWTP) OPERATION

REVENUE SOURCES	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Transfers In - Utility Fund	0	0	30,000	0	0	0	0	#DIV/0!
Receipt - Chatham Park	0	0	27,861	348,758	331,141	331,141	-17,617	-5%
Total Other	0	0	57,861	348,758	331,141	331,141	-17,617	-5%
TOTAL CHATHAM PARK - WWTP OPERATION	0	0	57,861	348,758	331,141	331,141	-17,617	-5%

CHATHAM PARK - WASTEWATER TREATMENT PLANT (WWTP) OPERATION

DEPARTMENT	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Chatham Park WWTP Operation	0	0	27,861	348,758	331,141	331,141	-17,617	-5%
Total Other	0	0	27,861	348,758	331,141	331,141	-17,617	-5%
TOTAL CHATHAM PARK - WWTP OPERATION	0	0	27,861	348,758	331,141	331,141	-17,617	-5%

MUNICIPAL SERVICE DISTRICT FUND REVENUE

REVENUE SOURCES	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Current Year Taxes	62,490	77,591	76,744	75,234	77,362	77,362	2,128	3%
Prior Year Taxes	458	218	1,731	0	0	0	0	#DIV/0!
Motor Vehicle Tax	2,584	1,947	2,475	2,084	2,750	2,750	666	32%
Motor Vehicle Tax - Penalties	12	11	16	0	100	100	100	#DIV/0!
Penalties Less Discounts	170	112	487	100	0	0	-100	-100%
Total Ad Valorem Taxes	65,714	79,879	81,453	77,418	80,212	80,212	2,794	4%
Interest Income	3,044	1,436	39	100	100	100	0	0%
Total Investment Income	3,044	1,436	39	100	100	100	0	0%
Contribution - Other	0	0	5,000	0	0	0	0	#DIV/0!
Total Other	0	0	5,000	0	0	0	0	#DIV/0!
SUB-TOTAL MUNICIPAL SERVICE DISTRICT FUND	68,758	81,315	86,492	77,518	80,312	80,312	2,794	4%
Appropriated Fund Balance	0	0	0	16,290	30,253	10,253	-6,037	-37%
Contribution From General Fund	54,010	60,090	55,090	74,492	78,044	99,299	24,807	33%
TOTAL MUNICIPAL SERVICE DISTRICT FUND	122,768	141,405	141,582	168,300	188,609	189,864	21,564	13%

MUNICIPAL SERVICE DISTRICT FUND EXPENDITURES

DEPARTMENT	FY 18-19 ACTUAL	FY 19-20 ACTUAL	FY 20-21 ACTUAL	FY 21-22 BUDGET	FY 22-23 REQUESTED	FY 22-23 APPROVED	VARIANCE 22 BUD./23 APP.	% CHG.
Municipal Service District	117,019	106,848	142,444	168,300	188,609	189,864	21,564	13%
Total Other	117,019	106,848	142,444	168,300	188,609	189,864	21,564	13%
TOTAL MUNICIPAL SERVICE DISTRICT FUND	117,019	106,848	142,444	168,300	188,609	189,864	21,564	13%

Staffing Comparison - Headcount

Department	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Approved
Governing Body - Elected	9	9	9	9	9
Administration	4	4	4	4	4
Human Resources	4	4	4	4	4
Risk Management	1	1	1	1	1
Financial Services	9	9	9	10	10
Information Technology	3	3	3	3	3
Legal	2	2	2	2	2
Public Building	2.5	2.5	2.5	2.5	2.5
Fleet Maintenance	5.5	5.5	5.5	5.5	5.5
Horticulture	6	6	6	6	6
TOTAL GENERAL GOVERNMENT	46	46	46	47	47
Police	110	110	111	111	111
Fire	54	54	54	54	54
Inspections	7	7	8	8	9
TOTAL PUBLIC SAFETY	171	171	173	173	174
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	11	11	12	12
Code Enforcement	4	4	4	4	4
Planning/HPC	1	1	1	1	1
TOTAL COMMUNITY DEVELOPMENT	15	16	16	17	17
Parks	4	4	4	4	4
Golf	6	6	6	6	6
TOTAL CULTURAL AND RECREATION	10	10	10	10	10
TOTAL GENERAL FUND	278	279	281	283	284

Includes permanent part-time position(s)

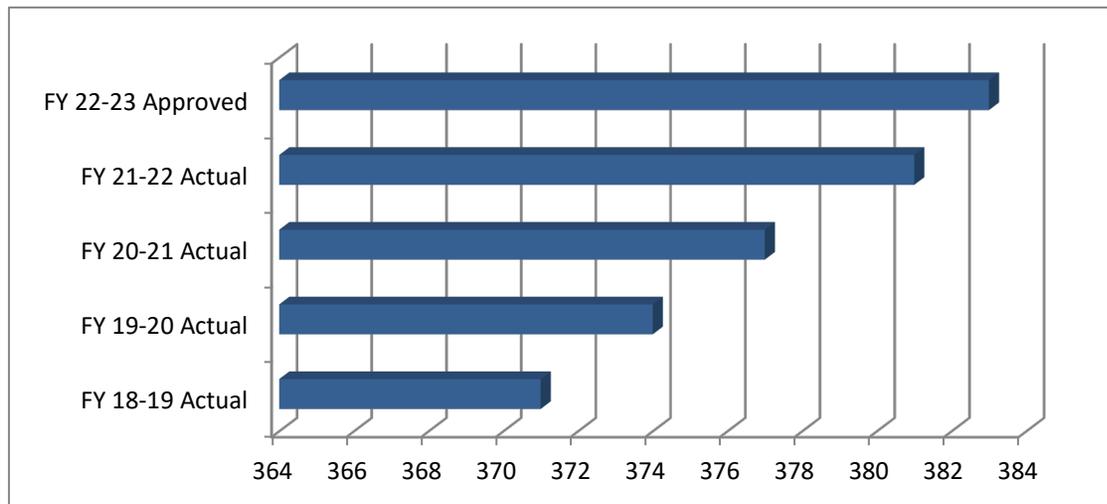
Includes frozen position(s)

Staffing Comparison - Headcount

Department	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Recomm.
Warehouse	1	1	1	1	1
UF Administration	12	12	12	12	12
Engineering	11	12	12	13	13
Public Works Administration	5	5	5	6	7
Utility Maintenance	0	0	0	6	6
Distribution and Collection	40	41	41	38	38
Water Filtration	11	11	12	11	11
Water Reclamation	13	13	13	11	11
TOTAL PUBLIC UTILITIES	93	95	96	98	99
TOTAL UTILITY FUND	93	95	96	98	99
TOTAL ENTERPRISE FUND	93	95	96	98	99
GRAND TOTAL	371	374	377	381	383

Includes permanent part-time position

Includes frozen position(s)



FY 2022-2023 GENERAL FUND CAPITAL OUTLAY

QTY	PRIORITY BY DEPT	ITEM	DEPARTMENT	REQUESTED		APPROVED- REPLACED/NEW
				REPLACE	NEW	
1	1	Fire proof file cabinet for personnel files	Human Resources		7,000	7,000
		Total Human Resources		-	7,000	7,000
1	1	File Server	Information Technology	13,500		13,500
1	2	Network Switch	Information Technology	3,500		3,500
1	3	Firewall Appliance	Information Technology	6,000		6,000
		Total Information Technology		23,000	-	23,000
1	1	Land - option to purchase	Legal	15,000		15,000
		Total Legal		15,000		15,000
1	1	Tractor	Golf	38,000		38,000
1	1	Storage Building	Golf	15,000		15,000
		Total Golf		53,000		53,000
1	1	Ton Utility Truck - unit #30	Public Building	59,100		
1	2	Sedan Ford Fusion - unit #41	Public Building	33,850		
1	3	Facility Solutions Installation and Subscription	Public Building		68,163	
		Total Public Building		92,950	68,163	-
1	1	Midsize Sedan - unit #22	Fleet Maintenance	33,350		33,350
1	2	Minivan - unit #23	Fleet Maintenance	43,447		43,447
1	3	Midsize Sedan - unit #21	Fleet Maintenance	33,350		
1	4	3040 C OEP Pressure Washer/Steam Cleaner	Fleet Maintenance		8,423	
8	5	Roll up Bay Door's for Garage Area	Fleet Maintenance	43,700		
		Total Fleet		153,847	8,423	76,797
1	1	3/4 ton truck - unit #35	Horticulture	36,200		36,200
1	1	Zero turn mover - unit #44	Horticulture	15,109		15,109
1	2	3/4 ton truck - unit #34	Horticulture	36,200		
1	2	Zero turn mover - unit #43	Horticulture	15,109		
1	3	3/4 ton truck Crew Cab - unit #37	Horticulture	44,000		
1	3	Zero turn mover	Horticulture	15,264		
1	4	3/4 ton truck Crew Cab - unit #40	Horticulture	44,000		
1	4	UTV Club Car - unit #36	Horticulture	17,400		
1	5	1/2 ton truck - unit #45	Horticulture	36,200		
1	5	Zero turn mower - unit #42	Horticulture	15,109		
		Total Horticulture		274,591	-	51,309
1	1	Texting Server	Police- E911	10,000		10,000
1	1	Drug Enforcement Unit - vehicles	Police- Forfeiture	85,000		85,000
2	1	Patrol Vehicles - includes tax and tags		78,807		78,807
11	1	Patrol Vehicles - includes tax and tags		366,448		366,448
		Total Police		540,255	-	540,255
1	1	Self Contained Breathing Apparatus	Fire	572,691		-
35	2	APX Portable Radios	Fire	338,793		-
1	3	Aerial Platform	Fire	1,800,000		
1	4	Engine Pumper - unit #204	Fire	740,000		
1	5	Brush Truck	Fire	195,000		
1	6	3/4 ton truck 4x4 - unit #202	Fire	40,300		
1	7	SUV 4x4 - unit # 200	Fire	40,950		
1	8	Lawn Mower at Station #3	Fire	6,819		-
1	9	Cabinets at #2 Fire Station	Fire	12,465		-
1	10	Concrete at Central Fire Station	Fire	112,700		
		Total Fire		3,859,718	-	-
1	1	1/2 ton Super Cab Truck - unit #63	Inspections	45,400		45,400
		Total Inspections		45,400	-	45,400
1	1	Angel Wings Charlie Watson Lane	Planning/ HPC		5,000	2,500
1	2	Arch Charlie Watson Lane			14,500	
1	3	Tunnel Wall- Wilrik Hotel	Planning/ HPC		8,000	
1	4	Stone Cutter- Bronze Sculpture	Planning/ HPC		95,000	
1	5	Charlie Watson Bronze Sculpture	Planning/ HPC		110,000	
1	6	Railroad Wall	Planning/ HPC		135,000	
		Wayfinding signs	Planning/ HPC		35,000	35,000
		Bike Lanes	Planning/ HPC		25,000	
		Total Planning / HPC		-	427,500	37,500
1	1	Midsize Sedan	Street	33,350		33,350

FY 2022-2023 GENERAL FUND CAPITAL OUTLAY

QTY	PRIORITY BY DEPT	ITEM	DEPARTMENT	REQUESTED		APPROVED- REPLACED/NEW
				REPLACE	NEW	
1	2	Ravo Street Sweeper	Street	248,500		248,500
23	2	Additional Lighting for US #1 & Colon Rd	Street	197,009		197,009
1	3	1/2 Ton Standard Truck	Street	33,200		
1	4	1 ton Tool Truck	Street	60,350		
1	5	1/2 Ton Standard Truck	Street	33,200		
1	6	1/2 Ton Standard Truck	Street	33,200		
		Total Street		638,809	-	478,859
1	1	Street Resurfacing	Street Capital		575,000	575,000
1	2	bas	Street Capital		100,000	50,000
1	3	Street full depth reclamation project	Street Capital		500,000	
1	4	Fields drive sidewalks	Street Capital		183,000	
1	5	Carthage St Road, Wicker and Chatham	Street Capital		383,000	-
1	6	Woodland Avenue Sidewalks	Street Capital		144,400	144,400
		Total Street Capital		-	1,741,000	769,400
1	1	Flat Bed Dump - unit #355	Solid Waste	94,593		
1	2	Grade Work to Grounds at Compost Facility	Solid Waste	-	41,200	41,200
1	3	1/2 ton 4 Door Truck - unit #363	Solid Waste	42,100		42,100
1	4	Passenger Car - unit #351	Solid Waste	33,850		
1	5	Rubber Tire Loader - unit #376	Solid Waste	188,282		
1	5	Standard 3 yd bucket necessary to load customer	Solid Waste	-	24,115	
1	6	1/2 ton Standard Truck - unit #352	Solid Waste	34,300		
1	7	3/4 ton 4 x 4 Truck - unit #374	Solid Waste	42,850		
1	8	1/2 ton Standard Truck - unit #382	Solid Waste	34,300		
1	9	Tractor - unit #368	Solid Waste	51,850		
1	10	Trailer - unit #365	Solid Waste	26,000		
		Total Solid Waste		548,125	65,315	83,300
1	1	Fire Proof Filing Cabinet	Governing Body		6,000	6,000
				-	6,000	6,000
1	1	Chevrelot Equinox AWD - unit #401	Parks	42,950		42,950
1	1	Replace playground equipment at Walter McNeil	Parks	185,000		
1	2	2014 F-150 2WD - unit #403	Parks	36,625		
1	3	2015 F-150 2WD - unit #402	Parks	36,625		
		Total Parks		301,200	-	42,950
		SUBTOTAL GENERAL FUND		6,545,895	2,323,401	2,229,770
		TOTAL AMTS REQUESTED- REPLACE AND NEW CAPITAL				8,869,296
		TOTAL OF APPROVED CAPITAL				2,229,770
		LESS STREET PAVING				(575,000)
		TOTAL GENERAL FUND CAPITAL				1,654,770

FY 2022-2023 UTILITY FUND CAPITAL OUTLAY

QTY	PRIORITY BY DEPT	ITEM	DEPARTMENT	REQUESTED		APPROVED
				REPLACE	NEW	
1	1	1/2 ton Pickup Truck	Warehouse	34,300		34,300
		Total Warehouse		34,300	-	34,300
4	1	SCADA computers	Water Filtration	25,000		25,000
1	2	1/2 ton 4 x 4 Truck	Water Filtration		37,700	37,700
1	3	PLC Panel for Avents Ferry Rd	Water Filtration	50,000		50,000
1	4	1/2 Ton Standard Truck	Water Filtration	33,750		
		Total Water Filtration		108,750	37,700	112,700
1	1	1/2 ton 4x4 - unit #54	Water Reclamation	35,100		35,100
1	2	1/2 ton 4x4 - unit #53	Water Reclamation	35,100		
1	3	Midsize Sedan - unit #51	Water Reclamation	31,850		
		Total Water Reclamation		102,050		35,100
						-
1	1	1/2 ton truck 2 wheel drive	Utility Maintenance		35,550	35,550
1	1	1/2 ton truck 4 x 4 - unit #502	Utility Maintenance	39,450		39,450
1	1	1 ton utility truck 4 x 4 - unit #504	Utility Maintenance	64,800		
1	1	1 ton utility truck - unit #503	Utility Maintenance	60,900		
		Total Utility Maintenance		165,150	35,550	75,000
1	1	Rocky top TV Trailer - unit #673	Distribution & Collection	97,045		97,045
1	2	1 ton Utility Truck - unit #614	Distribution & Collection	60,900		60,900
1	3	1 ton Utility Truck - unit #615	Distribution & Collection	60,900		60,900
1	4	1/2 ton Standard Truck - unit #654	Distribution & Collection	33,750		
1	5	1/2 ton Standard Truck - unit #607	Distribution & Collection	33,750		
1	6	1/2 ton Standard Truck - unit #620	Distribution & Collection	33,750		
1	7	1 ton Utility Truck - unit #604	Distribution & Collection	60,900		
1	8	1 ton Utility Truck - unit #603	Distribution & Collection	60,900		
1	9	1/2 ton Standard Truck- unit #632	Distribution & Collection	33,750		
1	10	1/2 ton Standard Truck - unit #628	Distribution & Collection	33,750		
1	11	1/2 ton Standard Truck- unit #600	Distribution & Collection	33,750		
1	12	1 ton Utility Truck- unit #662	Distribution & Collection	60,900		
1	13	1/2 ton Standard Truck- unit #619	Distribution & Collection	33,750		
1	14	1/2 ton Standard Truck- unit #618	Distribution & Collection	33,750		
1	15	1/2 ton Standard Truck- unit #655	Distribution & Collection	37,650		
1	16	1 ton Utility Truck- unit #635	Distribution & Collection	60,900		
1	17	1 ton Utility Truck- unit #663	Distribution & Collection	60,900		
1	18	1/2 ton standard truck- unit #646	Distribution & Collection	33,750		
1	19	1/2 ton 4 x 4 truck- unit #652	Distribution & Collection	37,650		
1	20	1/2 ton Standard Truck- unit #605	Distribution & Collection	33,750		
1	21	Passenger car- unit #601	Distribution & Collection	32,400		
1	22	Air Compressor - unit #636	Distribution & Collection	25,343		
1	23	Aqua flow Bulk Water System	Distribution & Collection	35,087		
1	24	1/2 ton Standard Truck - unit #625	Distribution & Collection	33,750		
		Total Distribution & Collection		1,062,725	-	218,845
1		Lemon Springs Pump Station Upgrade/Rehab	Sewer Capital Improvemer	150,000		150,000
		Total Sewer Capital Improvements		150,000	-	150,000
1		Utility Building	Water Capital Improvement		10,000,000	
1		Automatic Metering Infastructure	Water Capital Improvement		6,200,000	
		Total Water Capital Improvements		-	6,200,000	
		TOTAL UTILITY FUND		1,622,975	6,273,250	625,945

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, 2021 is as shown in the following table.

Assessed Valuations	<u>\$ 2,946,939,000</u>
Debt limit 8% of assessed valuations	235,755,120
Amount of debt applicable to debt limit	44,670,000
Outstanding debt not evidenced by bonds:	
Notes	11,818,380
Installment purchase contracts	7,310,182
Capital leases	-
Annexation liability for fire protection	-
	<u>62,634,057</u>
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>37,070,000</u>
Net Debt	<u>26,728,562</u>
LEGAL DEBT MARGIN	<u>\$ 209,026,558</u>

The City of Sanford's total net debt decreased by \$789,197 during fiscal year 2020-2021. The key factors in this decrease was the annual debt service payments for revenue bonds and notes payable in the utility fund and the annual debt service payment for installment purchase contracts in the general fund. The City's current bond ratings are as follows:

Moody's Investment Service	Aa3
Moody's – GO Bonds	AA
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.

The City is also in compliance with the covenants as to rates, fees, rentals and charges in Section 6.7 of the Bond Order, authorizing the issuance of the Enterprise System Revenue Bonds, Series 2019 since its adoption in June 2019. 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.

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.

In order to fund planned capital improvements, this budget includes a 10-percent rate increase for water service and a 6-percent rate increase for wastewater 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 has pledged future water and sewer customer revenues, net of specified operating expenses, to repay \$38,595,000 in enterprise system revenue bonds issued in June 2019. Proceeds from the bonds provided financing for the completion of various water and sewer projects and to advance refund \$29,005,000 of the 2010 revenue bonds as detailed below. The bonds are payable solely from water and sewer customer net revenues and are payable through 2045. The total principal and interest remaining to be paid on the bonds is \$51,953,450. Interest payments for the current year totaled \$1,665,000 with no principal payments.

Advanced Refunding

On June 1, 2019 the City issued \$30,184,726 of advanced refunding revenue bonds to provide resources to purchase U.S. Government securities that were placed in an irrevocable trust to be used for all future debt service payments of \$29,005,000 of existing revenue bonds. As a result, the refunded bonds are considered to be defeased and the liability has been removed from the utilities activity column of the statement of net position. The preacquisition price exceeded the net carrying amount of the old debt by \$1,179,726. In addition, there was an unamortized bond premium on the existing debt of \$870,602. The net difference of these amounts, \$309,124 is being netted against the net debt as a deferred outflow of resources. This will be amortized over the life of the existing bonds through fiscal year 2035. This advance refunding was undertaken to reduce total debt service payments over the next 16 year by \$2,708,578 and resulted in an economic gain of \$2,189,636.

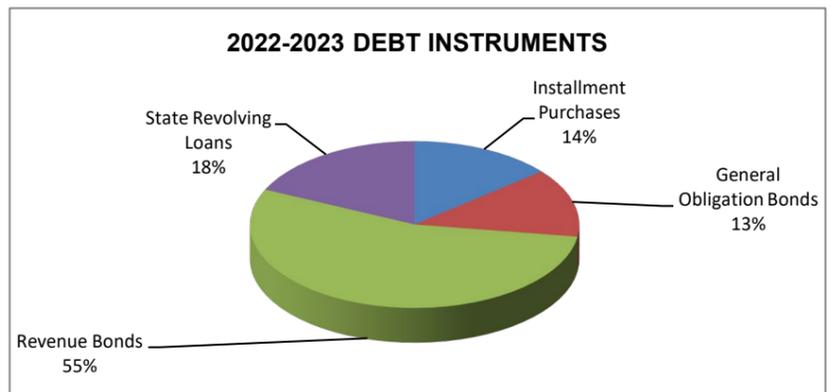
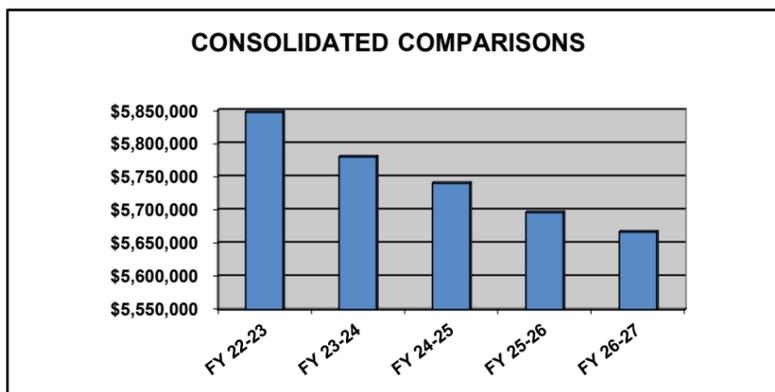
The debt service coverage ratio calculation for the year ended June 30, 2021 is as follows:

Operating revenues	\$ 22,063,676
Operating expenses	<u>(23,693,065)</u>
Operating income	(1,629,389)
Non-operating revenues (expenses)	<u>(1,949,257)</u>
Income before transfers and capital contributions	(3,578,646)
Adjustments:	
Depreciation and amortization expense (net)	5,942,707
Interest expense	1,954,775
Increase in other post-employment benefits	3,796
Increase in net pension liability	<u>427,020</u>
Income available for debt service	<u>\$ 4,749,652</u>
Parity debt service (Revenue bonds only)	\$ 3,190,000
Parity debt service coverage ratio	1.49
G.O., Subordinate, and all other indebtedness	<u>1,162,443</u>
Total debt service**	<u>\$ 4,352,443</u>

Total debt service coverage ratio 1.09

SCHEDULE OF DEBT SERVICE

DESCRIPTIONS	FY 22-23 REQ.	FY 23-24 REQ.	FY 24-25 REQ.	FY 25-26 REQ.	FY 26-27 REQ.	FY 27-45 REQ.	TOTAL
Installment Purchases							
Street Resurfacing; dated 7/12/2012; 2.09% interest; BB&T; 10 years outstanding \$26,242.91	\$ 26,381	\$ -	\$ -	\$ -	\$ -		\$ 26,381
Street Resurfacing; dated 01/17/18 2.28% interest; Regions; 10 years outstanding \$631,578.94	119,064	116,664	114,264	111,864	109,464	107,064	678,384
Streetscape; dated 01/17/18 2.28% interest; Regions; 10 years outstanding \$1,578,947.35	297,658	291,658	285,658	279,658	273,658	267,658	1,695,948
City Hall & Public Works Building Repairs dated 06/16/21; 2.18% interest; Truist; 15 years; outstanding \$1,091,211.14	101,311	99,611	97,912	96,213	94,514	774,116	\$1,263,677
	\$ 544,414	\$ 507,933	\$ 497,834	\$ 487,735	\$ 477,636	\$ 1,148,838	\$ 3,664,390
General Obligation Bonds							
Streetscape and sidewalk GO Bonds Series 2015; 2/10/15; 2.545749% interest; outstanding \$5,350,000.00	619,500	601,500	578,500	560,700	551,800	3,488,800	6,400,800
Parks & Recreation, Series 2019 06/04/2019 All in TIC 2.446651% outstanding \$1,700,000.00	160,000	156,000	152,000	148,000	144,000	1,443,000	2,203,000
	\$ 779,500	\$ 757,500	\$ 730,500	\$ 708,700	\$ 695,800	\$ 4,931,800	\$ 8,603,800
Revenue Bonds							
Enterprise Bonds Series; 2019; issued 05/29/19; 3.13% interest; outstanding \$35,470,000.00	3,188,750	3,184,750	3,186,750	3,179,250	3,177,500	32,847,700	48,764,700
	\$ 3,188,750	\$ 3,184,750	\$ 3,186,750	\$ 3,179,250	\$ 3,177,500	\$ 32,847,700	\$ 48,764,700
Installment Purchases							
Water & Sewer Reimbursement - Forge dated 06/16/21; 2.18% interest; Truist; 15 years; outstanding \$2,955,758.86	274,419	269,816	265,213	260,611	256,008	2,096,845	3,422,912
	\$ 274,419	\$ 269,816	\$ 265,213	\$ 260,611	\$ 256,008	\$ 2,096,845	\$ 3,422,912
State Revolving Loans							
Water Treatment Plant; 0% interest; issued 1/29/10; due annually to 2030; outstanding \$361,433.20	45,180	45,180	45,180	45,180	45,180	135,538	361,438
WWTP SRF Loan; 2.22% interest; issued 10/4/2010; 20 years; outstanding \$10,548,486.99	1,014,695	1,014,695	1,014,695	1,014,695	1,014,695	7,035,835	12,109,310
	\$ 1,059,875	\$ 7,171,373	\$ 12,470,748				
TOTAL DEBT SERVICE	\$ 5,846,958	\$ 5,779,874	\$ 5,740,172	\$ 5,696,171	\$ 5,666,819	\$ 48,196,556	\$ 76,926,550



Note: Principle and interest included with annual requirements.

GENERAL FUND

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

REVENUE SUMMARIES

Revenue Sources	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Ad Valorem Taxes	16,261,498	17,100,136	17,647,893	18,150,344	18,706,688	18,884,256
Penalties Less Disc.	44,846	38,057	74,209	40,000	40,000	40,000
Other Taxes	6,457,497	6,993,602	8,092,914	7,560,805	8,602,446	8,757,134
User Charges	510,090	570,301	681,540	589,550	597,500	597,500
Intergovernmental	4,430,473	4,374,177	4,544,877	4,438,766	4,512,701	4,512,701
Other	797,329	763,131	1,728,770	2,355,688	602,500	602,500
Sales/Service	2,164,977	2,423,495	3,012,747	3,062,860	3,143,170	3,239,240
Investment Income	344,830	194,165	17,976	15,100	16,000	16,000
Permits and Fees	598,721	1,256,186	1,005,314	647,645	736,400	736,400
Appropriated Fund Balance	0	0	0	3,678,496	0	1,250,346
Fund Balance-Inspections	0	0	0	231,045	0	368,794
Fund Balance-CCEP	0	0	0	162,500	0	212,502
Transfer in Cap.Project	2,096,000	0	171,821	368,641	0	0
Total	33,706,261	33,713,250	36,978,061	41,301,440	36,957,405	39,217,373

GRAPHIC REPRESENTATION

FY 22 - 23 revenues reflect a decrease of \$2,084,067 compared to the FY 21-22 budget. Ad valorem tax revenues are projected to increase by \$733,912 or four percent compared to prior year due to growth. Tax rate will remain at \$0.62 per \$100 assessed valuation. Other taxes are predicted to increase by \$1,196,329 or sixteen percent compared to prior year. This increase is primarily due to sales tax revenue budgeted amounts were conservative due to the unknown impact coming off of the pandemic. Investment income is expected to increase by \$900, or six percent compared to prior year. Sales and service reflects an increase of \$176,380 as Council elected to increase the annual sanitation fee by \$10 to \$310 per household. Other revenue reflects a decrease of \$1,753,188 or seventy-five percent compared to prior year mainly due to a decrease in installment purchase proceeds. A motor vehicle fee remains in place at \$30 per vehicle and trailer. User charges and permits and fees are both showing an increase from prior year. Intergovernmental reflects a slight increase mainly due to drug forfeiture expected to be used in FY 2023.

FY 21-22 revenues reflect a decrease of \$10,584 compared to the FY 20-21 budget. Ad valorem tax revenues are projected to increase by \$1,024,593 or six percent compared to prior year due to growth. City Council approved a 2-cent tax increase to \$0.62 per \$100 assessed valuation. This 2-cent tax increase will help offset costs associated with the construction of fire station number four, including the property purchase and design expenses. Other taxes are predicted to increase by \$1,077,247 or seventeen percent compared to prior year. This increase is primarily due to sales tax revenue received as budget amounts were conservative due to the unknown impact of the pandemic. Investment income is expected to decrease by \$35,000, or 70 percent compared to prior year. Sales and service reflects slight increase of \$10,980 compared to prior year. The annual sanitation fee remains at \$310 per household. Other revenue reflects an increase of \$152,529 or eight percent compared to prior year mainly due to an increase in installment purchase proceeds. A motor vehicle fee remains in place at

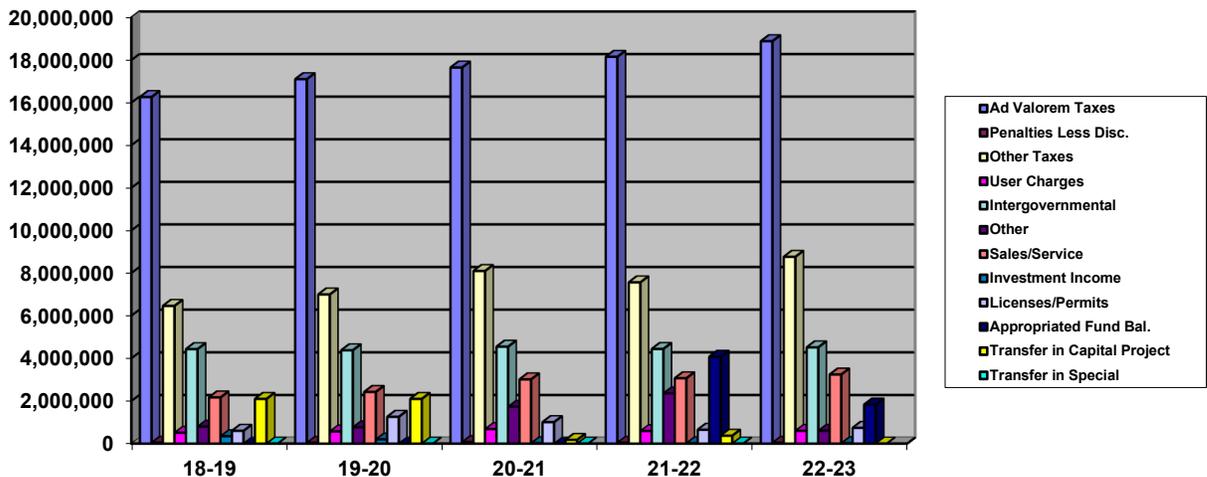
GENERAL FUND REVENUE SUMMARIES (Continued)

\$30 per vehicle and trailer. User charges and permits and fees are both showing an increase from prior year. Intergovernmental reflects a decrease mainly due to CARES revenue received in prior year. Lee County elected not to renew their contract with the City to provide fire protection in the Clearwater area resulting in \$48,000 less revenue.

FY 20-21 ad valorem tax reflects a slight decrease from prior year. Tax rates will remain at \$0.60 per \$100 assessed valuation. Other taxes are showing a decrease mainly due to sales tax revenue related to COVID-19 pandemic. Investment income is showing a \$144,065 decrease from prior year. Sales and service reflects an increase as Council elected to increase the annual sanitation fee by \$40 per residence. This increase raised the current rate from \$270 to \$310 per household. Other revenue reflects an increase mainly due to installment purchase proceeds. A motor vehicle fee remains in place at \$30 per vehicle and trailer.

FY 19-20 ad valorem tax reflects an increase from 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 an increase of \$258,518 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.



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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	18,979,926	19,401,727	19,898,378	22,727,791	21,468,427	24,038,596
Operating	10,725,341	11,346,900	9,624,571	13,480,141	11,813,977	13,323,597
Capital Outlay	1,126,427	1,992,127	1,803,716	5,093,508	2,354,272	1,855,180
Total	30,831,694	32,740,754	31,326,665	41,301,440	35,636,676	39,217,373
Budgeted Positions	278	279	281	283	284	284

GRAPHIC REPRESENTATION

FY 22-23 personnel cost represent sixty-one (61%) percent of the total general fund budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance, and the addition of a building inspector position and a code enforcement officer position. The building inspector position is necessary to keep pace with the increasing volume of the Inspections Department permits and the code enforcement position is necessary to be able to assist with enforcement of codes and ordinances. Four positions remain frozen and are included in the Human Resources, Solid Waste, and Community Development departments. Please note freezing a total of three positions puts more pressure on our service delivery level as we continue to do more with less. Operating reflects a decrease of \$824,061 mainly due to improvements to City Hall/Service Center budgeted in prior year. A contribution is made to Downtown Sanford, Inc. (DSI) in the amount of \$97,600 to fund downtown policing. Contributions are also made for the following: Central Business Tax District, \$78,044; SAGA economic development administration, \$236,183; SAGA economic development incentives, \$500,000; Strategic Services, \$142,943; and Central Carolina Enterprise Park (CCEP) spec building, \$212,502. This budget also includes \$575,000 for street rehabilitation. Capital is shown at the departmental level.

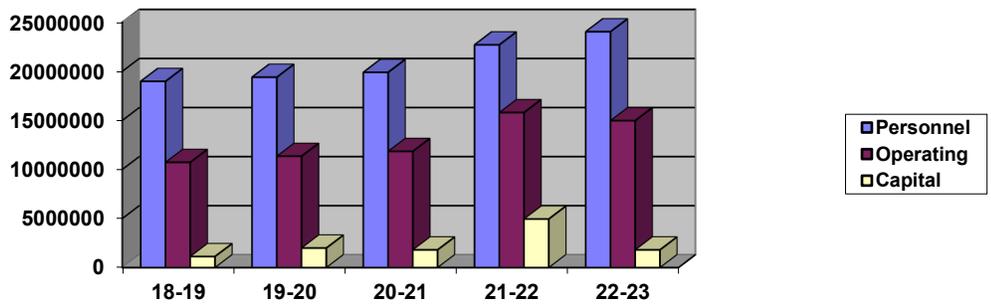
FY 21-22 personnel cost represent sixty (60%) percent of the total general fund budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 3% increase for group health insurance, the addition of a new planner position, and the addition of a building inspector position funded for ½ year. The planner position is needed to provide professional expertise while considering the Unified Development Ordinance's (UDO) new and enhanced requirements during reviews. The building inspector position is necessary to keep pace with the increasing volume of the Inspections Department permits. 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 \$1,353,007 mainly due to improvements to City Hall/Service Center and CARES money budgeted in prior year. A contribution is made to Downtown Sanford, Inc. (DSI) in the amount of \$97,600 to fund downtown policing. Contributions are also made for the following: Central Business Tax District, \$74,492; SAGA economic development administration, \$224,937; SAGA economic development incentives, \$219,688; Strategic Services, \$112,528; and Central Carolina Enterprise Park (CCEP) spec building, \$162,500. Community Development includes funds for Unified Development Ordinance (UDO) Phase II re-write, \$100,000 and S3 homelessness project, \$36,410. The police department includes funds for Project Safe Neighborhoods and Commission of Accreditation for Law Enforcement Agencies, Inc. (CALEA). This budget also includes \$575,000 for street rehabilitation and \$120,000 for debt payment of rolling stock. Capital is shown at the departmental level.

GENERAL FUND EXPENDITURE SUMMARIES (Continued)

FY 20-21 personnel changes are related to a 1.2% increase in retirement, a 7% increase for group health insurance, the addition of a new police position dedicated to evidence collection processing and storage funded for 6 months, and the addition of 9 firefighter positions funded for 3 months. The city applied for a Staffing for Adequate Fire and Emergency Response (SAFER) grant to assist with the cost of entry level firefighters to provide coverage for the northern city limits expansion; however, the city was not approved for this grant. FY 20-21 also includes approximately \$100,000 to purchase uniforms, regulators, masks, and two sets of turnout gear for each of the 9 additional firefighter positions. Budgetarily the funds still remain in FY 20-21 for these 9 firefighter positions and equipment but are not included in FY 21-22. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was approved for employees in November of 2020. A contribution is made to Downtown Sanford, Inc. (DSI) in the amount of \$97,600 to fund downtown policing. Community Development includes funds for Unified Development Ordinance (UDO) Phase II, \$50,000; Rapid Rehousing, \$10,000; Bread of Life, \$25,000; Partners for Impact, \$25,000; and Emergency Shelter \$11,520. The police department includes funds for Project Safe Neighborhoods and Commission of Accreditation for Law Enforcement Agencies, Inc. (CALEA). This budget also includes \$575,000 for street rehabilitation.

FY 19-20 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. Operating includes a \$162,500 contribution to Central Carolina Enterprise Park 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 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.



GENERAL FUND – UNAUDITED

	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
GENERAL FUND	18-19	19-20	20-21	21-22	21-23
BEGINNING FUND BALANCE	\$ 14,228,451	\$ 17,290,537	\$ 18,414,444	\$ 24,179,172	\$ 22,278,609
REVENUES					
AD VALOREM TAXES	16,253,181	17,089,953	17,635,742	17,968,594	18,924,256
INTERGOVERNMENTAL	4,943,754	4,972,577	4,950,866	4,349,054	4,512,701
SALES TAX AND OTHER TAXES	6,254,472	6,800,515	7,906,193	7,560,805	8,757,134
OTHER	3,937,014	4,791,637	4,881,967	6,326,052	5,191,640
TOTAL	31,388,421	33,654,682	35,374,768	36,204,505	37,385,731
EXPENDITURES					
GENERAL GOVERNMENT	4,950,487	5,234,528	5,404,318	8,124,594	9,530,882
PUBLIC SAFETY	15,025,201	14,821,699	15,416,684	17,194,048	18,784,397
STREETS	2,112,906	3,223,065	2,247,317	4,160,710	3,801,424
DEBT SERVICE	1,383,178	1,446,491	1,362,541	1,572,142	1,573,912
SANITATION	2,770,664	2,784,800	3,196,592	4,103,665	3,485,403
CULTURAL AND RECREATION	751,910	1,091,394	1,554,949	1,286,278	1,598,396
COMMUNITY DEVELOPMENT	1,642,834	1,655,620	1,751,777	2,032,272	2,045,817
TOTAL	28,637,180	30,257,597	30,934,178	38,473,709	40,820,231
TRANSFER TO OTHER FUNDS	(2,039,809)	(2,358,590)	(264,190)	-	-
INSTALLMENT PROCEEDS	-	-	1,165,909	-	-
INSURANCE RECOVERY	89,637	52,651	47,117	-	-
DEBT ISSUANCE COSTS	-	-	(15,410)	-	-
SALE OF PROPERTY	165,017	32,761	218,891	-	-
TRANSFER IN - OTHER FUNDS	2,096,000	-	171,821	368,641	-
ENDING FUND BALANCE	\$ 17,290,537	\$ 18,414,444	\$ 24,179,172	\$ 22,278,609	\$ 18,844,109

Note: FY 18-19 reflects reimbursement into the general fund for a capital contribution made to the General Obligation Bond projects in FY 16-17 and is shown within Transfer in Capital Project. The transfer to other funds shown in FY 18-19 and FY 19-20 is mainly for Project Forge site prep and roadway. FY 21-22 and FY 22-23 reflects expenditures to be paid with fund balance 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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	264,476	273,313	288,395	307,531	326,186	336,155
Operating	86,790	77,402	49,851	117,597	132,040	120,840
Capital	0	0	0	0	6,000	6,000
Subtotal	351,266	350,715	338,246	425,128	464,226	462,995
Less Interfund Reimbursement	(75,239)	(79,789)	(82,424)	(82,424)	(81,120)	(81,120)
Total	276,028	270,926	255,822	342,704	383,106	381,875
Budgeted Positions	9	9	9	9	9	9

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) fire proof filing cabinet, \$6,000.

GRAPHIC REPRESENTATION

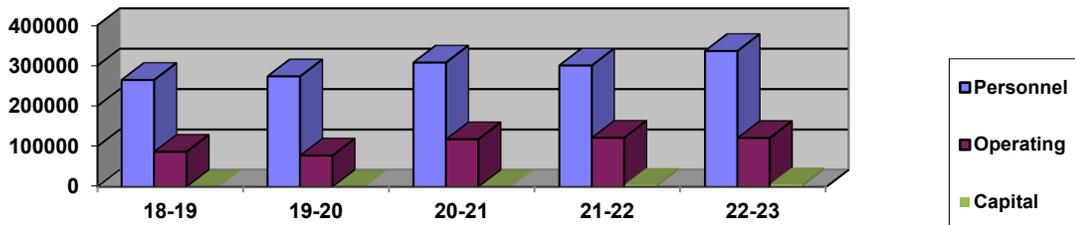
FY 22-23 appropriations reflect an increase of \$37,867 compared to FY 21-22 budget prior to interfund reimbursements. Personnel adjustments are related to a 4% cost of living adjustment, a 2% merit increase, a .075% increase in retirement and a 1% increase for group health insurance. Operating includes 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 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% 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 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees in November of 2020. 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 19-20 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. Homelessness Project, Opioid Task Force, and National Night Out continue to be funded within this department. Also included are funds for computer / ipad replacements.

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 Youth Academy, \$4,000; and \$11,000 to be used towards National Night Out.



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	20-21 Actual	21-22 Projected	22-23 Projected
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)	0	1	2
National League of Cities conferences (members attending)	0	5	6
NC League of Municipalities conferences (members attending)	0	3	3
Public Policy meetings	0	12	12
Sanford Area Growth Alliance meetings	12	16	16
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	0	33
National Night Out awards received	22	0	23
Coordinate National Night Out events	35	0	33

GOVERNING BODY

Performance Measures	20-21 Actual	21-22 Projected	22-23 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	18	18	12
Work sessions	20	16	16
City Council meetings	26	26	26
Prepare agendas and attend commission meetings	36	36	36
Adopted city ordinances and resolutions	101	205	200
Prepare applications for Boards and Commissions appointments	26	26	26
Sister City meetings	6	6	6
Joint Interlocal Committee meetings	4	4	4
Triangle J. Council (Virtual)	12	12	12
Public Policy meetings	12	12	12
Committee of 12 meetings	12	12	0
S3 Housing Connect meetings	16	16	12
Depot Park Committee meetings	16	16	12
Commission on Opioid Abuse Epidemic		11	12

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	430,094	460,129	479,382	495,280	488,513	532,467
Operating	27,649	25,577	21,322	47,658	37,605	45,455
Capital	0	0	0	5,000	0	0
Subtotal	457,743	485,706	500,704	547,938	526,118	577,922
Less Interfund Reimbursement	(101,826)	(125,996)	(148,004)	(158,327)	(162,902)	(162,902)
Total	355,917	359,710	352,700	389,611	363,216	415,020
Budgeted Positions	4	4	4	4	4	4

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

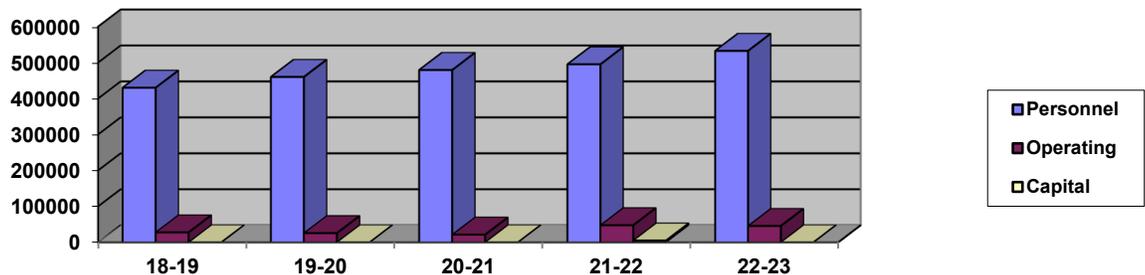
FY 22-23 appropriations reflect an increase of \$1,375 compared to FY 21-22 budget prior to interfund reimbursements. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Operating increase is related to replacement of computers, iPad, and scanner.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees in November of 2020. No significant changes within operating.

FY 19-20 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.



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	20-21 Actual	21-22 Projected	22-23 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	7	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	12	12	12
Sister City meetings	12	12	12
Joint Interlocal meetings	4	4	4
S3 Housing Connect meetings	16	16	16
Depot Park Committee meetings	16	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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	268,162	279,364	288,559	288,643	306,756	321,583
Operating	80,718	61,432	63,668	81,893	82,473	82,473
Capital	0	0	0	0	7,000	7,000
Subtotal	348,880	340,796	352,227	370,536	396,229	411,056
Less Interfund Reimbursement	(68,561)	(72,412)	(81,864)	(81,864)	(84,474)	(84,474)
Total	280,319	268,384	270,363	288,672	311,755	326,582
Budgeted Positions	4	4	4	4	4	4

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes (1) fire proof filing cabinet, \$7,000.

GRAPHIC REPRESENTATION

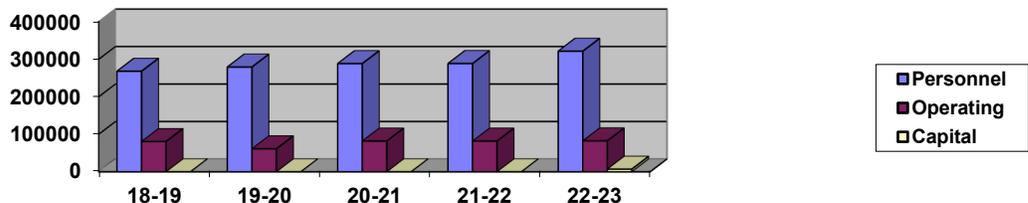
FY 22-23 appropriations reflect an increase of \$40,520 or eleven percent (11%) compared to FY 21-22 budget prior to interfund reimbursement. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase and a 1% increase for group health insurance. One vacant receptionist position remains frozen resulting in savings of approximately \$50,000. No significant changes within operating.

FY 21-22 appropriations reflect an increase of \$3,835 or one percent (1%) compared to FY 20-21 budget prior to interfund reimbursement. Personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. One vacant receptionist position remains frozen resulting in a savings of approximately \$46,000. No significant changes within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees in November of 2020. No significant changes within operating.

FY 19-20 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 \$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.



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	20-21 Actual	21-22 Projected	22-23 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 Recipients (calendar year)	46	46	42
Wellness Program / Lunch-n-Learn sessions	0	6	6
Employee Relations Activities	1	1	6
Formal Benefit Meetings	0	0	1

Objective: Enhance two-way communication between employees and Human Resources through the sharing of general business information.

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 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	27	33	24
Personnel hired – temporary	5	6	4
Personnel changes – promotions	27	33	22
Personnel changes – promotions / transfers	1	4	3
Personnel changes – demotions	1	0	0
Personnel separated – all personnel	28	36	24
Personnel separated – excluding retirees	16	27	10
Turnover rate – all personnel	8.31%	10.74%	7.46%
Turnover rate – excluding retirees	4.76%	7.71%	5.97%

HUMAN RESOURCES

Performance Measures	20-21 Actual	21-22 Projected	22-23 Projected
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Goal: Maintain compliance with all applicable Federal, State, and local laws and City policies.

Objective: Ensure compliance with COBRA regulations

Measures:

COBRA notices to new employees	25	33	24
COBRA election forms to eligible employees / dependents	19	31	24

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	84,937	88,963	92,102	97,333	95,561	101,013
Operating	12,731	18,863	18,269	42,232	37,882	57,067
Capital	0	0	0	0	0	0
Subtotal	97,668	107,826	110,371	139,565	133,443	158,080
Less Interfund Reimbursement	(36,534)	(38,261)	(45,113)	(50,212)	(51,298)	(51,298)
Total	61,134	69,565	65,258	89,353	82,145	106,782
Budgeted Positions	1	1	1	1	1	1

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

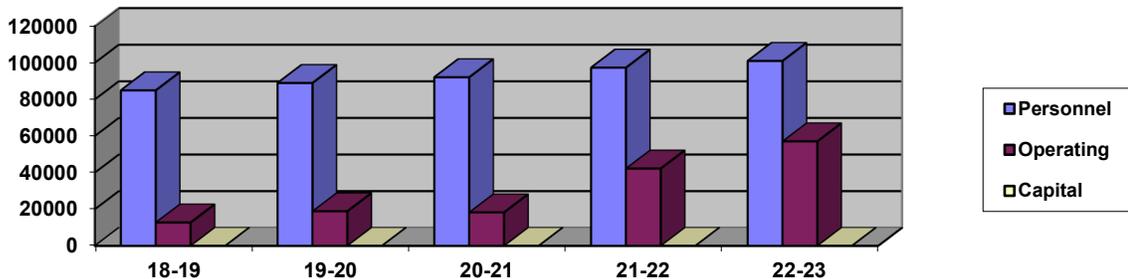
FY 22-23 appropriations reflect an increase of \$18,515 or thirteen percent (13%) compared to FY 21-22 budget prior to interfund reimbursement. Personnel adjustments are related to a 4% cost of living adjustment, a .075% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Cyber insurance costs drive the increase shown within operating.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Cyber insurance drives the increase shown within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees in November of 2020. No significant changes within operating.

FY 19-20 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 a significant increase for the insurance premium for cyber security.

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 Americans with Disabilities Act (ADA) compliance consulting fee.



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	20-21 Actual	21-22 Projected	22-23 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	3	3	5
Field inspections related to employee and public safety	4	10	10
Workers' comp claims administered per calendar year	14	16	15
Recordable cases	11	12	12
Lost Work Days (LWD)	213	143	178
Workers' comp claims paid	\$230,467	\$57,617	\$144,041
Property and liability claims administered	46	60	53
Property and liability annual loss incurred	\$226,833	\$84,655	\$155,744

ELECTIONS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	0
Operating	0	32,613	0	0	34,000	20,555
Capital	0	0	0	0	0	0
Total	0	32,613	0	0	34,000	20,555
Budgeted Positions	0	0	0	0	0	0

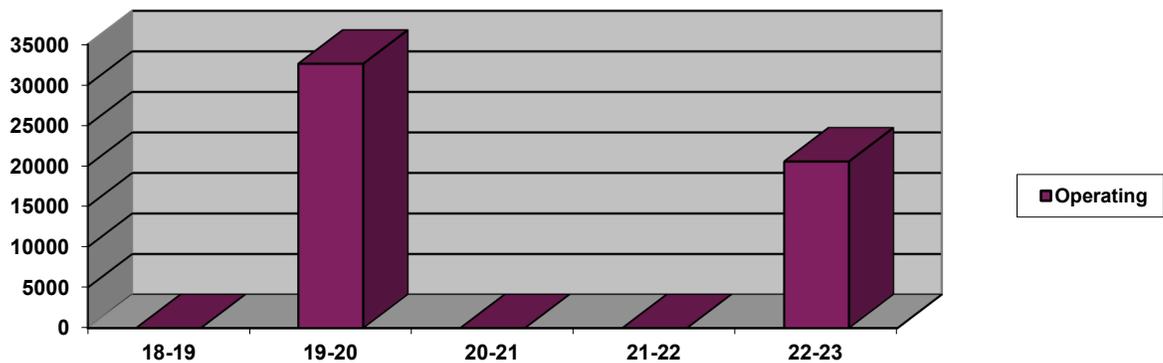
2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

Due to the delay in the release of the Census Bureau's redistricting data, Sanford's election was delayed until FY 22-23 and is included in the budget.

Elections reflect costs associated with the city election held bi-annually. 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. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	679,809	711,877	741,561	846,126	862,936	916,089
Operating	383,751	408,110	418,405	526,658	587,590	567,590
Capital	0	0			0	
Subtotal	1,063,560	1,119,987	1,159,966	1,372,784	1,450,526	1,483,679
Less Interfund Reimbursement	(349,607)	(354,277)	(446,742)	(525,038)	(542,116)	(542,116)
Total	713,953	765,710	713,224	847,746	908,410	941,563
Budgeted Positions	9	9	9	10	10	10

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

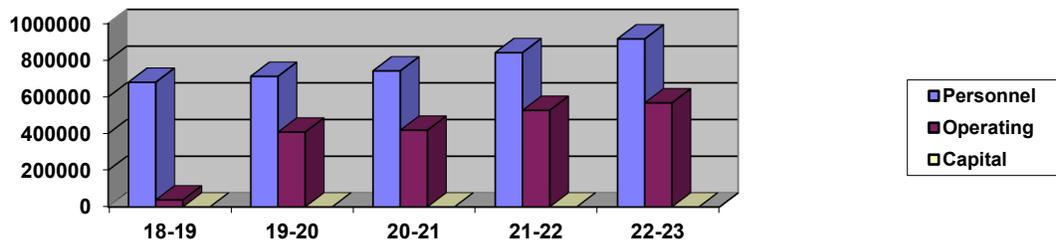
FY 22-23 appropriations reflect an increase of \$110,895 or eight percent (8%) compared to FY 21-22 budget prior to interfund reimbursement. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. A full year of the Grants position that was approved during FY 2022. Operating increases are primarily due to multiple computers needing replacement in FY 2023 and an increase in tax collection costs.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. The decrease shown within operating is mainly due to Wilrik Hotel expenditures and initial startup of Debtbook Software in prior year.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees in November of 2020. The increase shown within operating is mainly due to the Lee County collection fees, Wilrik Hotel expenditures, and Debt book Software.

FY 19-20 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.



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	20-21 Actual	21-22 Projected	22-23 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	40	41	42
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 for budget award	100%	100%	100%
Number of GFOA Distinguished Budget Presentation awards received	34	35	36

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	320,875	336,740	345,446	367,725	363,305	380,959
Operating	121,502	115,270	118,126	138,742	143,302	135,702
Capital	16,739	15,000	15,159	25,000	23,000	23,000
Subtotal	459,116	467,010	478,731	531,467	529,607	539,661
Less Interfund Reimbursements	(91,952)	(97,046)	(103,803)	(107,349)	(111,177)	(111,177)
Total	367,164	369,964	374,928	424,118	418,430	428,484
Budgeted Positions	3	3	3	3	3	3

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) file server, \$13,500; and one (1) network switch, \$3,500 and one (1) firewall appliance, \$6,000.

GRAPHIC REPRESENTATION

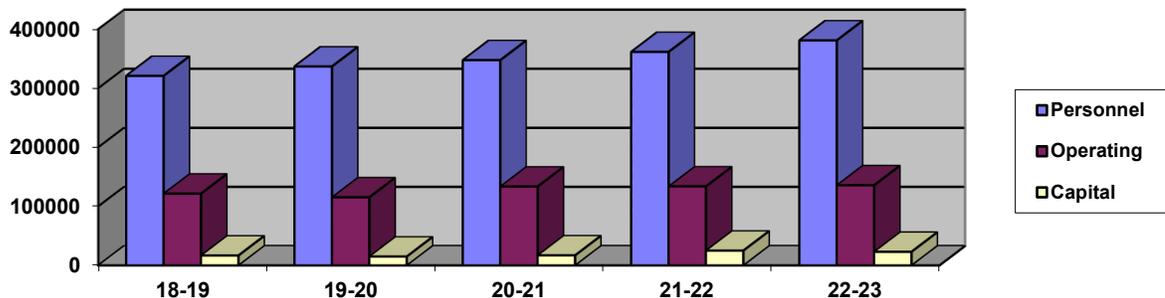
FY 22-23 appropriations reflect an increase of \$8,194 or two percent (2%) compared to the FY 21-22 budget prior to interfund reimbursement. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. No significant changes within operating.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. No significant changes within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees in November of 2020. The increase shown within operating is mainly due to the purchase of computers, printers, and I-pads.

FY 19-20 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. 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.



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	20-21 Actual	21-22 Projected	22-23 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	300	315	320
Number of computer systems in place	290	300	305
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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	232,236	241,838	247,881	246,027	257,486	270,020
Operating	46,841	72,388	102,494	202,918	323,660	88,660
Capital	0	0	0	0	15,000	15,000
Subtotal	279,077	314,226	350,375	448,945	596,146	373,680
Less Interfund Reimbursement	(119,738)	(138,854)	(138,854)	(128,907)	(158,224)	(158,224)
Total	159,339	175,372	211,521	320,038	437,922	215,456
Budgeted Positions	2	2	2	2	2	2

2022-2023 CAPITAL OUTLAY DETAIL

Capital includes the option to purchase land on property (reduced payment in FY2023).

GRAPHIC REPRESENTATION

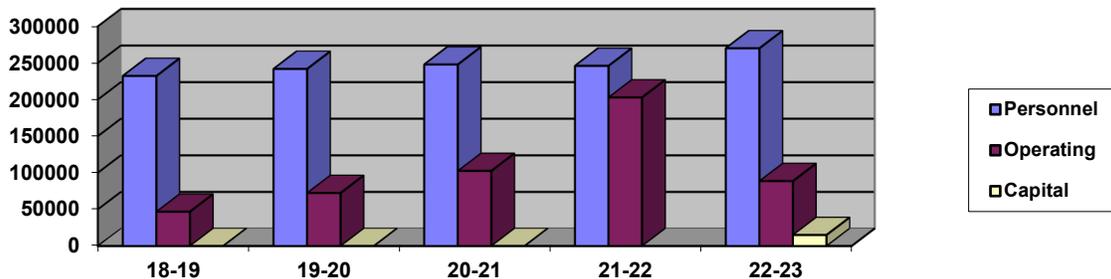
FY 22-23 appropriations reflect a decrease of \$75,265 or seventeen percent (17%) compared to FY 21-22 budget prior to interfund reimbursement. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. The decrease shown within operating is mainly due to outside legal counsel costs paid in FY 2022.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. The decrease shown within operating is mainly due to outside legal counsel costs in prior year.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. The increase within operating is mainly due to outside legal counsel. The \$36,000 shown within capital is for an option to purchase land.

FY 19-20 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 a significant increase for hiring 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.



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, advisory boards, and manage outside counsel.

Performance Measures	20-21 Actual	21-22 Projected	22-23 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%
And other Quasi-Judicial Boards			

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 & outside counsel, provide assistance at trial, prepare staff for court actions	100%	100%	100%
Collect debts owed the City of Sanford, parking tickets, noise tickets, animal control tickets, computer purchase program, and 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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	182,263	152,012	175,349	191,421	184,539	193,339
Operating	766,927	679,274	824,774	1,478,749	1,020,291	823,991
Capital	48,909	40,700	131,375	786,601	161,113	0
Subtotal	998,099	871,986	1,131,498	2,456,771	1,365,943	1,017,330
Less Interfund Reimbursements	(296,727)	(318,957)	(306,644)	(258,866)	(310,116)	(310,116)
Total	701,372	553,029	824,854	2,197,905	1,055,827	707,214
Budgeted Positions	2 ½	2 ½	2 ½	2 ½	2 ½	2 ½

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

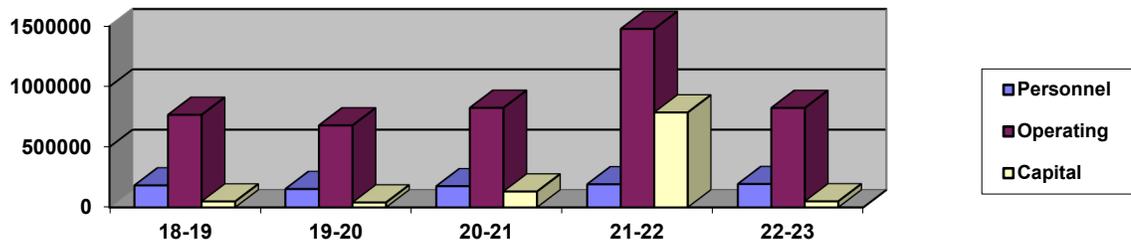
FY 22-23 appropriations reflect a decrease of \$1,439,441 or fifty-nine percent (59%) compared to FY 21-22 budget prior to interfund reimbursement. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating reflects a decrease mainly due to the building and maintenance repair costs paid for in FY 2022 and not required in FY 2023.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Operating reflects a decrease mainly due to the implementation of a new phone system.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes funds for a new phone system and additional funds to maintain HVAC systems.

FY 19-20 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.



PUBLIC BUILDING

Building maintenance is responsible for the routine and preventive maintenance of city buildings (approximately 190,000 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	20-21 Actual	21-22 Projected	22-23 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%

CENTRAL OFFICE

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

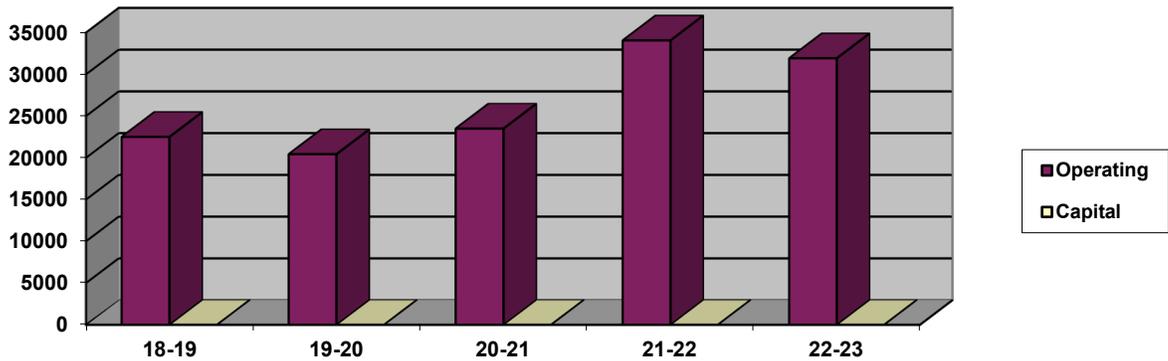
Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	0
Operating	22,506	20,433	23,506	34,064	31,925	31,925
Capital	0	0	0	0	0	0
Subtotal	22,506	20,433	23,506	34,064	31,925	31,925
Less Interfund Reimbursement	(7,193)	(8,062)	(8,317)	(8,563)	(9,833)	(9,833)
Total	15,313	12,371	15,189	25,501	22,092	22,092
Budgeted Positions	0	0	0	0	0	0

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital was requested.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of \$2,139 or six percent (6%) compared to FY 21-22 budget prior to interfund reimbursement. Slight increase in cost of materials. 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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	0
Operating	2,941,073	3,583,739	1,707,791	2,845,027	2,845,027	2,419,847
Capital	0	0	0	0	0	0
Total	2,941,073	3,583,739	1,707,791	2,845,027	2,845,027	2,419,847
Budgeted Positions	0	0	0	0	0	0

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of \$425,180 or fifteen percent (15%) compared to FY 21-22 budget. Contributions are included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Municipal Service District will receive a contribution from the City in the amount of \$78,044. This is an \$3,552 increase from prior year and includes \$10,000 for the Rural Innovation Stronger Economy (RISE) Grant. Strategic Services (\$142,943), Economic Development incentives (\$500,000), and Economic Development administration (\$500,000) are included for a total combined increase from prior year of \$41,661. A contribution to Downtown Sanford, Inc. (DSI) for downtown policing is included in the amount of \$97,600. Other Post Employment Benefit (OPEB) Trust is included in the amount of \$50,000, and contingency funds are included in the amount of \$75,000. Contributions are also included in the amount of \$25,000 for Capital Reserve for Parks Projects and \$212,502 for Central Carolina Enterprise Park (CCEP) spec building.

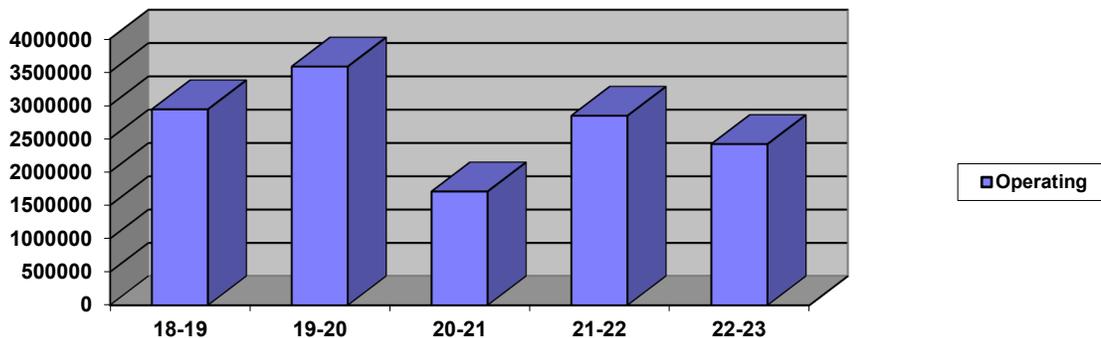
FY 21-22 Contributions are included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Municipal Service District will receive a contribution from the City in the amount of \$74,492. This is an \$11,005 increase from prior year and includes \$10,000 for the Rural Innovation Stronger Economy (RISE) Grant. Strategic Services (\$112,528), Economic Development incentives (\$219,688), and Economic Development administration (\$224,937) are included for a total combined increase from prior year of \$170,479. A contribution to Downtown Sanford, Inc. (DSI) for downtown policing is included in the amount of \$97,600. Other Post Employment Benefit (OPEB) Trust is included in the amount of \$50,000, and contingency funds are included in the amount of \$75,000. Contributions are also included in the amount of \$25,000 for Capital Reserve for Parks Projects and \$162,500 for Central Carolina Enterprise Park (CCEP) spec building.

FY 20-21 reflects a decrease and is the result of contributions made to capital projects in prior year mainly for Project Forge Site Prep / Roadway project. 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 \$57,732. This is a \$10,000 decrease from prior year as the Entrepreneurship Grant was not funded in this fiscal year. Strategic Services (\$105,530), Economic Development incentives (\$66,919), and Economic Development administration (\$214,225) are included for a total combined decrease from prior year of \$120,889. A contribution to Downtown Sanford, Inc. (DSI) for downtown policing is included in the amount of \$97,600. 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.

GENERAL FUND CONTRIBUTIONS (Continued)

FY 19-20 includes contributions to Project Forge Site Prep / Roadway for a total of \$2,225,000. 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.

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.



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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	407,181	401,253	360,844	453,402	445,905	467,263
Operating	685,101	573,660	618,835	1,011,339	1,269,650	519,001
Capital	0	0	0	43,685	162,270	76,797
Subtotal	1,092,282	974,913	979,679	1,508,426	1,877,825	1,063,061
Less Interfund Reimbursement	(79,370)	(82,402)	(88,757)	(93,652)	(91,598)	(91,598)
Total	1,012,912	892,511	890,922	1,414,774	1,786,227	971,463
Budgeted Positions	5 ½	5 ½	5 ½	5 ½	5 ½	5 ½

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) mid-size sedan, \$33,350 and one (1) minivan, \$43,447.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of \$445,365 or thirty percent (30%) compared to FY 21-22 budget prior to interfund reimbursement. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating includes sales for fuel and parts to other departments and varies from year to year.

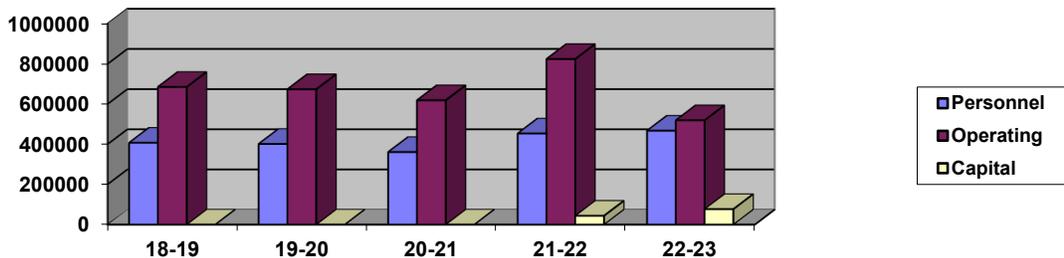
FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Operating includes sales for fuel and parts to other departments and varies from year to year.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes sales for fuel and parts to other departments and varies from year to year.

FY 19-20 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.

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, 23 fire trucks, 4 knuckle booms, 5 leaf vacs, and 65 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	20-21 Actual	21-22 Projected	22-23 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	297	300	320
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	585
PMIs for Fire Rescue Emergency Response 2 times per year	100%	100%	100%
PMIs for police patrol every 4,000 miles	95%	95%	97%
PMIs for non-emergency vehicles every 4,000 miles	95%	95%	95%
PMIs 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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	326,272	330,420	375,954	408,583	436,676	448,212
Operating	395,176	418,095	395,552	450,612	496,140	471,570
Capital	0	4,317	0	26,401	274,591	51,309
Total	721,448	752,832	771,506	885,596	1,207,407	971,091
Budgeted Positions	6	6	6	6	6	6

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ¾ ton truck, \$36,200 and one (1) Zero turn mover, \$15,109.

GRAPHIC REPRESENTATION

FY 22-23 appropriation reflects an increase of \$85,495 or ten percent (10%) compared to FY 21-22 budget. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase and a 1% increase for group health insurance. Operating reflects an increase due to fuel and costs of contractual services.

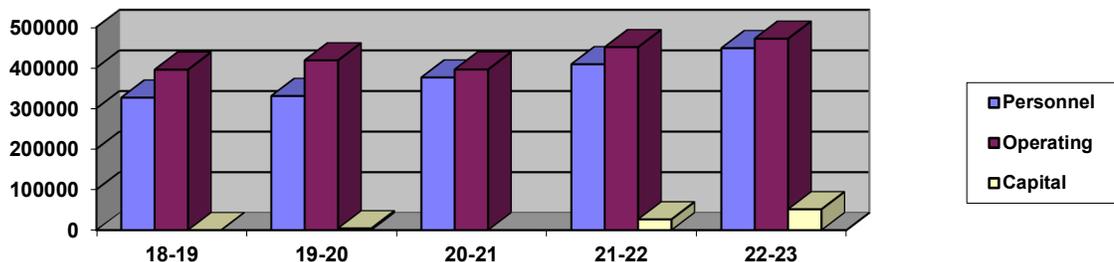
FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Operating reflects a reduction mainly shown within contractual services.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Funds to maintain the Greenway were previously budgeted within this department have now been moved into the Parks department (\$25,000).

FY 19-20 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 contractors 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.

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	20-21 Actual	21-22 Projected	22-23 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	70	70
Plant beds installed / renovated	3	5	5
Annuals grown and planted	30,000	30,000	30,000
Acres mowed	16	21	21
Litter removal	30,000	50,000	50,000
Interior plants maintained	65	50	50

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 21-22	APPROVED 22-23
Personnel	0	0	0	0	0	
Operating	973,121	1,136,558	1,362,541	1,612,142	1,323,911	1,573,912
Capital	0	0	0	0	0	
Total	973,121	1,136,558	1,362,541	1,612,142	1,323,911	1,573,912
Budgeted Positions	0	0	0	0	0	0

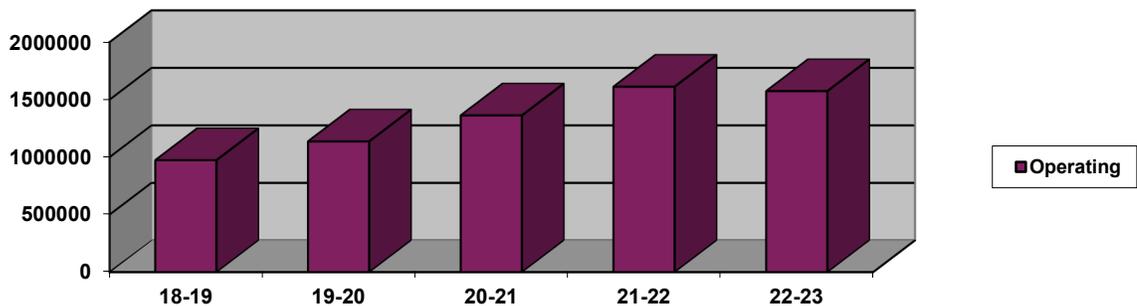
2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 22-23 These funds are for debt related to bonds issued for streetscape / sidewalk projects, streetscape installment purchase debt, and debt issued for city hall/public works service center repairs/upgrades. Debt service estimate is also included for half of a year's debt payment on fire station #5.

FY 21-22 appropriation reflects an increase of \$209,599 or fifteen percent (15%) compared to FY 20-21 budget. These funds are for debt related to bonds issued for streetscape / sidewalk projects, streetscape installment purchase debt, bond issuance debt for parks, and debt issued at the end of FY 20-21 for public building repairs, and expected debt issuance for FY 21-22 for rolling stock. In September 2013, voters authorized the City to issue general obligation bonds totaling \$14.5 million for several quality-of-life improvement projects. Council moved forward with issuing bonds for the Parks project (\$2 million) in **FY 18-19**, resulting in the increase shown.



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. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVE 22-23
Personnel	7,757,409	7,675,508	7,718,603	9,218,306	9,626,616	9,689,175
Operating	1,532,705	1,450,860	1,634,755	1,893,302	2,251,225	2,222,589
Capital	441,304	248,333	400,090	208,441	540,255	540,255
Total	9,731,418	9,374,701	9,753,448	11,320,049	12,418,096	12,452,019
Budgeted Positions	110	110	111	111	111	111

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes thirteen (13) patrol vehicles, \$445,255.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect an increase \$73,783 or one percent (1%) compared to FY 21-22 budget. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating increases due to fuel and various other lines. Operating includes \$13,814 for Project Safe Neighborhoods, a part-time position in which Lee County will share the cost. Also included within operating is \$5,500 for the Commission of Accreditation for Law Enforcement Agencies, Inc. (CALEA).

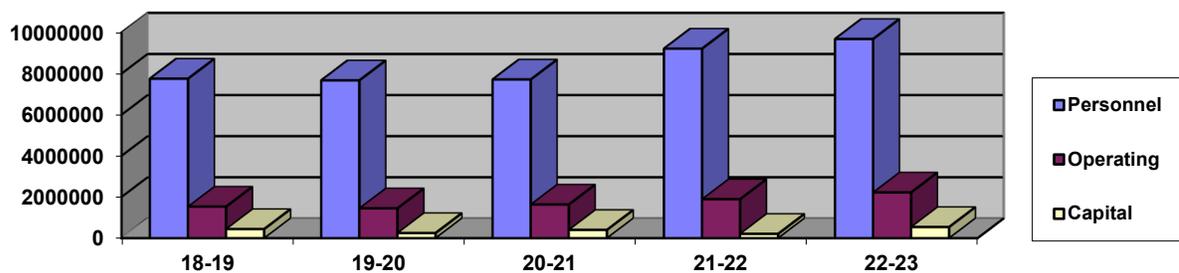
FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Operating includes \$13,814 for Project Safe Neighborhoods, a part-time position in which Lee County will share the cost. Also included within operating is \$5,500 for 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. Prior year operating includes funds for new body cameras, radios, tactical equipment, as well as covid expenditures resulting in the decrease shown.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement, a 7% increase for group health insurance, and the addition of a new position funded for half of the fiscal year dedicated to evidence collection processing and storage. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes \$13,814 for Project Safe Neighborhoods, a part-time position in which Lee County will share the cost. Also included within operating is \$10,786 for the Commission of Accreditation for Law Enforcement Agencies, Inc. (CALEA).

POLICE (Continued)

FY 19-20 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 the first year of CALEA. Capital includes such items as live scan equipment, mobile data terminals, domain control server, records management server, drug forfeiture vehicle, EMD server, evidence room lockers, etc.

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.



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	20-21 Actual	21-22 Projected	22-23 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	28,638	28,363	29,500
Number of accident investigations	1685	1631	1650

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	215	227	240
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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	793	877	850
Property damage	\$5,275,295	\$5,580,602	\$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. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	3,970,864	4,019,586	4,115,787	4,406,113	4,404,080	4,622,572
Operating	666,605	632,018	568,997	654,390	674,352	670,112
Capital	427,123	410,778	404,021	324,368	3,859,718	0
Total	5,064,592	5,062,382	5,088,805	5,384,871	8,938,150	5,292,684
Budgeted Positions	54	54	54	54	54	54

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 22-23 appropriations decreased \$92,187 or two percent (2%) compared to the FY 21-22 budget. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating cost increase due to increase pricing of uniforms, turnout gear, and fuel.

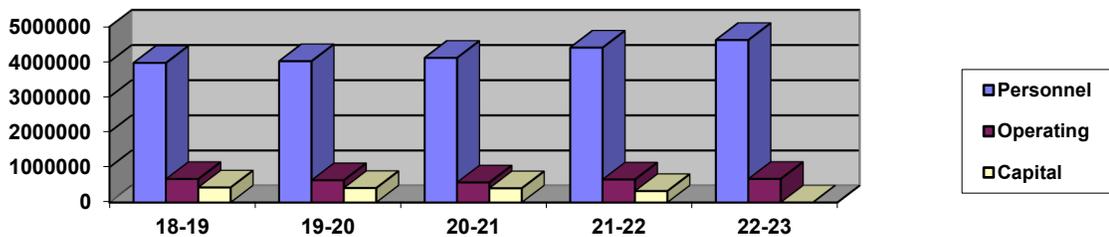
FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Prior year operating includes funds for Staffing for Adequate Fire and Emergency Response (SAFER) grant resulting in the decrease shown. These funds were not requested in current year as the City was not approved for the grant.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement, a 7% increase for group health insurance, and the addition of nine firefighters funded for three months. The city plans to apply for a Staffing for Adequate Fire and Emergency Response (SAFER) grant to assist with the cost of entry level firefighters to provide coverage for the northern city limits expansion. This grant will pay 75% of salaries and benefits for two years and 35% in the third year. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes funds for uniforms for new officers.

FY 19-20 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 the result of maintenance building repairs and purchase of computers. Capital funding includes a new fire pumper (\$640,000-installment purchase); all-wheel drive SUV (\$34,350); hydraulic rescue equipment (\$7,800); and radios and chargers (\$36,620).

FIRE (Continued)

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.



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	20-21 Actual	21-22 Projected	22-23 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	1,614	1,625	1,650
Number of structure fires	24	45	50
Number of vehicle fires	5	30	35
Number of motor vehicle accident responses	304	300	340
All other responses	1,281	1,250	1,225

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	681	1,100	1,150
Number of logged pre-incident plans	30	300	300
Number of State Certified Fire Inspectors	2	3	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	240	240
Total number of training hours for department	13,125	14,000	15,120
Number of state certified firefighters (including part-time)	52	56	63
Number of state certified fire instructors	22	25	25

FIRE

Performance Measures	20-21 Actual	21-22 Projected	22-23 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 fire investigations conducted (structural)	70	75	80
Number of fires deemed incendiary or still under investigation	5	5	5
Number of certified fire / arson investigators	2	2	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 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	220	200	225
Number of fire and life-safety education programs	*0	175	200
Number reached by programs (school age > senior citizen)	*780	10,000	11,000
Number of state certified fire and life safety educators	6	6	6
Number of child passenger safety seats installed or checked	*0	80	80

*The * is where Covid -19 didn't allow us to provide Fire & Life Safety programs.

INSPECTIONS

Fund: General

Function: Public Safety

Goal: To enforce the North Carolina state building code and related codes and ordinances. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APROVED 22-23
Personnel	449,777	466,288	553,828	744,916	826,761	882,419
Operating	46,858	54,427	76,882	97,089	113,235	111,875
Capital	0	27,073	56,603	0	0	45,400
Total	496,635	547,788	687,313	842,005	939,996	1,039,694
Budgeted Positions	7	7	7	8	9	9

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton super cab truck, \$45,400.

GRAPHIC REPRESENTATION

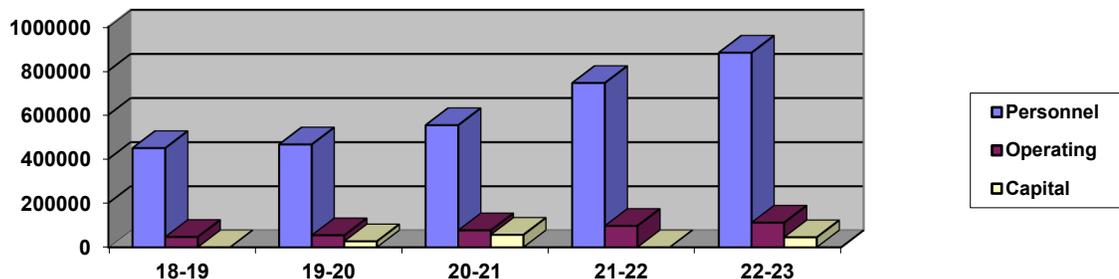
FY 22-23 appropriations reflect an increase of \$197,689 or 23 percent (23%) compared to the FU 21-22 budget. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance, and the addition of one building inspector. Operating reflects an increase due to fuel and necessary computer replacements.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 3% increase for group health insurance, and the addition of one previously frozen building inspector position to be funded for half a year. This position is necessary to keep pace with the increasing volume of the Inspections Department permits. Operating reflects a decrease mainly due to temporary employee hired through contractual services in prior year.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. One building inspector position remains frozen resulting in a savings of approximately \$68,000. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020.

FY 19-20 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 Energov support. Capital includes a ½ ton 4x4 truck.

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.



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 building requirements are met, and occupancy loads are evaluated. Daycare facilities are inspected for compliance with code requirements. Policy direction and administrative support for the department's overall activities and functions are centralized in the Administrative Division of Community Development.

Performance Measures	20-21 Actual	21-22 Projected	22-23 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	912	774	790
Number of electrical permits issued	1038	1127	1150
Number of mechanical permits issued	1161	926	945
Number of plumbing permits issued	746	512	523
Other permits issued	129	87	89
Revenue generated from permits	\$1,024,522	\$1,332,649	\$1,359,649

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	12,307	11,464	13,756
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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. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	904,828	914,596	980,806	1,133,051	1,088,903	1,178,119
Operating	1,187,037	1,126,592	1,138,485	1,378,385	1,726,971	1,820,555
Capital	0	0	0	690,589	193,300	33,350
Total	2,091,865	2,041,188	2,119,291	3,202,025	3,009,174	3,032,024
Budgeted Positions	17 ½	17 ½	17 ½	17 ½	17 ½	17 ½

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) midsize sedan, \$33,350; one (1) Ravo street sweeper, \$248,500; and additional lighting for US #1 & Colon Road, \$197,009.

GRAPHIC REPRESENTATION

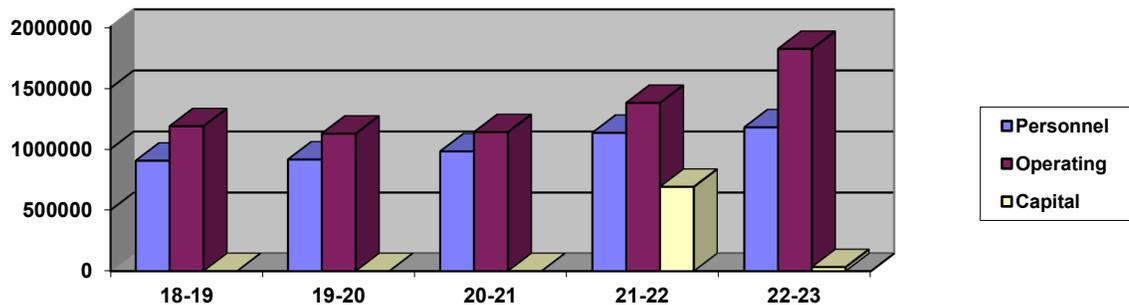
FY 22-23 appropriations decreased \$170,001 or five percent (5%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating increases mainly due to fuel and the increase in contractual services due to fuel increases and inflationary costs.

FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Utilities decreased and results in the reduction are shown within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. No significant changes within operating.

FY 19-20 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. 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.



STREET

The Street Division is primarily responsible for the maintenance of Sanford's streets, associated street right-of-way's, 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	20-21 Actual	21-22 Projected	22-23 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	1,578	1,200	1,600
Feet of curb and gutter installed / repaired	163	550	200
Feet of sidewalk installed / repaired	285	750	700
Cutbacks for site distance	341	500	400
Feet of on-street ditches cleaned	5,728	6,500	6,000
Hours of street cleaning	1,011	1,520	1,200
Feet of shoulder work repair	8,276	3,000	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 Thermoplastic	500	1,000	550
Traffic sign installation / replaced / repaired	134	100	150
Street markers installed / replaced / repaired	79	100	100

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 4 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 the city	3,590	3,600	3,615
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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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	
Operating	250,903	246,283	8,254	0	0	
Capital	0	1,183,820	119,772	1,668,738	1,741,000	769,400
Total	250,903	1,430,103	128,026	1,668,738	1,741,000	769,400
Budgeted Positions	0	0	0	0	0	

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes \$575,000 for street resurfacing; \$50,000 for sidewalk replacement, curb & gutter and catch basin; and \$144,400 Woodland Avenue sidewalks (estimated match for state grant).

GRAPHIC REPRESENTATION

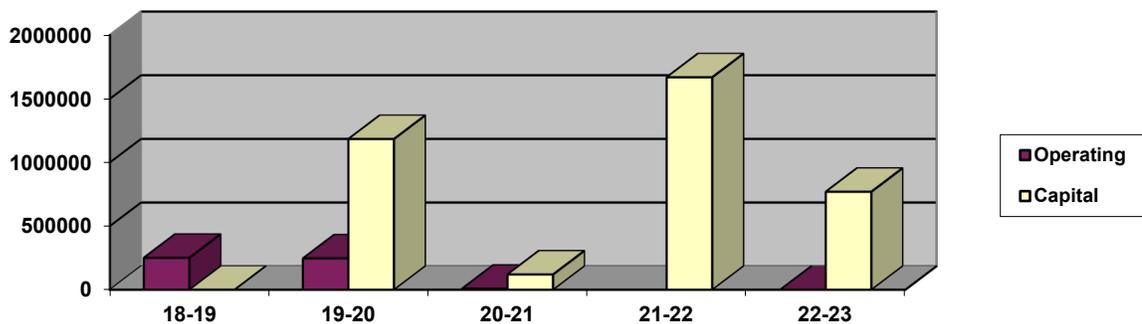
FY 22-23 appropriations reflect a decrease of \$899,338 or fifty-four percent (54%) compared to FY 21-22 budget. Capital is shown above.

FY 21-22 Capital included \$100,000 for sidewalk replacement; \$575,000 for street resurfacing; \$310,000 for Broadway Road widening; \$89,000 for Carthage Street road-diet; \$34,000 for Fields Drive sidewalks; and \$28,000 for Woodland Avenue sidewalks.

FY 20-21 debt payments have been moved from the individual department and will now be charged to the Debt Service department, resulting in the decrease shown within operating.

FY 19-20 capital cost center includes \$360,000 for repairs to Hill Avenue bridge; \$70,000 for sidewalk replacement, curb and gutter, and catch basin repair; and \$1.2M for street resurfacing. 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.



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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	1,026,045	1,067,749	1,078,618	1,190,026	1,155,318	1,210,103
Operating	412,707	368,531	345,258	412,913	481,487	473,600
Capital	162,345	0	233,689	1,020,421	589,325	83,300
Total	1,601,097	1,436,280	1,657,565	2,623,360	2,226,130	1,767,003
Budgeted Positions	18 ½	18 ½	18 ½	18 ½	18 ½	18 ½

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes grade work to grounds at compost facility, \$41,200 and one (1) 1/2-ton truck 4 door truck, \$42,100.

GRAPHIC REPRESENTATION

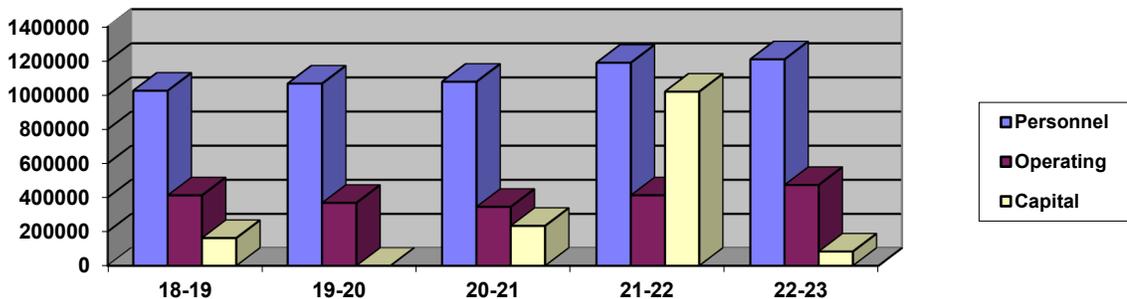
FY 22-23 appropriations reflect a decrease of \$856,357 or thirty-three percent (33%) compared to FY 21-22 budget. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating increases include fuel and costs of contractual services.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. One maintenance worker position remains frozen resulting in a savings of approximately \$46,000. Operating includes additional funds for hauling leaves and woodchips. Capital is shown above.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. All debt payments have been moved from the individual department and will now be charged to the Debt Service department, resulting in the decrease shown within operating.

FY 19-20 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 installment purchase debt for leaf vac truck.

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.



SOLID WASTE

The Solid Waste Division 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 collection 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-way's and approximately 75 miles of Department of Transportation right-of-ways, as well as sidewalk cleaning, curb cutting, spraying weed killer, litter pickup, and graffiti removal.

Performance Measures	20-21 Actual	21-22 Projected	22-23 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	2,255	2,365	2,206
Number of loads of bulk trash hauled	872	718	834

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	0	200	140
Equipment hours mowing (street right-of-ways and city lots)	412	430	521
Equipment hours cleaning sidewalk	210	200	135
Pounds of litter collected by (inmates)	500	24,300	39,187

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	0
Operating	1,229,009	1,368,879	1,539,027	1,639,440	1,718,400	1,718,400
Capital	0	0	0	0	0	0
Total	1,229,009	1,368,879	1,539,027	1,639,440	1,718,400	1,718,400
Budgeted Positions	0	0	0	0	0	0

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

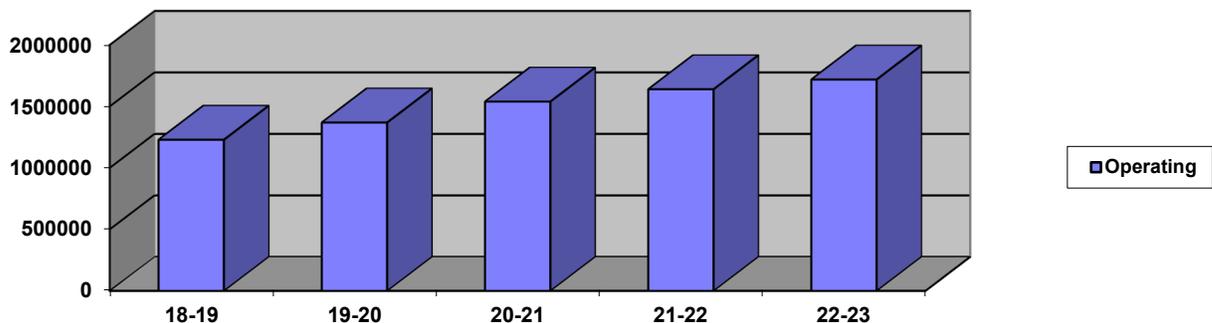
FY 22-23 appropriations reflect an increase of \$78,960 or five percent (5%) compared to FY 21-22 budget. An increase in the number of households and Consumer Price Index (C.P.I.) (5%) are reflected within operating. The new sanitation fee total is \$320 annually per residence.

FY 21-22 reflects an increase of \$12,170 or one percent (1%) compared to FY 20-21 budget. An increase in the number of households and Consumer Price Index (C.P.I.) (1.6%) are reflected within operating. The sanitation fee remains at \$310 annually per residence.

FY 20-21 reflects an increase in the number of households and C.P.I. (2.3%). In response to the increase of \$16.68 per household for recycling and C.P.I., the City increased the sanitation fee by \$40 per household. The new sanitation fee total is \$310 annually per residence.

FY 19-20 reflects an increase in the number of households and C.P.I. (1.5%). 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.



SANITATION

The Sanitation program is under the direction of the city's Facilities/Beautification Department. Services are contracted with Waste Industries, LLC for weekly pickup of garbage and every other week for recyclables. The City Manager, Facilities/Beautification Administrator, and Solid Waste superintendent monitor the waste collector's performance to promote and encourage the prevention of litter throughout the city.

Performance Measures	20-21 Actual	21-22 Projected	22-23 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	9,288	9,500	9,607
Solid waste fees collected			

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	2,295	2,284	2,232
Number of tons of residential waste collected	9,298	9,366	9,086

PARKS

Fund: General

Function: Cultural and Recreation

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

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	59,534	271,140	284,734	316,104	338,137	356,887
Operating	14,976	84,853	132,485	240,097	362,455	299,465
Capital	0	0	18,718	26,000	301,200	62,950
Total	74,510	355,993	435,937	582,201	1,001,792	719,302
Budgeted Positions	4	4	4	4	4	4

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) Chevrolet Equinox, \$42,950.

GRAPHIC REPRESENTATION

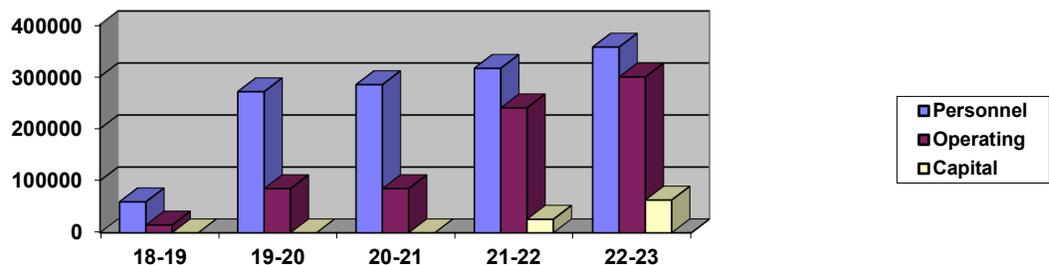
FY 22-23 appropriations reflect an increase of \$137,101 or eleven (19%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating includes additional funds to maintain the Kiwanis Family Park, Martin Luther King Park, and Depot Park resulting in the increase shown.

FY 21-22 appropriations reflect an increase of \$53,309 or eleven (11%) compared to FY 20-21 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. Operating includes additional funds to maintain the Kiwanis Family Park, Martin Luther King Park, and Depot Park, resulting in the increase shown.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes funds to maintain the Greenway (\$25,000) which were previously budgeted within the Horticulture Department.

FY 19-20 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. 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.

A vacant position was transferred into this department mid-year **FY 18-19** (from Public Building), resulting in a total of four full-time employees.



PARKS

Provide management of the city's parks which include Kiwanis, Depot, Martin Luther King Memorial, Walter McNeill, Sunset, Carr Creek, Third Street, Maple Street, and the Endor Iron Greenway. Functions include an asset management approach to maintenance elements and components of various facilities including but not limited to: playground equipment, splash pad maintenance and operation, pumps, associated buildings, grills, shelters, and signs which are located in and around city parks and greenways. Provide day to day maintenance activities such as trash pickup and removal and turf maintenance operations. All these activities are performed in an effort to provide the citizens with the best possible experience when attending a city facility.

Performance Measures	20-21 Actual	21-22 Projected	22-23 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	2	12	12
Marketing efforts	0	2	5
Cooperative community partnerships	1	1	2

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	469,690	482,380	496,667	541,257	538,384	568,040
Operating	215,725	208,864	223,943	258,832	258,054	258,054
Capital	0	46,900	398,400	32,000	53,000	53,000
Total	685,415	738,144	1,119,010	832,089	849,438	879,094
Budgeted Positions	6	6	6	6	6	6

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes on (1) tractor, \$38,500 and one (1) storage building, \$15,000.

GRAPHIC REPRESENTATION

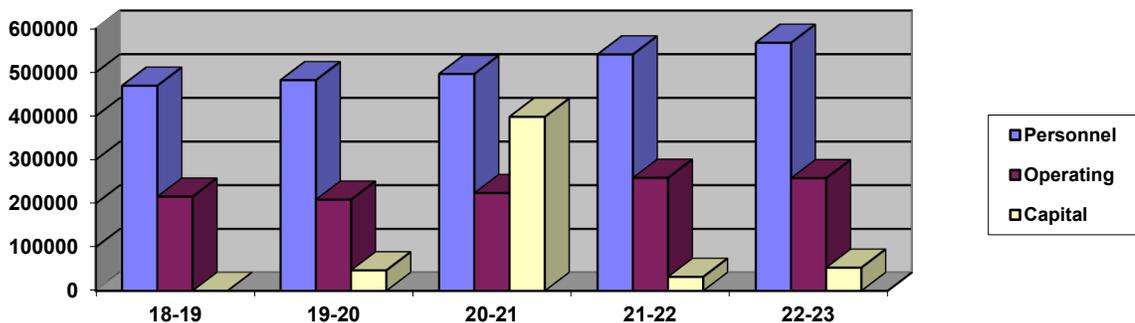
FY 22-23 appropriations reflect an increase of \$47,005 or six percent (6%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. No significant changes in operating.

FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. No significant changes in operating. New golf carts were purchased in prior year resulting in the decrease shown within capital.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. No significant changes within operating. The purchase of new golf carts is shown within the capital line.

FY 19-20 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.

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. A permanent part-time position was converted into a full-time position mid-year. Budgeted positions remain at 6 as these include part-time positions as well. Operating includes a full year of installment purchase debt for golf carts and mowers.



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	20-21 Actual	21-22 Projected	22-23 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	1	1	1
Fertilize fairways	2	2	2
Fertilize greens	30	30	30
Top dress greens	16	16	16
Dethatch Greens	1	1	1
Spray for foreign grass	6	6	6
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 and practice at the course.

Objective: To maintain a clean and appealing course and fully stocked Pro Shop while providing exceptional customer service.

Measures:

Rounds of golf	33,243	33,500	31,000
Days closed (14 or less players)	46	45	52

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. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	844,389	913,761	959,127	1,104,581	1,084,424	1,136,168
Operating	366,241	346,427	336,328	518,995	404,377	312,812
Capital	0	0	0	27,000	0	0
Total	1,210,630	1,260,188	1,295,455	1,650,576	1,488,801	1,448,980
Budgeted Positions	10	11	11	12	12	12

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of \$201,596 or twelve percent (12%) compared to the FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, 1% increase for group health insurance. Operating reduction due to UDO (\$100,000) budgeted in FY 2022.

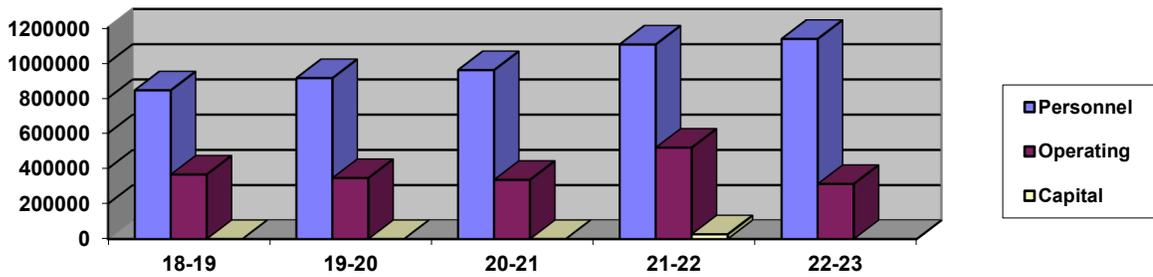
FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 3% increase for group health insurance, and the addition of a new planner position. This position is needed to provide professional expertise while considering the Unified Development Ordinance’s (UDO) new and enhanced requirements during reviews. The assistant director position remains frozen resulting in a savings of approximately \$100,000. Operating includes \$100,000 to re-write Phase II of the UDO and \$36,410 for S3 task force for homelessness expenditures. Prior year operating includes funds for Rapid Rehousing and Partners for Impact resulting in the decrease shown.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement, and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes \$50,000 for update of Unified Development Ordinance (UDO) phase II (multi-family and commercial development standards); Rapid Rehousing \$10,000; Bread of Life \$25,000; Partners for Impact \$25,000; and Emergency Shelter \$11,520.

FY 19-20 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. 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.

COMMUNITY DEVELOPMENT (Continued)

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 and Emergency Shelter HVAC and plumbing repair which is part of a community initiative to end homelessness.



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	20-21 Actual	21-22 Projected	22-23 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	90%	90%	90%
Return all phone calls same day	80%	85%	85%

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

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

Measures:

Community wide meetings	5	12	10
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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	20-21 Actual	21-22 Projected	22-23 Projected
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Measures:

Number of Planning Board cases processed	22	19	20
Number of Board of Adjustment cases processed	8	6	6
Number of major subdivision plats reviewed and/or approved	23	30	20
Number of minor subdivision plats reviewed and/or approved	57	80	90
Number of zoning permits (signs, temporary uses, ABC, etc.)	111	144	176
Number of zoning permits (residential projects)	598	892	1,010
Number of zoning permits (commercial projects)	195	176	214

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

Measures:

Zoning complaints received	31	42	53
Zoning complaints resolved	25	34	42

Goal: To provide opportunities for low to moderate income eligible households by rehabilitating existing homes and improving the housing stock throughout the county.

Objective: Complete rehabilitation to owner occupied units in order to provide decent, safe, and standard housing units (funded through NC Housing Finance Agency).

Measures:

NC HFA Urgent Repair Program	14	15	12
NC HFA Essentials Single Family Rehabilitation Program	0	3	6

Goal: To promote community engagement and neighbors helping neighbors through an annual block party utilizing volunteers, donated supplies and services to improve the appearance of corridors and neighborhoods within the city limits.

Objective: To have an annual block party at neighborhoods throughout the city.

Measures:

Annual Block Party	0	1	1
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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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	209,062	219,686	216,471	239,731	234,360	318,726
Operating	85,403	49,536	89,693	82,138	86,646	96,068
Capital	0	0	0	27,100	0	0
Total	294,465	269,222	306,164	348,969	321,006	414,794
Budgeted Positions	4	4	4	4	4	4

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

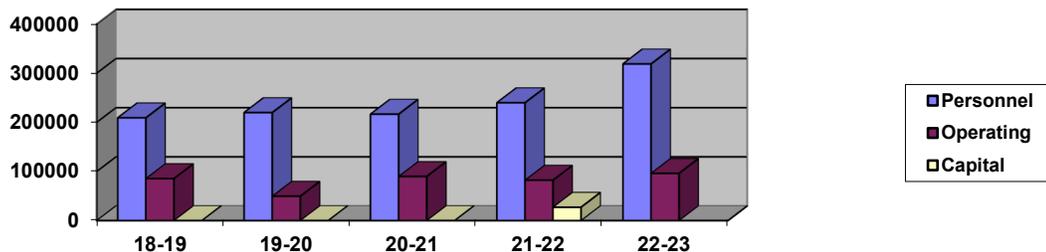
FY 22-23 appropriations reflect a increase of \$65,825 or nineteen percent (19%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. One administrative assistant position was frozen in past years; however, that position was removed from position list and replaced with a code enforcement officer position to assist with the additional enforcement needed for codes and ordinances. Operating increase mainly due to fuel.

FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. One administrative assistant position remains frozen resulting in a savings of approximately \$54,000. The decrease shown within operating is due to demolition of property and Energov (software) in prior year. Capital is shown above.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Demolition of property and Energov is reflected within the operating cost center resulting in the increase shown.

FY 19-20 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 due to demolition of property and Energov training. 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.



CODE ENFORCEMENT

The purpose of the Code Enforcement section of the Planning & Development Department is to provide for the 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., overgrown lots, trash / junk, health / fire hazards, abandoned/ junked / nuisance vehicles, prohibited animals) and issuing violation notices when necessary. Inspections are conducted on commercial and residential structures that are substandard to ensure that they are fit for human habitation or occupancy. Code enforcement also assist in UDO zoning enforcement.

Performance Measures	20-21 Actual	21-22 Projected	22-23 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, prohibited animals, sewer & health / safety violations, 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	10	50	75
Commercial maintenance	22	30	30
Minimum housing complaints	67	90	90
Miscellaneous	32	40	40
Nuisance complaints	1,402	1,375	1,400
Vehicle complaints	278	300	300
Zoning	25	50	75
Housing task force block party	n/a	n/a	20
Solid waste violations	56	216	250
COVID-19 related orders	700	n/a	0

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	92,023	95,125	98,265	105,355	103,581	109,287
Operating	15,710	15,877	26,005	36,223	35,256	35,256
Capital	30,008	15,208	25,888	35,000	427,500	37,500
Total	137,741	126,210	150,158	176,578	566,337	182,043
Budgeted Positions	1	1	1	1	1	1

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes Wayfinding Signage, \$35,000 and \$2,500 for Angel Wings on Charlie Watson Lane.

GRAPHIC REPRESENTATION

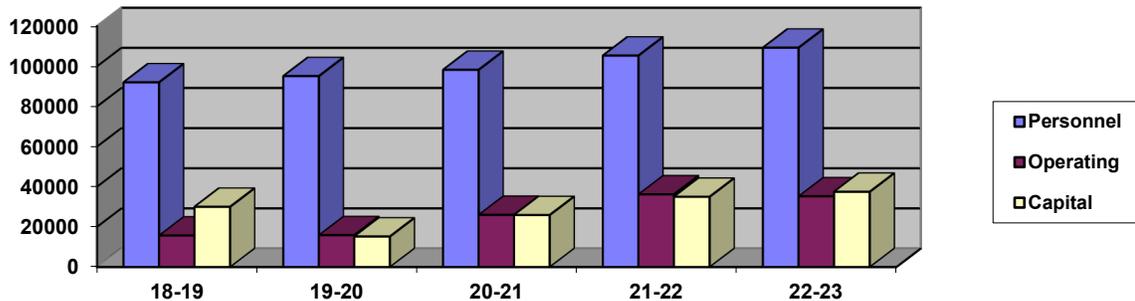
FY 22-23 appropriations reflect an increase of \$5,465 or three percent (3%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. No significant changes in operating expenditures.

FY 21-22 personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes funds for plaques to recognize individuals who paid for murals throughout the city.

FY 19-20 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. Wayfinding signs are shown within the capital cost center.

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.



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	20-21 Actual	21-22 Projected	22-23 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	51	70	68
Major certificate of appropriateness	22	24	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	7	6	6
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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	20-21 Actual	21-22 Projected	22-23 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	0	3
Sculptures installed	1	1	1
Street Patio	1	0	0
Tile concrete pillars for CWL arch		1	0
Roots and Branches concert		1	0

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UTILITY FUND

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

REVENUE SUMMARIES

Revenue Sources	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Water-User Charges	11,028,895	11,403,746	12,051,341	13,182,187	14,487,080	14,487,080
Sewer-User Charges	9,220,095	8,380,647	8,552,747	8,116,319	8,936,384	8,936,384
Other	31,462,461	791,560	1,747,335	9,454,404	1,202,535	902,535
Intergovernmental	1,159,085	347,841	20,267	0		
Interest Income	418,092	206,230	4,597	4,000	10,000	10,000
Retained Earnings	0	0	0	0	91,303	91,303
Transfer in Cap. Proj.	10,000,000	0	5,464,902	153,519		
Total	63,288,628	21,130,024	27,841,189	30,910,429	24,727,302	24,427,302

GRAPHIC REPRESENTATION

FY 22-23 Prior year operating includes contribution to various capital projects made with the fiscal year which causes a decrease to show but that is offset with increases in chemicals, sludge removal, costs of contractual services, and fuel. **This budget includes a 10 percent rate increase for water service and a 6 percent increase for wastewater services.**

FY 21-22 revenues decreased \$12,047,064 or thirty-five percent (35%) compared to FY 20-21 budget (not including retained earnings and transfers in from capital projects). This decrease is mainly due to loan and/or bond proceeds for an expansion at the City's water filtration facility and Little Buffalo Upper Reach Sewer Remediation budgeted in prior year and shown within other revenue sources. In preparation for debt service of planned capital improvements, **this budget includes a 12 percent rate increase for water service and a 6 percent increase for wastewater services.** These rate increases are imperative to minimize higher rate adjustments in the future as the City prepares to expand its water plant and these rates would become effective July 1. Interest income continues to decline due to market. The City strives to use retained earnings for one time capital expenses.

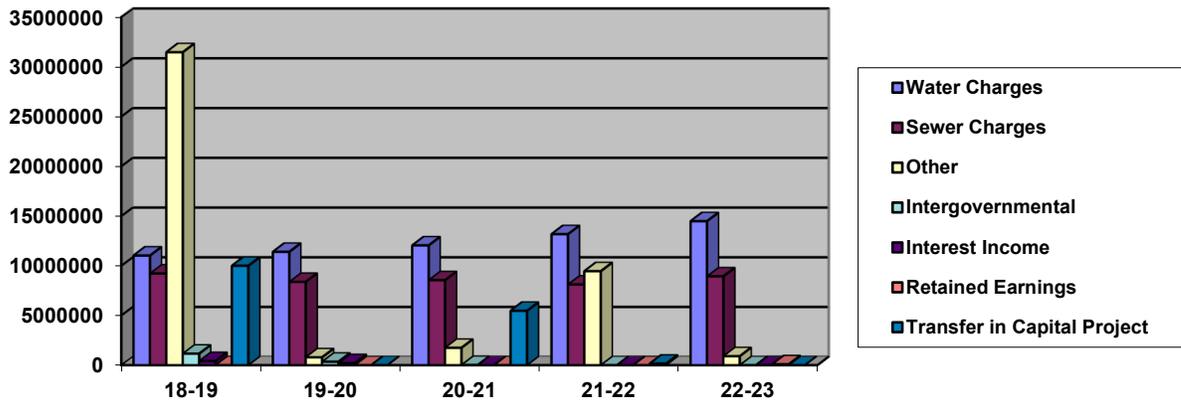
FY 20-21 includes funds for loan and/or bond proceeds appropriated for an expansion at the City's water filtration facility (\$10,000,000), as well as Little Buffalo Upper Reach Sewer Remediation (\$3,000,000). In preparation for expected growth, **this budget includes a 5 percent rate increase for both water and sewer services** for planned capital improvements. This rate increase will be effective September 1, 2020. Interest income continues to decline. The City strives to use retained earnings for one time capital expenses. The \$966,935 appropriated for retained earnings is for rolling stock and several other water and sewer projects.

FY 19-20 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. Retained earnings represents the purchase of one-time capital and/or transfer into capital projects.

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. Upon the issuance of this debt, \$10,000,000 was reimbursed to the city and is shown as a transfer in capital project. **FY 18-19** anticipates continued revenue associated with leachate disposal the entire fiscal

UTILITY FUND REVENUE SUMMARIES (Continued)

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.



UTILITY FUND

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	5,805,147	6,058,760	6,733,931	7,599,358	7,805,188	8,035,407
Operating	13,865,474	53,548,404	14,875,641	21,846,873	17,139,685	15,765,950
Capital Outlay	1,165,589	2,188,796	1,389,609	1,464,198	189,949,000	625,945
Total	20,836,210	61,795,960	22,999,181	30,910,429	214,893,873	24,427,302
Budgeted Positions	92	93	95	96	97	97

GRAPHIC REPRESENTATION

FY 22-23 appropriation reflects a decrease of \$6,483,127 or twenty-one percent (21%) compared to FY 21-22 budget. This decrease is primarily due to prior year water and wastewater capital improvement costs as well as design costs for the Water Filtration Facility expansion. Personnel changes are related to a 4% cost of living adjustment, a 2% merit increase, a 0.75% increase in retirement, and a 1% increase for group health insurance. An additional position was added to the Public Works Administration department to oversee all of the water and sewer capital projects. The part-time Customer Service Representative position became a full-time position to better serve our increasing numbers of utility customers. Capital is shown at departmental level.

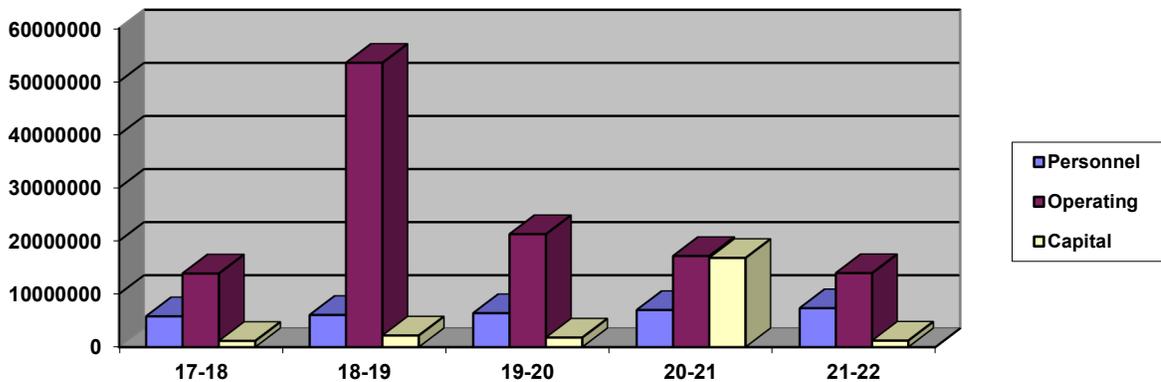
FY 21-22 appropriation reflects a decrease of \$18,440,068 or forty-five percent (45%) compared to FY 21-22 budget. This decrease is primarily due to prior year water and wastewater capital improvement costs as well as design costs for the Water Filtration Facility expansion. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. A new construction inspector position is included within the Engineering department. This position is necessary to process the increasing workload caused by new growth and development. Contributions to capital projects and covid expenses in prior year result in the decrease shown within operating. A new Utility Maintenance department has been created by transferring six employees from the Distribution and Collection department, the Water Filtration department, and the Water Reclamation department to maintain essential equipment at each of these facilities, as well as the water booster stations and the sewage pumping stations. Capital is shown at departmental level.

FY 20-21 personnel changes are related to a 1.2% increase in retirement, a 7% increase for group health insurance, and a new solids handling operator included within the Water Filtration department. Three positions remain frozen and are included in the Engineering and Distribution and Collection departments. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Prior year operating includes contributions to several capital projects, resulting in the decrease shown. Debt service decreased and is the result of refunding of revenue bonds. Funded within capital is \$10,000,000 for design of the Water Filtration Facility expansion to be funded with bonds and \$3,000,000 for Little Buffalo Upper Reach sewer remediation to be funded with loans. Capital also includes \$400,000 for Skunk Creek Railroad Crossing replacement; \$2,250,000 for NC 42 water line relocation; \$300,000 for Gaster's Creek lift station replacement; and \$487,000 in capital equipment.

UTILITY FUND EXPENDITURE SUMMARIES (Continued)

FY 19-20 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. 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.

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.



UTILITY FUND DEBT SERVICE

Fund: Utility

Function: Debt Service

Goal: To account for the operations of debt service.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	0
Operating	35,368,340	4,771,773	4,353,443	4,638,416	4,523,042	4,525,543
Capital	0	0	0	0	0	0
Total	35,368,340	4,771,773	4,353,443	4,638,416	4,523,042	4,525,543
Budgeted Positions	0	0	0	0	0	0

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

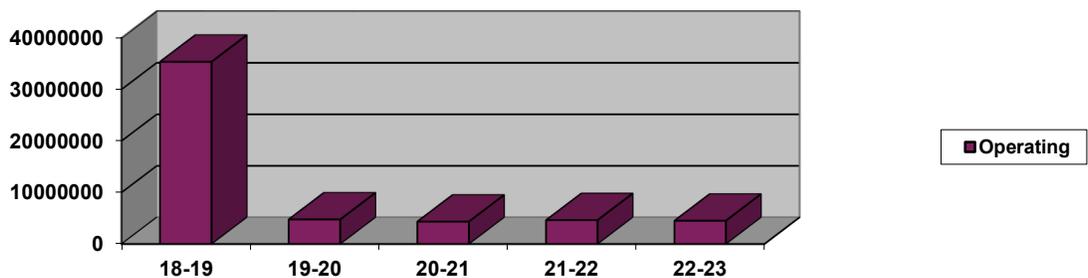
GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of \$112,873 or two percent (2%) compared to FY 21-22 budget. Historical shifts in spending are related to the net change in new debt and retirement of debt.

FY 21-22 appropriations reflect an increase of \$167,015 or four percent (4%) compared to FY 20-21 budget. This increase is mainly due to debt issued at the end of FY 2020-21 and new anticipated debt to be issued in FY 21-22.

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. 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.

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	
Operating	8,892,298	7,530,296	1,353,343	5,795,360	298,465	248,465
Capital	0	0	0	0	0	
Total	8,892,298	7,530,296	1,353,343	5,795,360	298,465	248,465
Budgeted Positions	0	0	0	0	0	

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 22-23 prior year includes the following capital projects: Design of the Water Plant Expansion in the amount of \$2,412,593, NC Highway Utility Relocate in the amount of \$1,068,879, and Design of Triangle Innovation Point water and sewer infrastructure in the amount of \$800,000, resulting in the decrease shown within operating. Contingency funds are included in the amount of \$50,000; and \$25,000 is budgeted for the contribution to Other Post-Employment Benefits (OPEB) Trust.

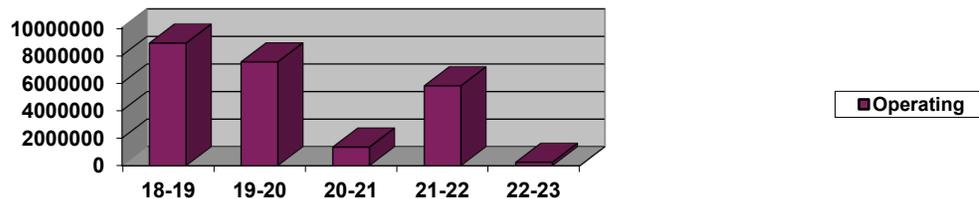
FY 21-22 appropriations reflect a decrease of \$1,151,707 or eighty-four percent (84%) compared to FY 20-21 budget. This decrease is mainly due to contributions to capital projects made in prior year. Contingency funds are included in the amount of \$50,000; and \$25,000 is budgeted for the contribution to Other Post-Employment Benefits (OPEB) Trust.

FY 20-21 includes contributions to major capital projects such as Project Forge (\$3,115,000), Sewer Assessment Projects (\$426,271), Flood Mitigation at the Water Plant (\$149,600), and Flood Rehabilitation at the Wastewater Plant (\$3,690,000). Contingency funds are included in the amount of \$100,000; and \$25,000 is budgeted for the contribution to Other Post-Employment Benefits (OPEB) Trust.

FY 18-19 includes contributions to capital projects. The major capital projects include Airport sewer extension (\$517,488), Hawkins Avenue waterline (\$4,804,008), sewer assessment project (\$1,037,746), Amos Bridges waterline (\$976,100), and Water Reclamation Facility Flood Rehabilitation (\$415,000). \$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; Airport Sewer Extension Project, and agreement with Lee County for the construction of a waterline on Colon Road.

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	63,810	67,196	69,693	74,954	73,551	77,578
Operating	258,599	248,342	273,284	334,813	330,406	330,338
Capital	0	0	0	0	34,300	34,300
Total	322,409	315,538	342,977	409,767	438,257	442,216
Budgeted Positions	1	1	1	1	1	1

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton pickup truck, \$34,300.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect an increase of \$32,449 or eight percent (7%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. It should be noted costs within this department are relative to inventory requirements.

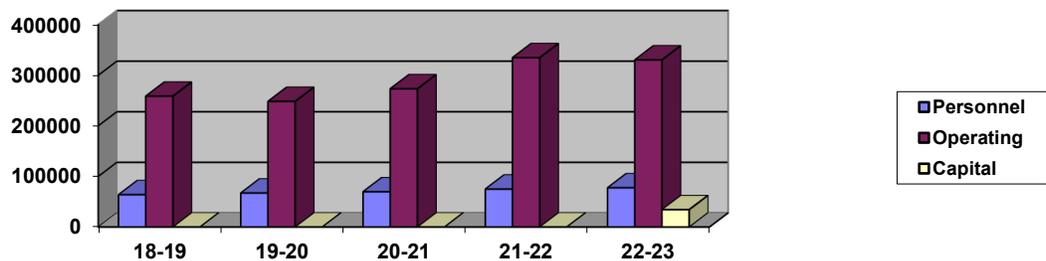
FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. No significant changes within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020.

FY 19-20 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.

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.

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	20-21 Actual	21-22 Projected	22-23 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	7	5	5
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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 87% of actual warehouse room inventory; these bid quotes should not exceed more than 15% 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	4	4	5
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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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	611,996	616,857	660,311	783,721	810,400	845,506
Operating	1,722,207	1,720,118	1,905,734	2,261,042	2,280,251	2,327,777
Capital	0	0	0	53,088	0	0
Total	2,334,203	2,336,975	2,566,045	3,097,851	3,090,651	3,173,283
Budgeted Positions	12	12	12	12	12	12

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay requested.

GRAPHIC REPRESENTATION

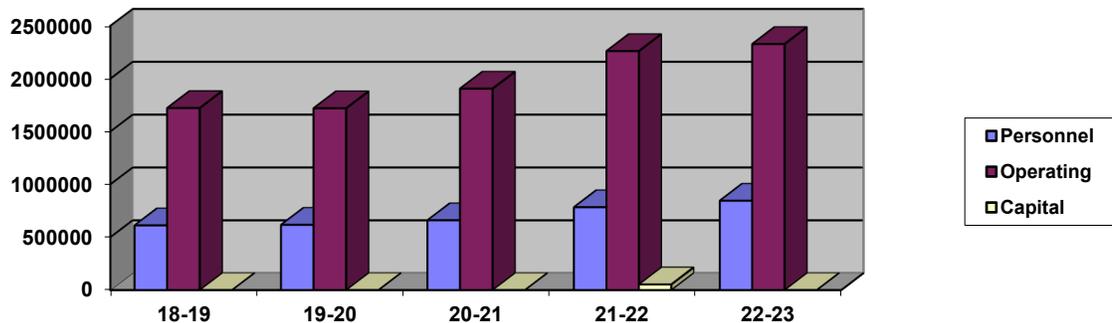
FY 22-23 appropriations reflect an increase of \$75,432 or two percent (2%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Increase in operating due to increase in contractual services related to Sourcelink (third-party billing company) and Victoria forms (online forms). Funding includes the former permanent part time Customer Service position to become a full-time position.

FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. No significant changes within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. The increase shown within operating is 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 19-20 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.

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.



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	20-21 Actual	21-22 Projected	22-23 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	99%	99%	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	\$1,067,793	\$1,021,109	\$1,010,898
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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	17,036	17,206	17,378
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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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 21-22	APPROVED 22-23
Personnel	634,863	766,781	897,603	1,033,807	1,029,561	1,086,632
Operating	79,668	125,809	99,389	240,968	196,035	163,508
Capital	4,484	59,454	34,695	26,816	0	0
Total	719,015	952,044	1,031,687	1,301,591	1,225,596	1,250,140
Budgeted Positions	11	12	12	13	13	13

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of 51,451 or four percent (4%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, a 1% increase for group health insurance. An engineering technician position remains frozen for a savings of approximately \$64,000. A pavement condition survey is included in the amount of \$68,000 in prior year, therefore a decrease is shown in operating.

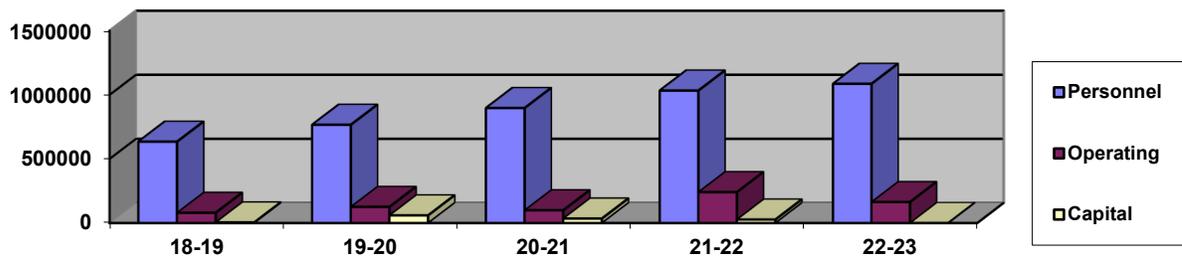
FY 21-22 appropriations reflect an increase of \$184,076 or eighteen percent (18%) compared to FY 20-21 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 3% increase for group health insurance, and the addition of one new construction inspector position. This position is necessary to process the increasing workload caused by new growth and development. An engineering technician position remains frozen for a savings of approximately \$64,000. A pavement condition survey is included in the amount of \$68,000 resulting in the increase shown within operating. This survey is performed every four years. Capital is shown above.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Prior year operating includes street model updates and computer and furniture purchases, resulting in the decrease shown.

FY 19-20 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. Operating includes funds for street model updates in the amount of \$15,000.

ENGINEERING (Continued)

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.



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	20-21 Actual	21-22 Projected	22-23 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	99%	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	99%	100%	100%
Provide technical specifications to consulting engineers within 3 days	98%	98%	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	99%	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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 21-22	APPROVED 22-23
Personnel	526,473	530,546	545,473	629,594	707,760	751,648
Operating	37,410	30,356	26,769	49,545	42,195	42,098
Capital	17,994	0	0	0	0	0
Total	581,877	560,902	572,242	679,139	749,955	793,746
Budgeted Positions	5	5	5	5	5	

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay requested.

GRAPHIC REPRESENTATION

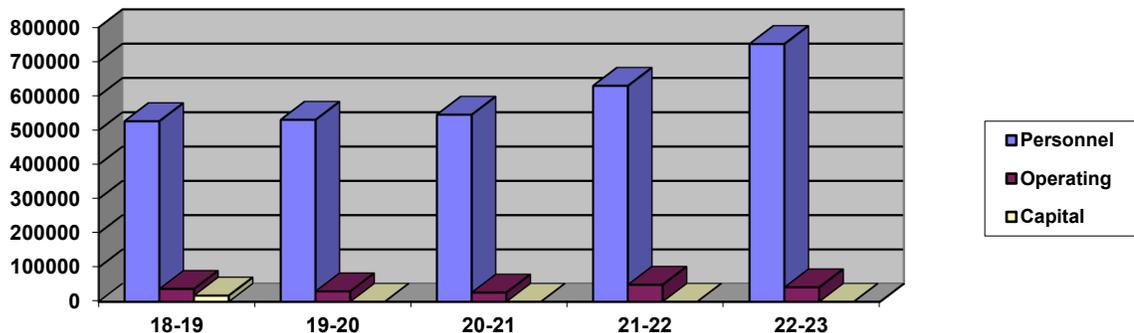
FY 22-23 appropriations reflect an increase of \$114,607 or seventeen percent (17%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Position was added towards the end of FY 2021-2022; therefore, a full year is shown in FY 2022-2023 funding.

FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance. No significant changes within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020.

FY 19-20 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.

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. An administrative assistant position was transferred into the Engineering department mid-year 18-19. A passenger vehicle was funded in capital cost center.



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	20-21 Actual	21-22 Projected	22-23 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%

UTILITY MAINTENANCE

Fund: Utility

Function: Public Utilities

Goal: To maintain essential equipment at the Water Filtration Facility, the Water Reclamation Facility, as well as at the water booster stations, and sewage pumping stations.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	479,886	469,812	491,927
Operating	0	0	0	665,825	645,162	618,941
Capital	0	0	0	57,721	200,000	75,000
Total	0	0	0	1,203,432	1,314,974	1,185,868
Budgeted Positions	0	0	0	6	6	

2022-2023 CAPITAL OUTLAY DETAIL

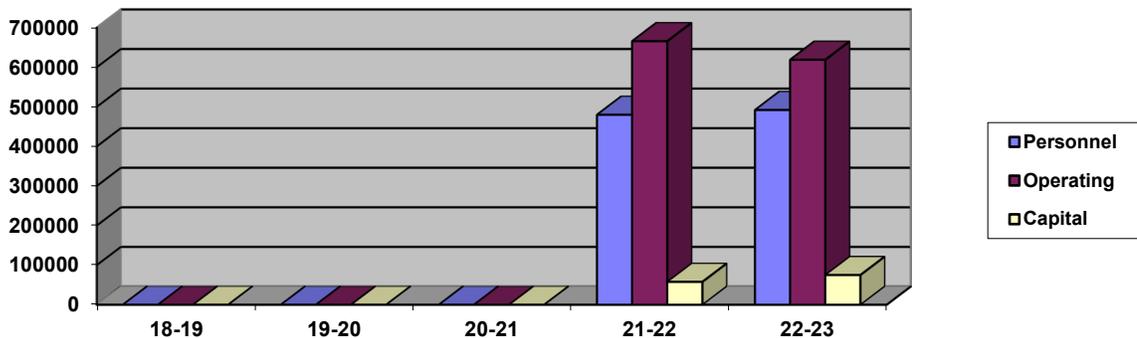
Capital outlay funding includes one (1) ½ ton two-wheel drive truck, \$35,550; ½ ton 4 X 4 truck, \$39,450.

GRAPHIC REPRESENTATION

NOTE: This department was created in FY 21-22 to establish efficiencies in maintaining essential equipment at the Water Filtration Facility, the Water Reclamation Facility, as well as at water booster stations, and sewage pumping stations. Six employees and maintenance costs have been transferred into this department from the Distribution and Collection Department, the Water Filtration Department, and the Water Reclamation Department.

FY 22-23 appropriations reflect an increase of \$17,564 or one percent (1%) compared to FY 21-22 budget. Personnel adjustments are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. Operating increases due to fuel and contractual services.

FY 21-22 personnel adjustments are related to a 2% cost of living adjustment, a 1.2% increase in retirement, and a 3% increase for group health insurance.



UTILITY MAINTENANCE

The Utility Maintenance Division is responsible for preventative maintenance and repair of equipment to assure continued operation of the City’s Water Filtration Facility, Water Reclamation Facility, three water booster stations, and ten sewage pumping stations. This division is composed of six employees.

Performance Measures	20-21 Actual	21-22 Projected	22-23 Projected
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Goal: To provide quality drinking water and wastewater services to the residents of Sanford and Lee County, North Carolina. The systems operate 24 hours a day, 7 days a week, and must meet numerous state and federal regulations, which requires a dedicated team from a variety of disciplines working together to oversee utility infrastructure and assets. The Utility Maintenance Division is committed to providing high quality services and customer feedback is critical to our success in meeting this goal.

Objective: To efficiently and effectively operate, protect, and manage all water/wastewater infrastructure and resources while ensuring fiscal responsibility and accountability. Comply with state and EPA regulations.

Measures:

Respond to emergency stations within 2 hours	100%	100%
Number of violations reported to NCDEQ	0	0
Schedule meetings to provide adequate communication	100%	100%
Training opportunities to ensure staff is adequately trained	100%	100%

WATER FILTRATION

Fund: Utility

Function: Public Utilities

Goal: To treat and maintain an adequate and safe supply of water for our citizens. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	794,178	814,627	866,885	902,548	887,191	928,874
Operating	1,574,902	1,625,131	1,702,099	1,856,053	1,764,016	1,753,506
Capital	31,758	128,219	174,946	12,500	116,450	112,700
Total	2,400,838	2,567,977	2,743,930	2,771,101	2,767,657	2,795,080
Budgeted Positions	11	11	12	11	11	11

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes: SCADA Computers, \$25,000; one (1) ½ ton truck, \$37,700; and PLC Panel for Avent Ferry Road, \$50,000.

GRAPHIC REPRESENTATION

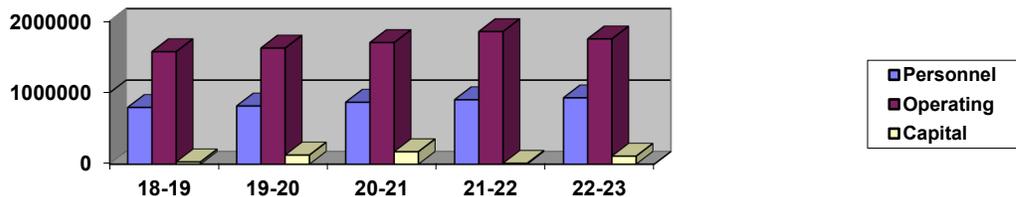
FY 22-23 appropriations increased \$23,979 or one percent (1%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. No significant change in operating.

FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 3% increase for group health insurance, and the transfer of one (1) position into the newly created Utility Maintenance department. A large portion of maintenance funds budgeted within this department have been moved into the new Utility Maintenance department, resulting in the decrease shown within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement, a 7% increase for group health insurance, and the addition of a solids handling operator position. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes two studies on the facilities permitted discharge, additional funds for maintenance/repair of equipment due to age, and utility, sludge, and chemical increases. Funds are also included to repair mortar and seal the brick of the administrative building.

FY 19-20 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. Major capital funding includes upgrade of the Programmable Logic Computer (PLC), \$170,000; guard rails, \$72,000; and PLC upgrade of the Remote Telemetry Unit (RTU), \$30,000.

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. Operating includes additional funds for maintenance due to the age and heavy use of equipment. Capital includes a mid-size vehicle, a fixed ladder for the hypochlorite building, and a fixed ladder for raw water station.



WATER FILTRATION

The Water Filtration Department provides the treatment and distribution of drinking water to commercial, industrial, and residents of the City of Sanford, Lee and Chatham counties.

Performance Measures	20-21 Actual	21-22 Projected	22-23 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	88%	90%	90%
SCADA computer records of system pressure	100%	99%	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	93%	95%	95%
Maintain a heterotrophic plate count below 500 colonies.	99%	99%	99%

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 state certified operators of plant staff	80%	80%	90%
Retainage of employees	82%	90%	100%

WATER RECLAMATION

Fund: Utility

Function: Public Utilities

Goal: To provide an effective recycling of domestic and industrial wastewater. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	932,454	968,234	971,414	927,495	896,914	937,770
Operating	1,589,780	1,565,093	1,539,578	1,966,082	2,149,928	1,856,293
Capital	14,778	9,681	10,630	0	102,050	35,100
Total	2,537,012	2,543,008	2,521,622	2,893,577	3,148,892	2,829,163
Budgeted Positions	13	13	13	11	11	

2022-2023 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton truck, \$35,100.

GRAPHIC REPRESENTATION

FY 22-23 appropriations increased \$64,414 or two percent (2%) compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. No significant changes in operating.

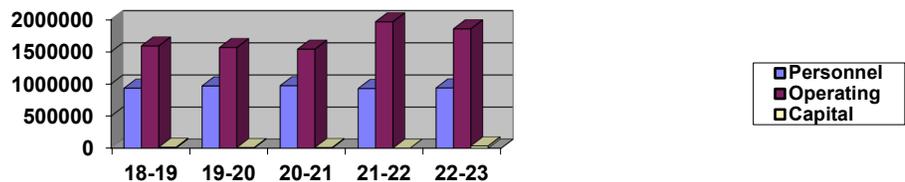
FY 21-22 appropriations decreased \$460,938 or sixteen percent (16%) compared to FY 20-21 budget. Personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 3% increase for group health insurance, and the transfer of two (2) positions into the newly created Utility Maintenance department. A large portion of maintenance funds budgeted within this department have been moved into the new Utility Maintenance department, resulting in the decrease shown within operating.

FY 20-21 personnel adjustments are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating includes \$50,000 for repairs to the ultraviolet system.

FY 19-20 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 \$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.

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 BNR treatment facility allows for efficient removal of nutrients to maintain compliance with state regulations.

Performance Measures	20-21 Actual	21-22 Projected	22-23 Projected
Goal: Comply with state and EPA regulations for Industrial Pretreatment Program and plant permits			
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
Goal: Comply with state and EPA regulations for Land Application Program			
Objective: Permit additional acreage for application of bio-solids program			
Measures:			
Number of acres permitted for Land Application Program	828	828	828
Goal: Operate the WWTP with skilled and certified personnel for efficient operations			
Objective: Certify all personnel to NC Biological Operator Certification grade I			
Measures:			
Percent of certified operators of plant staff	100%	100%	100%
Goal: To maintain compliance with NPDES permit requirements			
Objective: Monitor and report influent and effluent parameters according to per permit requirements. Perform operational tests and monitor plant status to ensure compliance with State NPDES permit.			
Measures:			
Number of violations reported to the NC State Division of Water Resources	0	0	0

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. This department goal is linked to our City strategic goals as shown on page 14.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	2,494,986	2,629,414	2,722,553	2,767,353	2,788,259	2,914,472
Operating	2,999,912	2,709,426	3,078,730	3,214,251	3,536,401	3,293,481
Capital	204,152	548,053	468,344	458,932	1,062,725	218,845
Total	5,699,050	5,886,893	6,269,627	6,440,536	7,387,385	6,426,798
Budgeted Positions	40	41	41	38	38	38

2021-2022 CAPITAL OUTLAY DETAIL

Capital outlay funding includes: Rocky Top Trailer \$97,045; and two 1-ton utility truck, \$60,900 each.

FY 22-23 appropriations decreased \$13,738 or less than one (1%) percent compared to FY 21-22 budget. Personnel changes are related to a 4% cost of living adjustment, a 0.75% increase in retirement, a 2% merit increase, and a 1% increase for group health insurance. There is also additional funding for overtime due to water line breaks. No significant changes in operating.

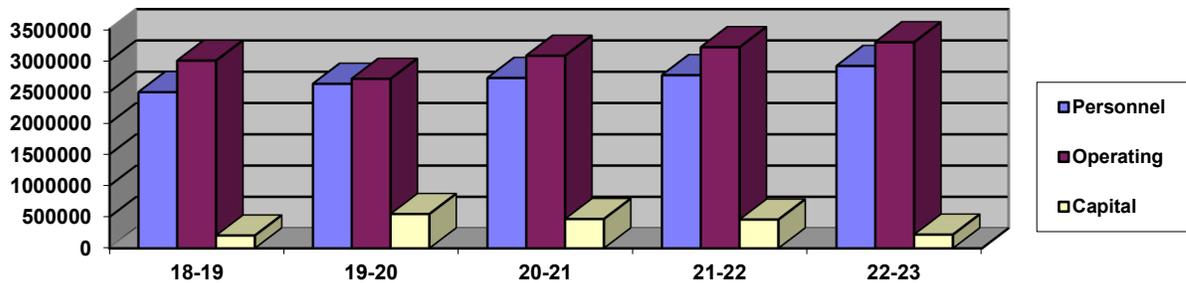
FY 21-22 personnel changes are related to a 2% cost of living adjustment, a 1.2% increase in retirement, a 3% increase for group health insurance, and the transfer of three (3) positions into the newly created Utility Maintenance department. One position remains frozen for a savings of approximately \$46,000. A large portion of maintenance funds budgeted within this department have been moved into the new Utility Maintenance department, resulting in the decrease shown within operating. Capital is shown above.

FY 20-21 personnel changes are related to a 1.2% increase in retirement and a 7% increase for group health insurance. Cost of living and merit were not funded initially, however a 2% cost of living adjustment was given to employees November of 2020. Operating increased due to additional funds required for the meter change out program and in contractual services for repairs to utility lines. Capital funding includes three backhoes, five ½-ton trucks, and a one-ton utility truck.

FY 19-20 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. Capital funding includes a jet vac, valve machine, and mower tractor.

DISTRIBUTION AND COLLECTION (Continued)

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. Capital funding includes a two-ton dump truck, a passenger vehicle, nine-meter reader hand held data collectors, a trailer jetting mobile unit, and a hustler mower.



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-way's, 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	20-21 Actual	21-22 Projected	22-23 Projected
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	640	645	650
Leak investigations	330	325	328
Major water line repairs (6" or greater)	140	135	126
Minor water line repairs (4" or smaller)	75	70	81
New water taps made	140	240	135
Water retaps	120	130	115
Objective: To install new meters, read existing meters, test meters, replace old meters and ensure optimum levels of customer service			
Measures:			
New meters installed	65	130	210
Water meters read	228,500	247,104	252,000
Large water meters tested (3" or greater)	40	35	50
Small meters tested (2" or smaller)	35	30	45
Replace old meters	2,570	2,596	1,875
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	2,125	2,150	2,160
Valves inspected / exercised	2,300	3,200	3,050

DISTRIBUTION AND COLLECTION

Performance Measures	20-21 Actual	21-22 Projected	22-23 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	45	45
Privately owned backflow devices inspected	730	653	640
Grease containing fluids removed (gallons)	445,000	430,000	420,000

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	210	208	200
New taps installed	36	39	25
Manhole adjustments	25	15	12
Right of ways mowed (feet)	155,000	155,000	155,000
Sewer line jetted (feet)	148,000	128,000	130,000
Sewer retaps	18	12	15
Priority outfall line inspection (feet)	250,000	250,000	250,000
Collections system line inspection	200,000	200,000	250,000

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	0
Operating	441,507	441,419	301,403	277,424	407,000	407,000
Capital	818,275	229,576	634,978	376,871	176,801,000	0
Total	1,259,782	670,695	936,381	654,295	177,208,000	407,000
Budgeted Positions	0	0	0	0	0	0

2022-2023 CAPITAL OUTLAY DETAIL

No funding for capital outlay requested.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of \$247,295 or thirty-eight (38%) percent compared to FY 21-22 budget. Current year funding includes water rehabilitation in the amount of \$407,000.

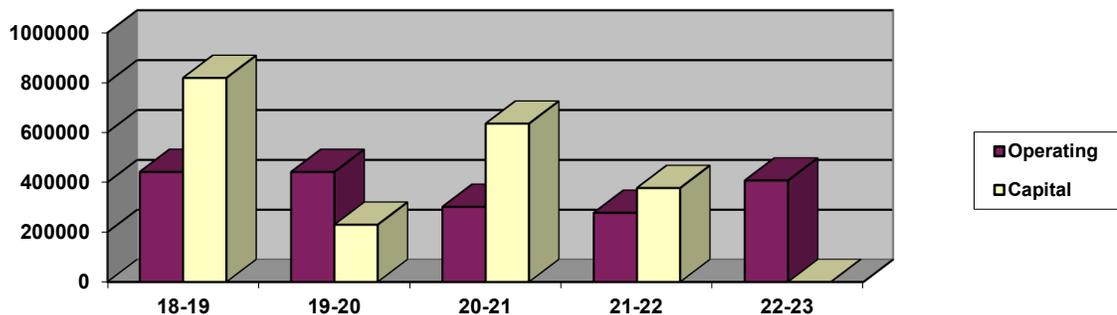
FY 21-22 appropriations reflect a decrease of \$13,518,608 or ninety-nine percent (99%) compared to FY 20-21 budget. Prior year budget includes \$12,250,000 for capital items, resulting in the decrease shown.

FY 20-21 includes \$10,000,000 for the Water Filtration Facility expansion design and \$2,250,000 for the NC 42 waterline relocate. In preparation for expected growth, the City plans to add an additional 6 million gallons per day capacity to the City’s water filtration facility. This expansion is expected to be funded through bond proceeds, however, the City is actively negotiating with and soliciting partners for cost sharing for the facility expansion.

FY 19-20 includes relocate waterline for DOT, \$100,000; Pendergrass Road pump station improvements, \$200,000; paint Colon Road water tank, \$600,000; and Carthage Street / Firetower Road water line relocate, \$50,000.

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.

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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	0	0	0	0
Operating	773,514	716,388	493,846	755,094	445,500	400,000
Capital	1,097,355	825,581	55,387	478,270	12,295,500	150,000
Total	1,870,869	1,541,969	549,233	1,233,364	12,741,000	550,000
Budgeted Positions	0	0	0	0	0	0

2021-2022 CAPITAL OUTLAY DETAIL

Capital outlay funding includes \$150,000 for the Lemon Springs Pump Station Upgrade and Rehabilitation.

GRAPHIC REPRESENTATION

FY 22-23 appropriations reflect a decrease of \$683,364 or fifty-five (55%) percent compared to FY 21-22 budget. Current year includes sewer rehabilitation in the amount of \$400,000.

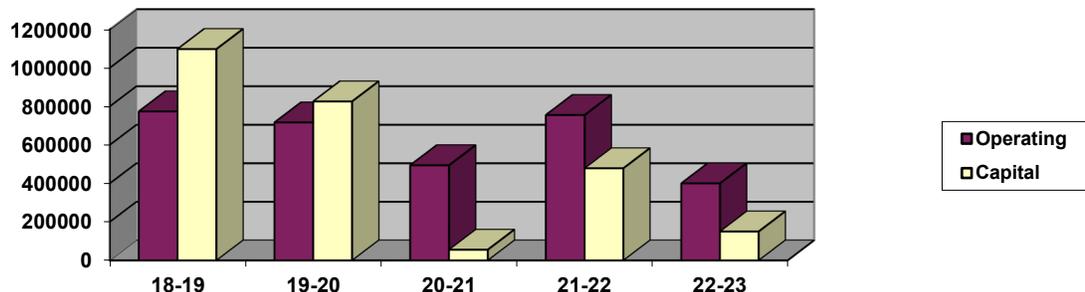
FY 21-22 appropriations reflect a decrease of \$3,715,513 or eighty-eight percent (88%) compared to FY 21-22 budget. Capital is shown above.

FY 20-21 includes funds for Gaster's Creek Lift Station replacement, Little Buffalo Upper Reach sewer remediation, and Skunk Creek Railroad Crossing replacement.

FY 19-20 includes sewer extension and rehabilitation.

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

Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



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CHATHAM PARK – WASTEWATER TREATMENT PLANT (WWTP) OPERATION

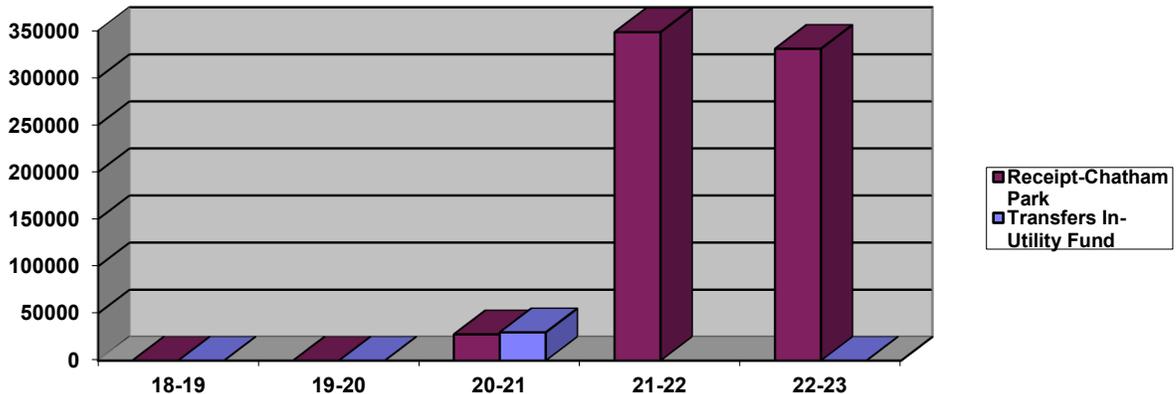
Goal: The Chatham Park Water Recovery Center is responsible for treating wastewater by it's residential, commercial, and industrial users to state and EPA requirements.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Receipt-Chatham Park	0	0	27,861	348,758	331,141	331,141
Transfers In-Utility Fund	0	0	30,000	0	0	0
Total	0	0	57,861	348,758	331,141	331,141

GRAPHIC REPRESENTATION

The City has entered into a contract to operate the Chatham Park Wastewater Treatment Plant. Chatham Park Investors, LLC will fully reimburse the City monthly for any expenses related to maintaining this operation. Once wastewater begins to be treated then the City will receive a management fee from Chatham Park Investors, LLC. A transfer from the Utility Fund was budgeted in FY 20-21 for the startup funds necessary to begin setup with vendors and utility accounts for the Wastewater Treatment Plant.



CHATHAM PARK – WASTEWATER TREATMENT PLANT (WWTP) OPERATION

EXPENDITURE SUMMARIES

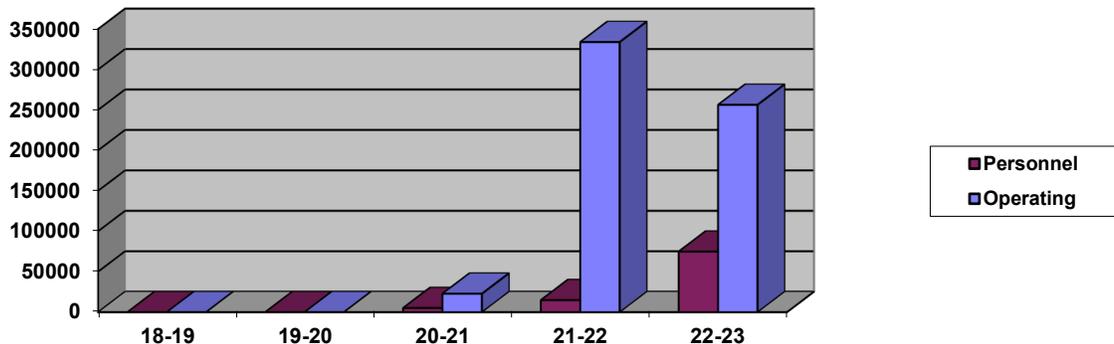
Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0	5,115	14,880	14,880	74,850
Operating	0	0	22,746	333,878	143,878	256,291
Capital Outlay	0	0	0	0	0	0
Total	0	0	27,861	348,758	158,758	331,141

2022-2023 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

The Chatham Park Water Recovery Center 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.



CHATHAM PARK – WASTEWATER TREATMENT PLANT (WWTP) OPERATION

The Water Reclamation Department and Utility Maintenance Department are responsible for treating wastewater 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 the effluent discharge to ensure that compliance is maintained with all state permits.

Performance Measures	20-21 Actual	21-22 Projected	22-23 Projected
Goal: Comply with State and EPA regulations.			
Objective: Monitor with a sampling program to ensure compliance with permits and test influent and effluent at the plant.			
Measures:			
Number of samples taken			50-100
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%
Goal: To maintain compliance with NPDES permit requirements			
Objective: Monitor and report influent and effluent parameters according to per permit requirements. Perform operational tests and monitor plant status to ensure compliance with State NPDES permit.			
Measures:			
Number of violations reported to NC State Division of Water Resources			0

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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 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Taxes- Ad Valorem	65,714	79,879	81,453	77,418	80,112	80,112
Interest Income	3,044	1,436	39	100	100	100
Other	0	0	5,000		100	100
Fund Balance Appropriation	0	0		16,290	30,253	10,253
Contribution from GF	54,010	60,090	55,090	74,492	78,044	99,299
Total	122,768	141,405	141,582	168,300	188,609	189,864

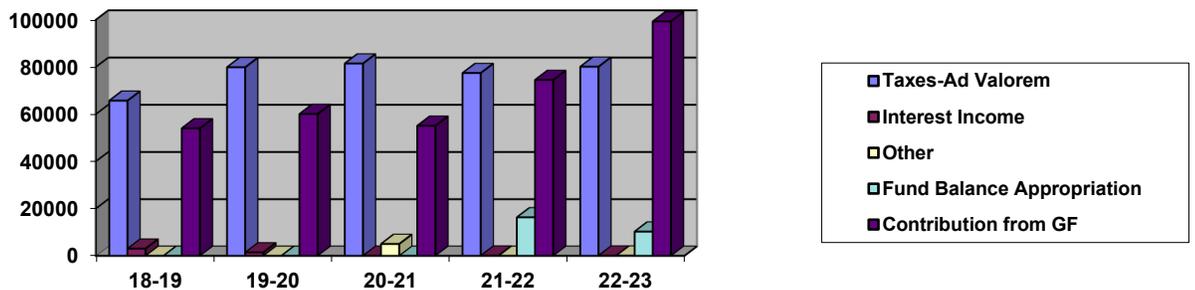
GRAPHIC REPRESENTATION

FY 22-23 Municipal Service District revenue increased \$21,564 compared to FY 21-22 budget. The contribution from the General Fund increased to fund additional personnel expenses as well as the RISE (Rural Innovation Stronger Economy) grant in the amount of \$10,000. The tax rate remains at 11 cents per \$100 valuation

FY 21-22 Municipal Service District revenue decreased \$104 compared to FY 20-21 budget. The contribution from the General Fund increased to fund additional personnel expenses as well as the RISE (Rural Innovation Stronger Economy) grant in the amount of \$10,000. The tax rate remains at 11 cents per \$100 valuation.

With the new property appraisals performed by Lee County, **FY 19-20** 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 to fund additional personnel.

FY 18-19 tax rate remains level at 11 cents per \$100 valuation.



MUNICIPAL SERVICE DISTRICT FUND

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 18-19	ACTUAL 19-20	ACTUAL 20-21	BUDGET 21-22	REQUESTED 22-23	APPROVED 22-23
Personnel	0	0		0	0	
Operating	117,019	106,848	142,444	163,300	195,757	184,864
Capital Outlay	0	0	0	5,000	10,000	5,000
Total	117,019	106,848	142,444	168,300	205,757	189,864

2022-2023 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

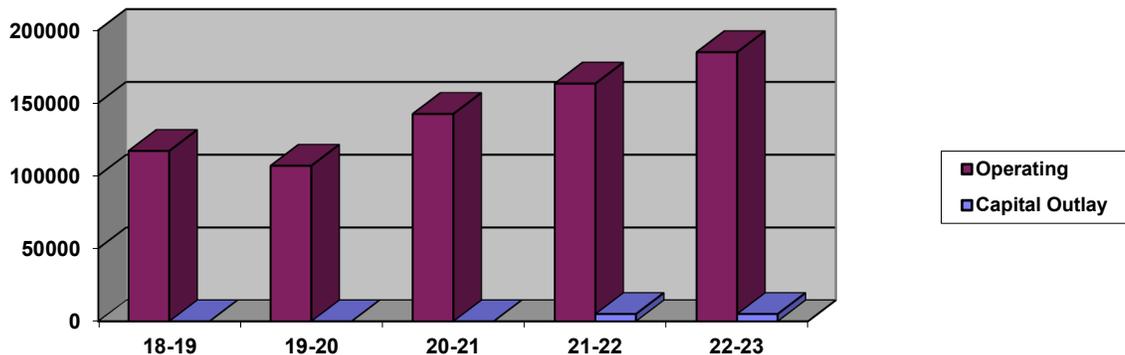
FY 22-23 Municipal Service District expenditures reflect an increase totaling \$21,564 compared to FY 21-22 budget. Operating includes building improvement grants in the amount of \$20,000; RISE (Rural Innovation Stronger Economy) grant in the amount of \$10,000; advertising in the amount of \$50,000 which includes \$20,000 for website build out and \$68,044 for Downtown Sanford, Inc. (DSI) to fund personnel expenses and bookkeeping costs.

FY 21-22 Municipal Service District expenditures reflect a decrease totaling \$104 compared to FY 20-21 budget. Operating includes building improvement grants in the amount of \$20,000; RISE (Rural Innovation Stronger Economy) grant in the amount of \$10,000; advertising in the amount of \$32,000; and \$64,492 for Downtown Sanford, Inc. (DSI) to fund personnel expenses.

FY 20-21 did not fund the Entrepreneurship grant; building improvement was funded at \$20,000 and advertising was funded at \$35,000.

FY 19-20 reflects an Entrepreneurship Grant 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.



MUNICIPAL SERVICE DISTRICT FUND - UNAUDITED

FUND BALANCE - GOVERNMENTAL FUNDS - MUNICIPAL SERVICE DISTRICT FUND					
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
MUNICIPAL SERVICE	18-19	19-20	20-21	21-22	21-23
BEGINNING FUND BALANCE	\$ 95,435	\$ 101,184	\$ 133,922	\$ 133,061	\$ 116,771
REVENUES					
AD VALOREM TAXES	65,532	79,756	80,950	77,318	80,112
CONTRIBUTIONS - OTHER	-	-	5,000	-	-
OTHER	3,225	1,559	542	200	200
TOTAL REVENUES	68,757	81,315	86,492	77,518	80,312
EXPENDITURES					
DOWNTOWN REVITALIZATION	117,018	108,667	142,443	168,300	189,864
TOTAL EXPENDITURES	117,018	108,667	142,443	168,300	189,864
TRANSFERS IN - GENERAL FUND	54,010	60,090	55,090	74,492	99,299
ENDING FUND BALANCE	\$ 101,184	\$ 133,922	\$ 133,061	\$ 116,771	\$ 106,518

Note: The Municipal Service District plans to use fund balance in FY 21-22 and FY 22-23 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	19-20 Actual	20-21 Projected	21-22 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	\$20,000	\$20,000	\$20,000
Private funds attained	\$25,000	\$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	5	5	5
Represent DSI on various local boards (TDA Board, Depot Building Committee, Chamber, Small Business Advocacy Committee)	3	3	3

Goal: To improve the district's overall appearance

Objective: To fund projects to improve the district's overall appearance

Measures:

Building improvement grants awarded	5	5	5
Art project	2	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	6	12	12
Holiday tree lighting	1	1	1
Movie series	0	0	3
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	0	0	1

CITY OF SANFORD CAPITAL IMPROVEMENTS PROGRAM

The City of Sanford's Capital Improvements Plan is prepared as a compendium to the annual operating budget. The plan is designed to provide a five-year perspective of future capital needs for the city. The program is intended to coordinate financing, scheduling and planning of capital needs well in advance which will eliminate hasty decisions and provide well designed, orderly growth. Project prioritizing and funding resource availability are paramount in providing a successful program. Safeguarding the city's assets and meeting state and federal mandates are also critical components of the plan.

The city's Capital Improvements Plan contains projected revenue sources and cost estimates for each recommended capital project with a cost of \$50,000 or greater. Project descriptions detailing the specifics of each project along with visual aids are included when necessary. The projects are categorized by fund, department and type of improvement. The following improvement types are recommended.

1. Water Capital Projects
2. Sewer Capital Improvements
3. Street Capital Improvements
4. General Service Capital Improvements

Generally, the purchase of vehicles or heavy equipment is included in the annual operating budget, not the CIP, regardless of initial cost.

Useful Life Table

Utility plants, tanks, and system lines	40 – 50 years
Buildings, land improvements and streets	20 years
Equipment	3 - 15 years

The financial data for the ensuing fiscal year of the plan will be the same as the recommended capital outlays for major improvements within the ensuing operating budget and/or capital project ordinances. The remainder of the five-year plan will be subject to annual revisions and authorizations. The acceptance of the plan is not binding on future budgets but will be used as a planning document.

The following pages are excerpts from the Capital Improvement Program. This information will provide the reader with more information concerning current year projects.

CAPITAL IMPROVEMENTS SCHEDULE

PROJECT DESCRIPTION	FUNDING SOURCE	PLANNING	PLANNING	PLANNING	PLANNING	PLANNING
		YEAR 2022-23	YEAR 2023-24	YEAR 2024-25	YEAR 2025-26	YEAR 2026-27
WATER:						
Water Rehabilitation	6	-	600,000	600,000	600,000	600,000
Water Line Relocates for NCDOT Maintenance Activities	6	-	100,000	100,000	100,000	100,000
Water Treatment Plant Expansion	4,6, and 10		168,914,000	-	-	-
Avents Ferry 16 inch Transmission Main Condition Assessment	6	-	-	500,000	-	-
Avents Ferry Road Waterline Replacement Phase I	4	-	-	300,000	3,000,000	-
Avents Ferry Road Waterline Replacement Phase II	4	-	-	-	200,000	2,000,000
Carthage Waterline Relocate-Fire Tower to Wicker (U-5709)	6	-	-	500,000	-	-
Paint Water Tank - Harkey Road	6	-	-	-	400,000	-
Paint Water Tank - Eakes Road	6	-	-	-	-	250,000
High Pressure Zone Supply System Improvements - Garden Street Booster Pump Station	4	-	-	-	1,000,000	10,000,000
Automatic Metering Infrastructure	2	-	6,200,000	-	-	-
New Utility Building	2	-	-	6,000,000	-	-
Pendergrass Road Booster Station Generator	6	-	40,000	-	-	-
Transmission Main Check Valve Replacements	6	-	-	140,000	-	-
Water System Sampling Points	6	-	-	100,000	-	-
Waterline Looping Projects-Cemetery Road, Lochmere, and Stroud St	6	-	-	400,000	-	-
TOTAL WATER		-	175,854,000	8,640,000	5,300,000	12,950,000
SEWER:						
Little Buffalo Lift Station Force Main Rehabilitation	2	-	-	6,000,000	-	-
WWTP Driveway Rehabilitation	6	-	300,000	-	-	-
Blowers at WWTP	3 and 4	-	2,000,000	-	-	-
Sewer Rehabilitation	6	-	700,000	700,000	700,000	700,000
Chatham Street Area Sewer Rehabilitation	3 and 4	-	-	1,500,000	-	-
Woodland Avenue Area Sewer Rehabilitation Project	3 and 4	-	-	1,500,000	-	-
Big Buffalo Dry Creek Outfall Replacement	3 and 4	-	1,000,000	7,000,000	-	-
West Rose Street Area Sewer Rehabilitation Project	3 and 4	-	1,500,000	-	-	-
Third Street Area Sewer Rehabilitation Project	3 and 4	-	-	1,500,000	-	-
Dry Creek (Area 1) Improvements	3 and 4	-	-	-	1,500,000	-
Dry Creek (Area 2) Improvements	3 and 4	-	-	-	-	1,500,000
Jackson Heights Pump Station Rehabilitation	6	-	-	400,000	-	-
Lemon Springs Pump Station Upgrade and Rehabilitation	6	150,000	-	-	-	-
TOTAL SEWER		150,000	5,500,000	12,600,000	2,200,000	2,200,000
TOTAL UTILITY FUND		150,000	181,354,000	21,240,000	7,500,000	15,150,000
STREET:						
Street Resurfacing	5	575,000	575,000	575,000	575,000	575,000
Sidewalk replacement, curb and gutter, catch basin repair	5	100,000	100,000	100,000	100,000	100,000
Street Full Depth Reclamation Project	5	-	500,000	-	-	600,000
City Hall Parking and Driveway Rehabilitation	5	-	400,000	-	-	-
Parking Expansion at Service Center	5	-	-	15,000	135,000	-
Carthage Street Improvements	5	-	-	200,000	-	-
Carthage Street Road Diet - Wicker & Chatham	5	-	383,000	-	-	-
Charlotte Avenue Road Diet - Chatham & 11th	5	-	295,000	-	-	-
Woodland Avenue Sidewalks	5	144,400	-	-	-	-
Fields Drive Sidewalks	5	-	183,000	-	-	-
Mclver Street b/n Chatham & 9th	5	-	-	199,000	-	-
Service Center Parking and Driveway Rehabilitation	5	-	-	650,000	-	-
TOTAL STREET		819,400	2,436,000	1,739,000	810,000	1,275,000

CAPITAL IMPROVEMENTS SCHEDULE

PROJECT DESCRIPTION	FUNDING SOURCE	PLANNING YEAR 2022-23	PLANNING YEAR 2023-24	PLANNING YEAR 2024-25	PLANNING YEAR 2025-26	PLANNING YEAR 2026-27
PUBLIC SAFETY:						
Concrete at Central	5	-	112,700	-	-	-
#4 Fire Station	4	-	-	-	7,340,440	-
#5 Fire Station	4	-	4,900,000	-	-	-
Self Contained Breathing Apparatus (SCBA)	4	-	608,000	-	-	-
Central Station Bay Renovation	5	-	113,000	-	-	-
#2 Station Renovation	4	-	-	2,400,000	-	-
#6 Fire Station	4	-	-	-	-	7,500,000
TOTAL PUBLIC SAFETY		-	5,733,700	2,400,000	7,340,440	7,500,000
GENERAL SERVICES:						
Carr Creek Park Improvements	5	-	185,000	-	-	-
Golf Clubhouse	4	-	-	800,000	-	-
McNeill Park Improvements	5	-	185,000	-	-	-
Third Street Park Improvements	5	-	-	175,000	-	-
West Lee Greenway Phase I	5	-	529,000	-	-	-
Wicker Street - Kiwanis Family Park Greenway	5	-	-	68,000	469,000	-
Downtown Wicker Street Greenway	5	-	-	-	-	223,000
Enterprise Park Greenway	4	-	-	-	150,000	1,500,000
Medical Mile Greenway	4	-	-	68,000	758,000	-
Rock/Salt Shed	4	-	331,766	-	-	-
Passenger Depot	3 and 4	-	-	825,000	-	-
TOTAL GENERAL SERVICES		-	1,230,766	1,936,000	1,377,000	1,723,000
TOTAL GENERAL FUND		819,400	9,400,466	6,075,000	9,527,440	10,498,000
TOTAL ALL FUNDS		969,400	190,754,466	27,315,000	17,027,440	25,648,000
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						
10 = OTHER LOCAL GOVERNMENT - Budgeted within Capital Projects Ordinance						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
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:	NO	Growth	NO	Service	YES
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IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed.

PROJECTED STATUS as of JUNE 30, 2022:					PROJECTED DATES:	
2021-2022 Appropriation:		\$400,000			Projected Begin:	7/1/2023
Current Budget Amt:	\$400,000				Est. Completion:	6/30/2027
Total Expenditures:	\$400,000					
Projected Balance:	\$0					

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		600,000	600,000	600,000	600,000	600,000	2,400,000
Other							0
Total	0	600,000	600,000	600,000	600,000	600,000	2,400,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund	0	600,000	600,000	600,000	600,000	600,000	3,000,000
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	0	600,000	600,000	600,000	600,000	600,000	3,000,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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 systm assets will strengthen the infrastructure. We may see a reduction in future repair costs for the asset in question but other assets will have aged to the point of needing maintenance so it should offset evenly.

CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM

Responsible Dept: Engineering - 721		Project Title: Waterline relocates for NCDOT maintenance activities
PROJECT DESCRIPTION: Relocation of City waterline for NCDOT Maintenance activities		
PROJECT JUSTIFICATION: This is required as part of the encroachment agreement between the City and DOT. DOT preforms maintenance culverts which, at times, requires the City to relocate its waterlines.		

Externally Mandated:	Yes	Growth	No	Service	Yes		
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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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2027		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	0	100,000	100,000	100,000	100,000	100,000	500,000
Other							0
Total	0	100,000	100,000	100,000	100,000	100,000	500,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund	0	100,000	100,000	100,000	100,000	100,000	500,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	100,000	100,000	100,000	100,000	100,000	500,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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 will not impact the operating budget as this is replacement of current lines.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721	Project Title: Water Treatment Plant Expansion
PROJECT DESCRIPTION: Expansion of the Water Treatment plant facility, Upgrade from 12 million gallons per day to a 30 million gallon per day plant, with an increase in raw water storage	
PROJECT JUSTIFICATION: The water treatment facility operated at 61% capacity in 2019. At 90% capacity, the City would be required to put a moratorium on growth until corrective action was taken.	

Externally Mandated:	NO	Growth	YES	Service	YES
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IMPACT IF CANCELLED OR DELAYED: Delay can hinder growth.

PROJECTED STATUS as of JUNE 30, 2022: Easement acquisition is nearing completion. **PROJECTED DATES:**

2021-2022 Appropriation:	\$0	Projected Begin:	11/1/2023
Current Budget Amt:	\$0	Est. Completion:	6/30/2027
Total Expenditures:	\$0		
Projected Balance:	\$0		

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	0	168,914,000	0	0	0	0	168,914,000
Other							0
Total	0	168,914,000	0	0	0	0	168,914,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds	0	68,000,000	0	0	0	0	68,000,000
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)	0	100,914,000	0	0	0	0	100,914,000
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	168,914,000	0	0	0	0	168,914,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				2,530,509	2,581,119	2,658,553	7,770,181
Capital Outlay							0
(Minus Revenues and other govts)				-1,405,838	-1,933,955	-2,641,973	-5,981,766
Net Operating Effect	0	0	0	1,124,671	647,164	16,579	1,788,415

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	We expect the expanded water plant to be operational in July 2026 so there will be no impact to operating budgets until that time. Once construction is complete, revenue will slowly grow as consumption grows, however utility partners (Fuquay Varina, Holly Springs, and Pittsboro will help offset operating costs of the water plant as soon as construction is complete).

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Avents Ferry 16 inch transmission main condition assessment
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PROJECT DESCRIPTION: Avents Ferry 16 inch transmission main condition assessment



PROJECT JUSTIFICATION: Avents Ferry 16 inch transmission main condition assessment

Externally Mandated:	Yes	Growth	Yes	Service	Yes		
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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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			500,000				500,000
Other							0
Total	0	0	500,000	0	0	0	500,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund			500,000				500,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	500,000	0	0	0	500,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				26,445	26,974	27,513	80,932
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	26,445	26,974	27,513	80,932

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 is expected to only impact the operating budget based on the recommendations of the assessment. Estimated operating impact is included.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721	Project Title: Avents Ferry Road Water line replacement phase I
PROJECT DESCRIPTION: Avents Ferry Road Water line replacement phase I	
PROJECT JUSTIFICATION: This was identified by the City water asset management plan as a need for replacement.	

Externally Mandated:	NO	Growth	NO	Service	YES
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IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed.

PROJECTED STATUS as of JUNE 30, 2022:					PROJECTED DATES:	
2021-2022 Appropriation:		\$0.0			Projected Begin:	7/1/2024
Current Budget Amt:	\$0				Est. Completion:	6/30/2026
Total Expenditures:	\$0					
Projected Balance:	\$0					

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			300,000	3,000,000			3,300,000
Other							0
Total	0	0	300,000	3,000,000	0	0	3,300,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund			300,000				300,000
Revenue Bonds				3,000,000			3,000,000
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	0	0	300,000	3,000,000	0	0	3,300,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense					26,650	27,183	53,833
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	26,650	27,183	53,833

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	Maintenance will increase due to replacement size and operations.

CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM

Responsible Dept: Engineering - 721		Project Title: Avents Ferry Road Water line replacement phase II
PROJECT DESCRIPTION: Avents Ferry Road Water line replacement phase II		
PROJECT JUSTIFICATION: This was identified by the City water asset management plan as a need for replacement.		

Externally Mandated:	NO	Growth	NO	Service	YES
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IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2025		
Current Budget Amt:	\$0			Est. Completion:	6/30/2027		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction				200,000	2,000,000		2,200,000
Other							0
Total	0	0	0	200,000	2,000,000	0	2,200,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund				200,000			200,000
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	0	0	0	200,000	0	0	200,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense						38,500	38,500
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	38,500	38,500

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	Maintenance will increase due to replacement size and operations.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721	Project Title: U5709 Carthage Waterline relocation - Fire Tower to Wicker
PROJECT DESCRIPTION: U5709 Carthage Waterline relocation- Fire Tower to Wicker	
PROJECT JUSTIFICATION: This is the City share of the cost to relocate our utilities as part of DOT's (Department of Transportation's) work on Carthage Street.	

Externally Mandated:	Yes	Growth	No	Service	Yes
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IMPACT IF CANCELLED OR DELAYED: Not an option.

PROJECTED STATUS as of JUNE 30, 2022:

2021-2022 Appropriation:	\$0	PROJECTED DATES:	Projected Begin: 7/1/2024
Current Budget Amt:	\$0	Est. Completion:	6/30/2026
Total Expenditures:	\$0		
Projected Balance:	\$0		

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			500,000				500,000
Other							0
Total	0	0	500,000	0	0	0	500,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund			500,000				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	0	0	500,000	0	0	0	500,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				15,000	15,300	15,759	46,059
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	15,000	15,300	15,759	46,059

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 is a required project by the North Carolina Department of Transportation (NCDOT). Future operating expenses will be impacted by the maintenance of the new lines as required for the new pipe.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Paint Water Tank - Harkey Rd			
PROJECT DESCRIPTION: Replace the interior and exterior coating on the Harkey 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. The last time this tank was painted was in 2010.							
Externally Mandated:	No	Growth	No	Service	Yes		
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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2025		
Current Budget Amt:	\$0			Est. Completion:	6/30/2026		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction				400,000			400,000
Other							0
Total	0	0	0	400,000	0	0	400,000
completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund				400,000			400,000
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	0	0	0	400,000	0	0	400,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense					1,560	1,591	3,151
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	1,560	1,591	3,151
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	Future maintenance will be required to insure the upkeep and maintenance of the tank.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Paint Water Tank- Eakes Rd (2012)

PROJECT DESCRIPTION: Replace the interior and exterior coating on the Eakes 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. The last time this tank was painted was in 2012.

Externally Mandated: No **Growth:** Yes **Service:** Yes
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, 2022:		PROJECTED DATES:	
2021-2022 Appropriation:	\$0	Projected Begin:	7/1/2026
Current Budget Amt:	\$0	Est. Completion:	6/30/2027
Total Expenditures:	\$0		
Projected Balance:	\$0		

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction					250,000		250,000
Other							0
Total	0	0	0	0	250,000	0	250,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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	0	0	0	0	250,000	0	250,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense						1,560	1,560
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	1,560	1,560

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	Future maintenance will be required to insure the upkeep and maintenance of the tank.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721	Project Name: High pressure zone supply system improvements- Garden St booster pump station
PROJECT DESCRIPTION: (1) Replace transmission main that fills Spruce St water tank (2) replace transmission main from Spruce St water tank to Garden St booster pump station (3) upgrade Garden St booster pump station	
PROJECT JUSTIFICATION: The Cities water model predicts, due to improvements south of Hwy 87, we will no longer be able to maintain the provide the level of service. The water level at Tramway Rd water tank and Eaks Rd water tank will fail which will impact pressure.	

Externally Mandated:	No	Growth	Yes	Service	Yes
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IMPACT IF CANCELLED OR DELAYED: Could prohibit growth due to limits on capacity.

PROJECTED STATUS as of JUNE 30, 2022:	Planning			PROJECTED DATES:	
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2025
Current Budget Amt:	\$0			Est. Completion:	6/30/2027
Total Expenditures:	\$0				
Projected Balance:	\$0				

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction				1,000,000	10,000,000		11,000,000
Other							0
Total	0	0	0	1,000,000	10,000,000	0	11,000,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds				1,000,000	10,000,000		11,000,000
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	0	0	0	1,000,000	10,000,000	0	11,000,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense					15,488	16,262	31,750
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	15,488	16,262	31,750

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	Responsible for maintenance of pump stations. There will be no impact to their operating budget.
Collection and Distribution	Responsible for main of water transmission main. Increase in operating related to maintenance of the upgraded booster pump station.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Name:** Automatic Metering Infrastructure

PROJECT DESCRIPTION: Currently, most meters are read by a technician who visits them once a month. Those readings are entered into the system to create water and sewer bills. This project will install equipment that will send the meter readings to a remote location on a daily basis. The project will also give staff the capability to detect high water usage daily instead of monthly.



PROJECT JUSTIFICATION: This will minimize the time and staff needed to create water bills. It will also provide the means to notify the customer earlier of a potential water leaks.

Externally Mandated: No Growth No Service No

IMPACT IF CANCELLED OR DELAYED: Could cause continued issues with adjustments of customer accounts due to prolonged leaks.

PROJECTED STATUS as of JUNE 30, 2022:	Planning				PROJECTED DATES:	
2021-2022 Appropriation:	\$0				Projected Begin:	7/1/2023
Current Budget Amt:	\$0				Est. Completion:	6/30/2024
Total Expenditures:	\$0					
Projected Balance:	\$0					

Appro/Expenditure Plan	2022-23	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	6,200,000						6,200,000
Other							0
Total	6,200,000	0	0	0	0	0	6,200,000

Financing Plan (to be completed by Finance Dept.)	2022-23	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds	6,200,000						6,200,000
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	6,200,000	0	0	0	0	0	6,200,000

Operating Budget Impact	2022-23	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense		200,000	204,000	210,120	218,525	229,451	1,062,096
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	200,000	204,000	210,120	218,525	229,451	1,062,096

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	
Distribution and Collections	Will increase the annual operating budget by \$200,000 per year for monthly charges for customer portals and for software fees for cellular use.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: New Utility Building					
PROJECT DESCRIPTION: New Utility Building							
PROJECT JUSTIFICATION: The municipal building was constructed in the 1980's and no longer has room for staff due to the increase for storage and space for proper and future growth. A new structure is needed. This will also provide additional space for the police department.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
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 current building.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0			Projected Begin:	4/1/2025	
Current Budget Amt:	\$0				Est. Completion:	6/30/2026	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			6,000,000				6,000,000
Other							0
Total	0	0	6,000,000	0	0	0	6,000,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds			6,000,000				6,000,000
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	0	0	6,000,000	0	0	0	6,000,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense					126,000	138,600	264,600
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	126,000	138,600	264,600
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							
Public Buildings and Grounds	This will increase the operating budget as this is an additional asset that they will have to maintain.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project: Pendagrass Rd booster station generator			
PROJECT DESCRIPTION: Install generator at Pendagrass Booster Station							
PROJECT JUSTIFICATION: This provides means to run stations during power outages.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: At some point growth will have to stop until this is addressed.							
PROJECTED STATUS as of JUNE 30, 2022:		Planning		PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design		10,000					10,000
Acquisition							0
Construction		30,000					30,000
Other							0
Total	0	40,000	0	0	0	0	40,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund		40,000					40,000
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	0	40,000	0	0	0	0	40,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense			0	0	0	0	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 will not effect the operating budget as we are already using a generator at this site. This will be a replacement.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Transmission main check valve replacements			
PROJECT DESCRIPTION: Transmission main check valve replacements							
PROJECT JUSTIFICATION: The city has 2 transmission mains that supply water to the low pressure zone. When there is a line break in either transmission main water from the city system drains back and out of the line break. There are check valves in the system that are designed to prevent this however they need to be replaced.							
Externally Mandated:	Yes	Growth	Yes	Service	Yes		
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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2022		
Current Budget Amt:	\$0			Est. Completion:	6/30/2023		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			140,000				140,000
Other							0
Total	0	0	140,000	0	0	0	140,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund			140,000				140,000
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	0	0	140,000	0	0	0	140,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				9,850	10,343	10,860	31,052
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	9,850	10,343	10,860	31,052
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	If canceled or delayed line break in the transmission system will continue to allow water to drain from the City system resulting in the potential loss of service to the City. Operating expenses will be impacted due to increased maintenance on new valves.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project: Water System Sampling Points					
PROJECT DESCRIPTION: Install sampling points throughout the water system in various locations.							
PROJECT JUSTIFICATION: This city is required to sample and test the distribution system on a regular basis. To accomplish this, staff must now enter homes and businesses. This presents an access problem and a inconvenience to our customers. This project will install sampling locations in the City and in DOT right of ways so we no longer have to enter businesses and homes for these samples.							
Externally Mandated:	Yes	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: At some point growth will have to stop until this is addressed.							
PROJECTED STATUS as of JUNE 30, 2022:		Planning		PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:		7/1/2024	
Current Budget Amt:	\$0			Est. Completion:		6/30/2025	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			100,000				100,000
Other							0
Total	0	0	100,000	0	0	0	100,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund			100,000				100,000
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	0	0	100,000	0	0	0	100,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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 will not affect the operating budget as sampling is included in the current operating budget.						

CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM

Responsible Dept: Engineering - 721		Project Title: Waterline looping projects for Cemetery Rd Lochmere and Stroud St					
PROJECT DESCRIPTION: Waterline looping projects for Cemetery Rd, Lochmere Dr and Stroud St							
PROJECT JUSTIFICATION: In order to minimize the impact of line breaks to residents, staff has identified 3 areas where water lines can be looped thereby providing an alternate means of water supply. These projects will help Nottingham, J. Glenn Edwards Elementary School and the new developments south of Walmart on Hwy 87.							
Externally Mandated:	NO	Growth	NO	Service	YES		

IMPACT IF CANCELLED OR DELAYED:

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			400,000				400,000
Other							0
Total	0	0	400,000	0	0	0	400,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund			400,000				400,000
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	0	0	400,000	0	0	0	400,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				16,500	16,830	17,167	50,497
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	16,500	16,830	17,167	50,497

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	The operating budget impact will be related to additional lines to be maintained.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Little Buffalo Lift Station Force Main Rehabilitation
PROJECT DESCRIPTION: This project shall replace the force main with a larger utility and replate it to an area on the parcels that will allow them to be fully developed to their potential.		
PROJECT JUSTIFICATION: Current forcemain biceps a property thereby inhibiting develeopment. In addition more capacity is needed at the little Buffalo Lift Station and to obtain this, a larger force main is needed. Otherwise we will be unable to service Pittsboro and support further development in the City of Sanford.		

Externally Mandated:	Yes	Growth	Yes	Service	Yes		
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IMPACT IF CANCELLED OR DELAYED: If delayed this will inhibit further develeopment in the City of Sanford

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			6,000,000				6,000,000
Other							0
Total						0	

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds			6,000,000				6,000,000
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	0	0	6,000,000	0	0	0	6,000,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				28,400	29,820	31,311	89,531
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	28,400	29,820	31,311	89,531

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	Operating budget impacts are related to the additional maintenance that will be required for the new force main.

CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM

Responsible Dept: Engineering - 721		Project Title: WWTP Driveway Rehabilitation					
PROJECT DESCRIPTION: Wastewater Treatment Plant Driveway Rehabilitation							
PROJECT JUSTIFICATION: Driveways deteriorate much like roads. The Wastewater Treatment Plants driveway method of rehabilitation would be full depth rehabilitation due to the extent of deterioration							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: The method of rehabilitation, and cost, will not change significantly however deterioration will continue.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0			Projected Begin:	7/11/2023	
Current Budget Amt:	\$0				Est. Completion:	6/30/2024	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		300,000					300,000
Other							0
Total	0	300,000	0	0	0	0	300,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund		300,000					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	0	300,000	0	0	0	0	300,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense			1,650	1,649	1,682	1,716	6,697
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	1,650	1,649	1,682	1,716	6,697
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	Big Buffalo Water Reclamation facility is responsible for maintenance and repair of this asset and there will be occasional maintenance to keep the pavement in good condition.						
Wastewater Treatment Plant							

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2021-2026
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Blowers at the WWTP					
PROJECT DESCRIPTION: Blowers at the WWTP							
PROJECT JUSTIFICATION: Blowers are required at the WWTP to maintain compliance with our permit. Two of the four blowers have failed and the manufacturer no longer supports these blowers.							
Externally Mandated:	Yes	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Increased rental cost and potentially violate our permit if we have to rent backups.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0			Projected Begin:	7/1/2022	
Current Budget Amt:	\$0				Est. Completion:	6/30/2023	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		2,000,000					2,000,000
Other							0
Total							0
Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts		2,000,000					2,000,000
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	2,000,000	0	0	0	0	2,000,000
Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	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 Reclamation (WWTP) Facility	This will not impact our operating budget as these are replacements for existing blowers.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Wastewater System 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: YES **Growth Related:** NO **Service Related:** YES

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, 2022:			PROJECTED DATES:		
2021-2022 Appropriation:		\$400,000	Projected Begin:	7/1/2022	
Current Budget Amt:	\$400,000		Est. Completion:	ongoing	
Total Expenditures:	\$400,000				
Projected Balance:	\$0				

Appro/Expenditure Plan	2022-23	2023-2024	2024-25	2025-26	2026-27	Total	Total
Planning/Design						0	0
Acquisition						0	0
Construction	400,000	700,000	700,000	700,000	700,000	700,000	3,500,000
Other						0	0
Total							

Financing Plan (to be completed by Finance Dept.)	2022-23	2023-2024	2024-25	2025-26	2026-27	Total	Total
General Fund						0	0
Utility Fund	400,000	700,000	700,000	700,000	700,000	700,000	3,500,000
Revenue Bonds						0	0
GO Bonds						0	0
Installment Contracts						0	0
Other Local Gov't (Specify - Notes)						0	0
Grants (Specify - Notes)						0	0
Other (Specify - Notes)						0	0
Prior Year Balance						0	0
Total	400,000	700,000	700,000	700,000	700,000	700,000	3,500,000

Operating Budget Impact	2022-23	2023-2024	2024-25	2025-26	2026-27	Total	Total
Personnel						0	0
Operating Expense						0	0
Capital Outlay						0	0
(Minus Revenues)						0	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	There will be no impacts to the operating budget. The City maintains 200 miles of underground assets which must be maintained.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Chatham Street Area Sewer Rehabilitation Project			
PROJECT DESCRIPTION: Rehabilitation of sewer of Chatham Street area.							
PROJECT JUSTIFICATION: This area has been identified from the sewer assessment management plan as needing rehabilitation due to its age.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Repairs will be made as needed. Those costs will be stranded when rehabilitation eventually takes place.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			1,500,000				1,500,000
Other							0
Total	0	0	1,500,000	0	0	0	1,500,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds			1,500,000				1,500,000
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	0	0	1,500,000	0	0	0	1,500,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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						
Collection and Distribution	No impacts to the operating budget. This is a small portion of the 200 miles of underground sewer that the City maintains on a regular basis therefore maintenance is already included in operating expenses.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Woodland Ave Area Sewer Rehabilitation Project			
PROJECT DESCRIPTION: Rehabilitation of sewer of Woodland Ave area.							
PROJECT JUSTIFICATION: This area has been identified from the sewer assessment management plan as needing rehabilitation due to its age.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Repairs will be made as needed. Those costs will be stranded when rehabilitation eventually takes place.							
PROJECTED STATUS as of JUNE 30, 2022:			PROJECTED DATES:				
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			1,500,000				1,500,000
Other							0
Total	0	0	1,500,000	0	0	0	1,500,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds			1,000,000				1,000,000
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)			500,000				500,000
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	1,500,000	0	0	0	1,500,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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						
Collection and Distribution	No impacts to the operating budget. This is a small portion of the 200 miles of underground sewer that the City maintains on a regular basis. City will apply for \$500,000 in grants toward the cost of the project.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Big Buffalo Dry Creek Outfall Replacement
PROJECT DESCRIPTION: This project will replace 10,000 ft of sewer from Spring Ln to Horner Blvd		
PROJECT JUSTIFICATION: This area experiences sanitary sewer overflows during rain events. Modeling indicates that the current system will not pass flows associated with the 2 yr 24 hr storm .		

Externally Mandated:	No	Growth	Yes	Service	Yes		
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IMPACT IF CANCELLED OR DELAYED: Will continue to experience sanitary sewer overflows for storm events that are less than the 2 yr 24 hr event.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		1,000,000	7,000,000				8,000,000
Other							0
Total						0	

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds			7,000,000				7,000,000
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)		1,000,000					1,000,000
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	1,000,000	7,000,000	0	0	0	8,000,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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).	
<small>List</small>	Explanation: How & Why
Department/Division Impacted	
Collections and Distribution	This division is responsible the operations and maintenance of this asset. No impact to the operating budget. City will apply for \$1 million in grants towards construction of the project.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: West Rose Street Area Sewer Rehabilitation Project
PROJECT DESCRIPTION: Rehabilitation of sewer of W Rose Street area.		
PROJECT JUSTIFICATION: This area has been identified from the sewer assessment management plan as needing rehabilitation due to its age.		

Externally Mandated:	No	Growth	Yes	Service	Yes
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IMPACT IF CANCELLED OR DELAYED: Repairs will be made as needed. Those costs will be stranded when rehabilitation eventually takes place.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		1,500,000					1,500,000
Other							0
Total	0	1,500,000	0	0	0	0	1,500,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts		1,000,000					1,000,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)		500,000					500,000
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	1,500,000	0	0	0	0	1,500,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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
Collection and Distribution	No impacts to the operating budget. This is a small portion of the 200 miles of underground sewer that the City maintains on a regular basis. City will apply for \$500,000 in grants towards the cost of the project.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Third Street Area Sewer Rehabilitation Project			
PROJECT DESCRIPTION: Rehabilitation of sewer of Third Street area.							
PROJECT JUSTIFICATION: This area has been identified from the sewer assessment management plan as needing rehabilitation due to its age.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Repairs will be made as needed. Those costs will be stranded when rehabilitation eventually takes place.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			1,500,000				1,500,000
Other							0
Total	0	0	1,500,000	0	0	0	1,500,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts			1,000,000				1,000,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)			500,000				500,000
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	1,500,000	0	0	0	1,500,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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						
Collection and Distribution	No impacts to the operating budget. This is a small portion of the 200 miles of underground sewer that the City maintains on a regular basis. City will apply for \$500,000 grant towards cost of the project.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Dry Creek (Area 1) Improvements

PROJECT DESCRIPTION: Rehabilitation of sewer of the Dry Creek area.



PROJECT JUSTIFICATION: This area has been identified from the sewer assessment management plan as needing rehabilitation due to its age.

Externally Mandated: NO **Growth:** NO **Service:** YES

IMPACT IF CANCELLED OR DELAYED: Repairs will be made as needed. Those costs will be stranded when rehabilitation eventually takes place.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2025		
Current Budget Amt:	\$0			Est. Completion:	6/30/2026		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction				1,500,000			1,500,000
Other							0
Total	0	0	0	1,500,000	0	0	1,500,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts				1,000,000			1,000,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)				500,000			500,000
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	0	1,500,000	0	0	1,500,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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
Collection and Distribution	No impacts to the operating budget. This is a small portion of the 200 miles of underground sewer that the City maintains on a regular basis. City will apply for \$500,000 grant towards the cost of the project.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Dry Creek (Area 2) Improvements

PROJECT DESCRIPTION: Rehabilitation of sewer of the Dry Creek area.



PROJECT JUSTIFICATION: This area has been identified from the sewer assessment management plan as needing rehabilitation due to its age.

Externally Mandated: NO **Growth:** NO **Service:** YES

IMPACT IF CANCELLED OR DELAYED: Repairs will be made as needed. Those costs will be stranded when rehabilitation eventually takes place.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2026		
Current Budget Amt:	\$0			Est. Completion:	6/30/2027		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction					1,500,000		1,500,000
Other							0
Total	0	0	0	0	1,500,000	0	1,500,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts					1,000,000		1,000,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)					500,000		500,000
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	0	0	1,500,000	0	1,500,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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
Collection and Distribution	No impacts to the operating budget. This is a small portion of the 200 miles of underground sewer that the City maintains on a regular basis. City will apply for \$500,000 grant towards cost of the project.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** CIP Jackson Heights Pump Station Rehab

PROJECT DESCRIPTION: CIP Jackson Heights Pump Station Rehab



PROJECT JUSTIFICATION: 59 year old lift station. Expected usefull life of 30 years from the sewer asset management plan.

Externally Mandated: No **Growth:** No **Service:** Yes

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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			400,000				400,000
Other							0
Total						0	

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund			400,000				400,000
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	0	0	400,000	0	0	0	400,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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 division is responsible the operations and maintenance of this asset. This project will not impact the operating budget.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Lemon Springs Pump Station Upgrade and Rehab (1976)
PROJECT DESCRIPTION: Lemon Springs Pump Station Upgrade and Rehab (1976)		
PROJECT JUSTIFICATION: Current development in the area will exceed the capacity of lift station.		

Externally Mandated:	No	Growth	Yes	Service	Yes		
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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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2022		
Current Budget Amt:	\$0			Est. Completion:	6/30/2023		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	150,000						150,000
Other							0
Total	150,000	0	0	0	0	0	150,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund	150,000						150,000
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	150,000	0	0	0	0	0	150,000

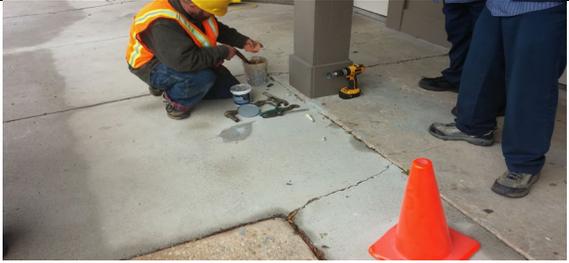
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense		2,600	2,652	2,705	2,759	2,814	13,531
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	2,600	2,652	2,705	2,759	2,814	13,531

Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).	
<small>LIST</small>	
Department/Division Impacted	Explanation: How & Why
Collections and Distribution	This division is responsible the operations and maintenance of this asset. This project will impact operating due to the upgrade of the current pump station.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Street Resurfacing			
PROJECT DESCRIPTION: Rehabilitation of identified sections of City Streets							
PROJECT JUSTIFICATION:							
Externally Mandated:	Yes	Growth	No	Service	Yes		
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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$575,000		Projected Begin:	7/1/2022		
Current Budget Amt:	\$575,000			Est. Completion:	ongoing		
Total Expenditures:	\$575,000						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	575,000	575,000	575,000	575,000	575,000	575,000	3,450,000
Other							0
Total	575,000	575,000	575,000	575,000	575,000	575,000	3,450,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund	575,000	575,000	575,000	575,000	575,000	575,000	3,450,000
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	575,000	575,000	575,000	575,000	575,000	575,000	3,450,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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	This division is responsible for the maintenance and repair of the road system. Operating impact will decrease the amount of repairs/patching to those streets being resurfaced however that will be offset with the inflationary costs of services related to resurfacing therefore less mileage will be covered.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Sidewalk Rehabilitation					
PROJECT DESCRIPTION: Rehabilitation of City sidewalks.							
PROJECT JUSTIFICATION: The City maintains over 31 miles of sidewalk. 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:	YES	Growth	NO	Service	YES		
IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:	\$100,000			Projected Begin:	7/1/2022		
Current Budget Amt:	\$100,000			Est. Completion:	ongoing		
Total Expenditures:	\$100,000						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Other							0
Total	50,000	100,000	100,000	100,000	100,000	100,000	550,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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	This will not impact the operating budget because, as old sidewalk is replaced, other section age out, and become candidates for replacement. Since this is for replacement of existing there will be no impact on operating budget.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721	Project Title: Street Full Depth Reclamation Project
PROJECT DESCRIPTION: Street Full Depth Reclamation Project	
PROJECT JUSTIFICATION: Streets that have deteriorated passed a certain point can no longer be rehabilitated using the patch and overlay method. Full depth reclamation rehabilitates the entire structure of the road. The City's pavement condition survey, identifies streets in need of this treatment.	
	
Externally Mandated:	Yes Growth No Service Yes

IMPACT IF CANCELLED OR DELAYED: Delay or cancellation should not affect the ultimate cost as full depth reclamation is the highest cost option for rehabilitation. Deterioration will continue.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		500,000					500,000
Other							0
Total	0	500,000	0	0	0	0	500,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund		500,000					500,000
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	0	500,000	0	0	0	0	500,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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	No impacts to the divisions operating budget and very little maintenance to do on these streets.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: City Hall Parking & Driveway Rehabilitation			
PROJECT DESCRIPTION: City Hall Parking & Driveway Rehabilitation							
PROJECT JUSTIFICATION: City Hall parking and driveway have deteriorated to a point where the typical patch and overlay method can not be used. Full depth Rehabilitation is required in this area.							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Maintenance cost will increase							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		400,000					400,000
Other							0
Total	0	400,000	0	0	0	0	400,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund		400,000					400,000
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	0	400,000	0	0	0	0	400,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense			26,000	26,780	27,583	28,411	108,774
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	26,000	26,780	27,583	28,411	108,774
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							
Facilities and Grounds	This will impact the operating budget as continued maintenance will be required to prevent deterioration.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Parking Expansion at Service Center			
PROJECT DESCRIPTION: Parking Expansion at Service Center							
PROJECT JUSTIFICATION: The Service Center has a increase in demand for parking due to increase in staff, visitors from public and events being held at that location.							
Externally Mandated:	No	Growth	No	Service	Yes		
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, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2026		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design			15,000				15,000
Acquisition							0
Construction				135,000			135,000
Other							0
Total	0	0	15,000	135,000	0	0	150,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund			15,000	135,000			150,000
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	0	0	15,000	135,000	0	0	150,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense					15,500		16,275
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	15,500	16,275	31,775
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
Department/Division Impacted	This will resort in an increase of the operating budget due to additional maintenance						
Facilities and Grounds							

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Carthage St Improvements U-5709

PROJECT DESCRIPTION: Carthage St Improvements U-5709



PROJECT JUSTIFICATION: This is an NCDOT project and costs are for additional sidewalk and sidepath requested by the City. City would only pay a portion of the cost of the project and NCDOT would pay the remainder of costs.

Externally Mandated: Yes **Growth:** No **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			200,000				200,000
Other							0
Total	0	0	200,000	0	0	0	200,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund			200,000				200,000
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	0	0	200,000	0	0	0	200,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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	No impacts to the divisions operating budget as this replaces current sidewalks being maintained by the City.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Carthage Street Road Diet b/n Wicker & Chatham: EB-5863 (Bike Lanes, Planted

PROJECT DESCRIPTION: 'Carthage Street Road Diet b/n Wicker & Chatham: EB-5863 (Bike Lanes, Planted Medians, & Parallel Parking)



PROJECT JUSTIFICATION: This is a joint NCDOT/ City project with DOT shares being 80% of the project cost, up to 1.5 million dollars.

Externally Mandated: Yes **Growth:** No **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2022		
Current Budget Amt:	\$0			Est. Completion:	6/30/2023		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		383,000					383,000
Other							0
Total	0	383,000	0	0	0	0	383,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund		383,000					383,000
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	0	383,000	0	0	0	0	383,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense			12,000	12,600	13,230	13,892	51,722
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	12,000	12,600	13,230	13,892	51,722

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	Operating budget impacts will include maintenance of the planted medians.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** 'Charlotte Avenue Road Diet b/n Chatham & 11th St.: EB-6002 (Sidewalks, Bike

PROJECT DESCRIPTION: 'Charlotte Avenue Road Diet b/n Chatham & 11th St.: EB-6002 (Sidewalks, Bike Lanes, & Planted Medians)



PROJECT JUSTIFICATION: This is a joint NCDOT/ City project with DOT shares being 80% of the project cost, up to 1 million dollars.

Externally Mandated: Yes **Growth:** No **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		295,000					295,000
Other							0
Total	0	295,000	0	0	0	0	295,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund		295,000					295,000
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	0	295,000	0	0	0	0	295,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense			12,500	13,125	13,781	14,470	53,877
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	12,500	13,125	13,781	14,470	53,877

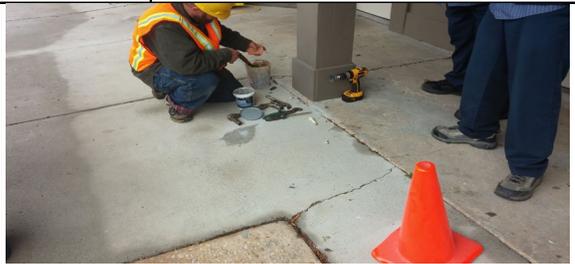
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).

List	Explanation: How & Why
Department/Division Impacted	
Transportation	Operating expenses will be impacted by maintenance of the medians.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Woodland Avenue Sidewalks

PROJECT DESCRIPTION: Sidewalks



PROJECT JUSTIFICATION: This is a joint NCDOT/ City project with DOT shares being 80% of the project cost.

Externally Mandated: Yes **Growth:** No **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2022		
Current Budget Amt:	\$0			Est. Completion:	6/30/2023		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	144,400						144,400
Other							0
Total	144,400	0	0	0	0	0	144,400

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund	144,400						144,400
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	144,400	0	0	0	0	0	144,400

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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	No impacts to the divisions operating budget as this is replacing sidewalks.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Fields Dr Sidewalks- EB-5868

PROJECT DESCRIPTION: Bike Lanes and Sidewalks



PROJECT JUSTIFICATION: This is a joint NCDOT/ City project with DOT shares being 80% of the project cost or up to \$730,000

Externally Mandated: Yes **Growth:** No **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: Maintenance will be delayed

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		183,000					183,000
Other							0
Total	0	183,000	0	0	0	0	183,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund		183,000					183,000
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	0	183,000	0	0	0	0	183,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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 No impacts to the divisions operating budget as this is replacing sidewalks.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: 'McIver Street b/n Chatham & 9th St.: EB-6003 (Sidewalks & Bike Lanes)			
PROJECT DESCRIPTION: 'McIver Street b/n Chatham & 9th St.: EB-6003 (Sidewalks & Bike Lanes)							
PROJECT JUSTIFICATION: This is a joint NCDOT/ City project with DOT shares being 80% of the project cost, or up to \$796,000.							
Externally Mandated:	NO	Growth	NO	Service	YES		
IMPACT IF CANCELLED OR DELAYED:							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			199,000				199,000
Other							0
Total	0	0	199,000	0	0	0	199,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund			199,000				199,000
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	0	0	199,000	0	0	0	199,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	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	This will not impact the operating budget as this is replacing current maintained sidewalks						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Service Center parking and driveway rehabilitation			
PROJECT DESCRIPTION: Service Center parking and driveway rehabilitation							
PROJECT JUSTIFICATION: Service Center parking and driveway have deteriorated to a point where the typical patch and overlay method can not be used. Full depth Rehabilitation is required in this area.							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Maintenance cost will increase							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			650,000				650,000
Other							0
Total	0	0	650,000	0	0	0	650,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund			650,000				650,000
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	0	0	650,000	0	0	0	650,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				12,500	13,125	13,781	39,406
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	12,500	13,125	13,781	39,406
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							
Facilities and Grounds	This will impact and will increase the operating budget due to additional maintenance required.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Fire Department **Project Title:** Replace concrete in front driveway of Central Fire Station

PROJECT DESCRIPTION: Replace broken concrete in the front driveway of Central Fire Station.



PROJECT JUSTIFICATION: The broken concrete at the front of the Station allows water to seep underneath creating pumping of water and mud when the fire trucks pull out the front of the Station. This also creates an uneven driving surface. Most of the concrete in the front is the original concrete from 1968 when the station was built.

Externally Mandated: No Growth No Service Yes

IMPACT IF CANCELLED OR DELAYED: Continue of deterioration of the driving surface.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		112700					112,700
Other							0
Total	0	112,700	0	0	0	0	112,700

Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund		112,700					112,700
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	0	112,700	0	0	0	0	112,700

Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	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
FireDepartment	New concrete would be thicker and have more internal reinforcement to alleviate the problem. This would provide a smooth and even driving and work surface at the front of Central Fire Station. No additional operating expenses associated with this replacement.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Fire Department		Project Title: No. 4 Fire Station					
<p>PROJECT DESCRIPTION: Additional fire station to help to provide better response to all areas of the City.</p> <p>PROJECT JUSTIFICATION: With the rapidly increasing expansion and growth of our response area, it has become imperative that a fourth station be built to provide better and quicker response to different areas within the City. This station should be located in the southern area of the City where the current trend of growth has and is seeing increase commercial and residential development, thus requiring more responses by our personnel and equipment, per the study completed by the Fire Department and Strategic Services. This leaves the City with minimal response capabilities in the main business districts and increasing residential development areas in the more northern and western areas of the City. As our response area increases, so does the number of simultaneous alarms, causing personnel and apparatus coverage to be thinned at larger incidents. Structure fires, Commercial Fire alarms and Incidents requiring dual response of apparatus in the southern areas of the City, often have delays in response of the second-in unit from the Northern part of town due to increased traffic flow along South Horner Blvd, Hwy's #421 and #87, and Lee Avenue.</p>							
Externally Mandated:	No	Growth	Yes	Service	Yes		
<p>IMPACT IF CANCELLED OR DELAYED: Extended response times to various areas of the City. With extended response time, comes potential for larger property and/or life loss. The construction will take 1 - 1.5 years to complete.</p>							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:			\$0		Projected Begin:	7/1/2025	
Current Budget Amt:	\$0				Est. Completion:	6/30/2026	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design				400,000			400,000
Acquisition				399,000			399,000
Construction				4,900,440			4,900,440
Other				1,641,000			1,641,000
Total		0	0	7,340,440	0	0	7,340,440
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO/LOB Bonds				7,340,440			7,340,440
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	0	7,340,440	0	0	7,340,440
Operating Budget Impact	2022-2023	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Personnel					1,100,000	1,155,000	2,255,000
Operating Expense					120,000	126,000	246,000
Capital Outlay					900,000		900,000
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	2,120,000	1,281,000	3,401,000
<p>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).</p>							
List	Explanation: How & Why						
Department/Division Impacted							
Fire Dept.	With the addition of this station it would help reduce response times that would provide enhanced life safety (CPR, Accidents, various medical calls) plus fire related response to reduce property loss. Operating budget impacts would include personnel and operations and maintenance of the building and equipment.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Fire Department		Project Title: No. 5 Fire Station					
PROJECT DESCRIPTION: Additional fire station to provide better response and protection to areas of the expanding city.							
PROJECT JUSTIFICATION: With the rapidly increasing expansion and growth of our response area, it has become imperative that fifth station be built to provide all of the Northern City Limits in a 5 mile rated district which it currently is not even with the contract with Northview Volunteer Fire and Rescue.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Extended response times to various areas of the City. With extended response time, comes potential for larger property and/or life loss. Part of the area would be outside of Northview Fire and Rescue's 5 mile rated district for whom we currently contract with to cover this area. It will take 1 - 1.5 years to complete construction.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		4,900,000					4,900,000
Other							0
Total	0	4,900,000	0	0	0	0	4,900,000
Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO/LOB Bonds		4,900,000					4,900,000
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	4,900,000	0	0	0	0	4,900,000
Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Personnel			1,100,000	1,155,000	1,212,750	1,273,388	4,741,138
Operating Expense			120,000	126,000	132,300	138,915	517,215
Capital Outlay			900,000				900,000
(Minus Revenues)							0
Net Operating Effect	0	0	2,120,000	1,281,000	1,345,050	1,412,303	6,158,353
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						
Fire Department	Improve coverage within all areas of the City. Shorter response time. Help to meet national response standards for fire department. The Capital cost of the Engine will be an expense reaccuring every 7-10 years not annually. Operating expenses will increase due to personnel and operational and maintenance costs of the building and equipment.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Fire		Project Title: Self Contained Breathing Apparatus (SCBA)					
PROJECT DESCRIPTION: Replace 2012 compliant Self Contained Breathing Apparatus (SCBA)							
PROJECT JUSTIFICATION: Replace current SCBA units that have been in operation since 2012 and add units for future growth. Safety of firefighters is of the utmost importance and our motivation for continuing to procure NFPA compliant equipment. All units must be replaced at one time to maintain inter-operability of department SCBA units in use. (50 SCBA , 8 Rapid Intervention Team (RIT)packs and 6 Supplied Air Respirators (SAR) units							
Externally Mandated:	Yes	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: The Units are no longer under warranty and the electronic components cost for maintenance can exceed the original cost of the units. The harsh enviroment that they operate in over time cause the units to deteriorate and require higher maintenance cost. The electronic circuit boards in the units were covered for five years and the new units now have a full warranty as long as the department owns them. Operating cost to continue to increase.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0			Projected Begin:	7/1/2023	
Current Budget Amt:	\$0				Est. Completion:	6/30/2024	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction							0
Other		608,000					608,000
Total	0	608,000	0	0	0	0	608,000
Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts		608,000					608,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	608,000	0	0	0	0	608,000
Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	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						
Fire Department	The Units are <u>no longer under warranty</u> and the electronic components cost for maintenance can exceed the original cost of the units. The electronic circuit boards in the units were covered for five years and that has expired. The new units now have a <u>full warranty as long as the department owns them</u> . This will reduce the operating cost.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Fire Department **Project Title:** Central Station Bay renovation

PROJECT DESCRIPTION: Replace all overhead doors and all remaining enclosures in the bay area at central station.

PROJECT JUSTIFICATION: This project will replace all glass and metal frames in the bay area. The current single pane glass will be replaced with insulated thermo pane glass. This will help make this area more energy efficient and provide the safety glass that meets the new code requirements. These are the original doors and glass enclosures from 1968. Due to the age of the building the door jambs and metal frames will not allow for the new double pane glass to fit. The current overhead doors and motors are not sufficient to operate with new insulated glass panels. The update to this area is overdue especially for the added safety factor.



Externally Mandated: No Growth No Service Yes

IMPACT IF CANCELLED OR DELAYED: Energy cost to operate the facility and safety factor for public and personnel operating at the station. Maintenance cost to repair and replace door parts.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		113,000					113,000
Other							0
Total	0	113,000	0	0	0	0	113,000

Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund		113,000					113,000
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	0	113,000	0	0	0	0	113,000

Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Personnel							0
Operating Expense			250	255	260	265	1,030
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	250	255	260	265	1,030

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	
Fire Dept.	The glass in all the bay area is single pane none tinted and none insulated. The type of glass that is installed now when broken creates large jagged pieces instead of small pieces that could cause serious injuries. Operating budget impact would be minimal but would increase slightly due to continued maintenance on the doors.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Fire		Project Title: #2 Fire Station Renovation					
PROJECT DESCRIPTION: Renovate and add additional bay to #2 Fire Station at its current location							
PROJECT JUSTIFICATION: Due to the increase in construction and population density surrounding Station 2 at 2220 Woodland Ave. the station needs to stay in its current location. The new projects that are occurring around the station (3 story apartments going up around this area) there will need to be an aerial device added to this station. With the station remaining at its current location there needs to be some renovations done to the sleeping quarters and additional space added for the turnout gear storage (which is currently housed outside of the station in a free standing storage building), decon and cleaning area.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Reduce the the efficiency of operation and allowing all equipment to be inside the station.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design			375,000				375,000
Acquisition							0
Construction			2,025,000				2,025,000
Other							0
Total	0	0	2,400,000	0	0	0	2,400,000
Financing Plan (to be completed by Finance Dept.)	2022-23	2024-25	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO/LOB Bonds			2,400,000				2,400,000
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	2,400,000	0	0	0	2,400,000
Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Personnel							0
Operating Expense				12,650	13,283	13,947	39,879
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	12,650	13,283	13,947	39,879
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							
Fire	Will have minimal impact on the operating budget as this Station is currently in operation however there will be additional square footage that will increase operating costs.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Fire Department **Project Title:** Construction of #6 Station

PROJECT DESCRIPTION: Additional Fire Station to help provide better response to all areas identified in the Station study by Fire Department and Strategic Services Department.



PROJECT JUSTIFICATION: Growth of the City and the extended run times from our current stations would be reduced with the construction of a #6 station. With the rapidly increasing expansion and growth of our response area this station should be located in the Northwestern area of the City per the study completed by the Fire Department and Strategic Services. As our response area increases, so does the number of simultaneous Alarms, causing personnel and apparatus coverage to be thinned at larger incidents. Structure fires, Commercial Fire alarms and Incidents requiring dual response of apparatus in the City, often have delayed response of the second-in unit.

Externally Mandated: No **Growth:** Yes **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: Continued extended run times in some areas of the City for response.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2026		
Current Budget Amt:	\$0			Est. Completion:	6/30/2027		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design					400,000		400,000
Acquisition					400,000		400,000
Construction					5,059,000		5,059,000
Other					1,641,000		1,641,000
Total	0	0	0	0	7,500,000	0	7,500,000

Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO/LOB Bonds					7,500,000		7,500,000
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	0	0	7,500,000	0	7,500,000

Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Personnel						1,100,000	1,100,000
Operating Expense						120,000	120,000
Capital Outlay						900,000	900,000
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	2,120,000	2,120,000

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	
Fire Department	The operating expenses will increase due to personnel and operations and maintenance of the building and equipment.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Parks-680		Project Title: Carr Creek Park Improvements					
PROJECT DESCRIPTION: Replace playground equipment at Carr Creek Park. Add concrete drive to include 2 parking spaces and a sidewalk leading to the playground.							
PROJECT JUSTIFICATION: Industry standard for playground replacement is between 8-10 years. If approved, the playground in this project will be 15 years old. The project also includes a concrete driveway that will include 2 parking spaces and a sidewalk leading to the playground making for easier accessibility.							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Deteriorating playground equipment, leading to possible injury of children playing. Accessibility issues for physically challenged.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0			Projected Begin:	10/1/2023	
Current Budget Amt:	\$0				Est. Completion:	3/1/2024	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		185,000					185,000
Other							0
Total	0	185,000	0	0	0	0	185,000
Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund		185,000					185,000
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	0	185,000	0	0	0	0	185,000
Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	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							
Parks	No budget impacts other than the construction costs. Maintenance of the playground will be similar to the existing budget allocation.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept:		Golf		CLUBHOUSE			
Build a new Clubhouse with Golf Cart storage underneath the structure							
The Clubhouse is dated. A new building could provide more to our customers. For example, food services, nicer restroom facilities, meeting rooms, lounges and an exercise room.							
Externally Mandated:	No	Growth	Yes	Service	Yes		
IMPACT IF CANCELLED OR DELAYED:							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			800,000				800,000
Other							0
Total	0	0	800,000	0	0	0	800,000
Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts			800,000				800,000
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	800,000	0	0	0	800,000
Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Personnel							0
Operating Expense				25,000	26,250	27,563	78,813
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	25,000	26,250	27,563	78,813
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							
Golf	Operating expenses will increase due to cost of operating and maintaining the building.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Parks-680	Project Title: McNeill Park Improvements
PROJECT DESCRIPTION: Replace playground equipment at Walter McNeill Park. Add concrete drive to include 2 parking spaces and a sidewalk leading to the playground.	
PROJECT JUSTIFICATION: Industry standard for playground replacement is between 8-10 years. If approved, the playground in this project will be 14 years old. The project also includes a concrete driveway that will include 2 parking spaces and a sidewalk leading to the playground making for easier accessibility.	

Externally Mandated:	No	Growth	No	Service	Yes
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IMPACT IF CANCELLED OR DELAYED: Deteriorating playground equipment, leading to possible injury of children playing. Accessibility issues for physically challenged.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		185,000					185,000
Other							0
Total	0	185,000	0	0	0	0	185,000

Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund		185,000					185,000
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	0	185,000	0	0	0	0	185,000

Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	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	
Parks	No budget impacts other than the construction costs. Maintenance of the playground will be similar to the existing budget allocation.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Parks-680		Project Title: Third Street Park Improvements
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PROJECT DESCRIPTION: Replace playground equipment at Third Street Park.



PROJECT JUSTIFICATION: Industry standard for playground replacement is between 8-10 years of age. If approved, the playgrounds in this project will be 16 years old.

Externally Mandated:	No	Growth	No	Service	Yes	
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IMPACT IF CANCELLED OR DELAYED: Deteriorating playground equipment, leading to a possible injury of children playing.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	10/1/2024		
Current Budget Amt:	\$0			Est. Completion:	3/1/2025		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			175,000				175,000
Other							0
Total	0	0	175,000	0	0	0	175,000

Financing Plan (to be completed by Finance Dept.)	2022-23	2023-24	2024-25	2025-26	2026-27	Remaining Yrs	Total
General Fund			175,000				175,000
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	0	0	175,000	0	0	0	175,000

Operating Budget Impact	2022-23	2023-24	2024-25	2025-26	2026-27	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
Parks	No budget impacts other than the construction costs. Maintenance of the playground will be similar to existing budget allocation.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 Project Title: West Lee Greenway Phase I: EB-5742

PROJECT DESCRIPTION: West Lee Greenway Phase I: EB-5742



PROJECT JUSTIFICATION: This is a joint NCDOT/ City project with DOT shares being 80% of the project cost, total estimated cost is 1.4 million dollars. DOT will pay up to \$871,000.

Externally Mandated: Yes Growth No Service Yes

IMPACT IF CANCELLED OR DELAYED: Delay completion of this section of the greenway plan.

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		529,000					529,000
Other							0
Total	0	529,000	0	0	0	0	529,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund		529,000					529,000
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	0	529,000	0	0	0	0	529,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense			12,500	13,125	13,781	14,470	53,877
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	12,500	13,125	13,781	14,470	53,877

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	Increase in operating expenses due to maintaining the new sidewalks.

**CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Wicker St. - Kiwanis Family Park Greenway			
PROJECT DESCRIPTION: Greenway from Kiwanis Family park and Kiwanis Childrens Park.							
PROJECT JUSTIFICATION: Provides connectivity between Kiwanis Family park and Kiwanis Childrens Park.							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: Delay completion of this section of the greenway plan.							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2024		
Current Budget Amt:	\$0			Est. Completion:	6/30/2026		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design			68,000				68,000
Acquisition							0
Construction				469,000			469,000
Other							0
Total	0	0	68,000	469,000	0	0	537,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund			68,000	469,000			537,000
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	0	0	68,000	469,000	0	0	537,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense					21,500		22,575
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	21,500	22,575	44,075
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	Operating expenses will increase due to maintenance required for greenway including contractual services for mowing and trash pickup.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Downtown Wicker Street Greenway

PROJECT DESCRIPTION: the project will construct greenway down portions of Wicker Street



PROJECT JUSTIFICATION: This is part of the greenway plan that connects the hospital and medical village to downtown Sanford.

Externally Mandated: No **Growth:** No **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: None

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2026		
Current Budget Amt:	\$0			Est. Completion:	6/30/2027		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction					223,000		223,000
Other							0
Total	0	0	0	0	223,000	0	223,000

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund					223,000		223,000
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	0	0	0	0	223,000	0	223,000

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense						21,500	21,500
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	21,500	21,500

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	Operating expenses will increase due to additional maintenance of greenway including contractual services for mowing and trash pickup.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Enterprise Park Greenway					
PROJECT DESCRIPTION: the project will construct greenway from Womack Road to Colon Road and through-out Enterprise Park							
PROJECT JUSTIFICATION: to allow for pedestrian pathway to connect within Enterprise Park							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: None							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2026		
Current Budget Amt:	\$0			Est. Completion:	6/30/2027		
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design				150,000			150,000
Acquisition							0
Construction					1,500,000		1,500,000
Other							0
Total	0	0	0	150,000	1,500,000	0	1,650,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts				150,000	1,500,000		1,650,000
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	0	150,000	1,500,000	0	1,650,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense						41,500	41,500
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	41,500	41,500
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	Operating expenses will increase due to additional maintenance of greenway including contractual services for mowing and trash pickup.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Medical Mile Greenway					
PROJECT DESCRIPTION: the project will construct a 10 foot greenway from Kiwanis Family Park to the hospital along Skunk Creek.							
PROJECT JUSTIFICATION: This is part of the greenway plan that connects the hospital and medical village to Endor Iron Furnace Trail via the trail system in Kiwanis Family Park.							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: None							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0			Projected Begin:	7/1/2024	
Current Budget Amt:	\$0				Est. Completion:	6/30/2026	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design			68,000				68,000
Acquisition							0
Construction				758,000			758,000
Other							0
Total	0	0	68,000	758,000	0	0	826,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts			68,000	758,000			826,000
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	68,000	758,000	0	0	826,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense					21,500		22,575
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	21,500	22,575	44,075
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	Operating expenses will increase due to additional maintenance of greenway including contractual services for mowing and trash pickup.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721 **Project Title:** Rock/Salt Shed at Service Center

PROJECT DESCRIPTION: Rock/Salt Shed at Public Works Service Center



PROJECT JUSTIFICATION: Covered storage for rock/salt shed for use of Public Works department for streets

Externally Mandated: No **Growth:** No **Service:** Yes

IMPACT IF CANCELLED OR DELAYED: None

PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0		Projected Begin:	7/1/2023		
Current Budget Amt:	\$0			Est. Completion:	6/30/2024		
Total Expenditures:	\$0						
Projected Balance:	\$0						

Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction		331,766					331,766
Other							0
Total	0	331,766	0	0	0	0	331,766

Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund		331,766					331,766
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	0	331,766	0	0	0	0	331,766

Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense			1,450	1,494	1,538	1,584	6,066
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	1,450	1,494	1,538	1,584	6,066

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	
Facilities and Grounds	This will impact the operating budget as continued maintenance will be required for utilities and other related operations.

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2022-2027
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Passenger Depot					
PROJECT DESCRIPTION: Passenger Depot							
PROJECT JUSTIFICATION: To restore historical building to use for City building.							
Externally Mandated:	No	Growth	No	Service	Yes		
IMPACT IF CANCELLED OR DELAYED: None							
PROJECTED STATUS as of JUNE 30, 2022:				PROJECTED DATES:			
2021-2022 Appropriation:		\$0			Projected Begin:	7/1/2024	
Current Budget Amt:	\$0				Est. Completion:	6/30/2025	
Total Expenditures:	\$0						
Projected Balance:	\$0						
Appro/Expenditure Plan	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction			825,000				825,000
Other							0
Total	0	0	825,000	0	0	0	825,000
Financing Plan (to be completed by Finance Dept.)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
General Fund			325,000				325,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)			500,000				500,000
Other (Specify - Notes)							0
Prior Year Balance							0
Total	0	0	825,000	0	0	0	825,000
Operating Budget Impact	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Remaining Yrs	Total
Personnel							0
Operating Expense				16,500	17,325	18,191	52,016
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	16,500	17,325	18,191	52,016
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							
Facilities and Grounds	This will increase the operating budget for maintenance and operations of the building.						

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	PRIOR YRS. ACTIVITY	CLOSED PROJECTS	CURRENT YEAR ACTIVITY	TOTAL TO JUNE 30, 2021
SPECIAL REVENUES					
Community Development					
Revenues	4,119,200	2,071,330	-	1,646,850	3,718,180
Expenditures	6,309,483	2,353,149	-	2,500,734	4,853,883
Other financing sources (uses)	2,190,283	2,266,000	-	(72,557)	2,193,443
Project Fund Balance					<u>\$ 1,057,740</u>
GENERAL FUND CAPITAL PROJECTS					
Sidewalk / Greenway / Streetscape / Parks					
Revenues	892,231	15,193	(15,231)	688	650
Other financing sources (uses)	558,099	729,920	15,231	(171,821)	573,330
Expenditures	1,450,330	391,318	-	650	391,968
Project Fund Balance					<u>\$ 182,012</u>
UTILITY CAPITAL PROJECTS					
Water & Sewer Capital Improvements					
Revenues	17,685,253	10,173,686	(10,986,187)	5,162,809	4,350,308
Other financing sources	22,668,142	23,855,124	(7,810,241)	(1,185,629)	14,859,254
Expenditures	40,353,395	21,713,073	(18,796,428)	13,451,337	16,367,982
Project Fund Balance					<u>\$ 2,841,580</u>

2022-2023
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	\$52,845 - \$87,194
DEPARTMENT OF ADMINISTRATION (4)		
City Manager	1	
Deputy City Clerk	1	\$40,856 - \$67,412
Public Information Officer/Grant Writer	1	\$54,958 - \$90,681
Management Analyst	1	\$60,666 - \$100,099
DEPARTMENT OF HUMAN RESOURCES (5)		
<i>HUMAN RESOURCES</i>		
Human Resources/Risk Mgmt. Director	1	\$82,413 - \$135,981
Human Resources Analyst	1	\$49,783 - \$82,143
Human Resources Assistant	1	\$40,856 - \$67,412
Receptionist	1	\$30,381 - \$50,129
<i>RISK MANAGEMENT</i>		
Risk Manager	1	\$63,753 - \$105,192
DEPARTMENT OF LEGAL (2)		
City Attorney	1	\$94,604 - \$156,096
Paralegal	1	\$42,937 - \$70,847
DEPARTMENT OF COMMUNITY DEVELOPMENT (25)		
<i>COMMUNITY DEVELOPMENT</i>		
Comm. Development Director	1	\$90,073 - \$148,621
Asst. Comm. Dev. Director	1	\$78,442 - \$129,430
Comm. Development Manager	1	\$66,977 - \$110,512
Zoning Administrator	1	\$66,977 - \$110,512
Senior Planner / Long Range	1	\$66,977 - \$110,512
Planner II	2	\$57,743 - \$95,276
Planner I	2	\$52,304 - \$86,302
Planning Technician	2	\$45,121 - \$74,450
Administrative Assistant III	1	\$45,121 - \$74,450

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

**2022-2023
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (25)		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$66,977 - \$110,512
Building Inspector I	3	\$49,783 - \$82,143
Administrative Assistant II	1	\$40,856 - \$67,412
Administrative Assistant I	2	\$37,029 - \$61,097
Field Superintendent	1	\$60,666 - \$100,099
<i>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</i>		
Code Enforcement Supervisor	1	\$54,958 - \$90,681
Code Enforcement Officer	2	\$47,404 - \$78,217
Administrative Assistant I	1	\$37,029 - \$61,097
<i>COMMUNITY ENHANCEMENT –PLANNING/HPC</i>		
Planner II	1	\$57,743 - \$95,276
DEPARTMENT OF INFORMATION TECHNOLOGY (3)		
Information Technology Director	1	\$81,580 - \$134,607
System Analyst/Webmaster	2	\$ 57,743 - \$95,276
SANFORD GOLF COURSE (6)		
Golf Course Manager	1	\$70,367 - \$116,106
Golf Course Superintendent	1	\$57,743 - \$95,276
Asst. Golf Course Manager	1	\$47,404 - \$78,217
Lead Turfgrass Technician	1	\$37,029 - \$61,097
Turfgrass Technician	2	\$33,538 - \$55,338

2022-2023
DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF POLICE (111)		
Chief of Police	1	\$109,746 - \$181,081
Assistant Chief	1	\$90,073 - \$148,621
Major	1	\$81,580 - \$134,607
Police Captain	8	\$73,927 - \$121,979
Administrative Assistant II	1	\$40,856 - \$67,412
Administrative Assistant I	1	\$37,029 - \$61,097
Police Records Supervisor	1	\$45,121 - \$74,450
Records Clerk	1	\$37,029 - \$61,097
Internal Affairs / Training Officer	1	\$73,927 - \$121,979
Sergeant	7	\$63,753 - \$105,192
Detective	11	\$57,743 - \$95,276
Narcotics Agent	5	\$57,743 - \$95,276
Police Officer III	32	\$54,958 - \$90,681
Police Officer II	5	\$52,304 - \$86,302
Police Officer I	14	\$49,783 - \$82,143
Telecomm. Supervisor	1	\$47,404 - \$78,216
Lead Telecommunicator	4	\$42,937 - \$70,847
Telecommunicator	12	\$38,918 - \$64,215
Receptionist	4	\$30,381 - \$50,129
DEPARTMENT OF FIRE (54)		
Fire Chief	1	\$90,073 - \$148,621
Deputy Fire Chief / Fire Marshal	1	\$70,367 - \$116,106
Battalion Chief	3	\$60,666 - \$100,099
Deputy Fire Marshal	1	\$57,743 - \$95,276
Administrative Assistant II	1	\$40,856 - \$67,412
Company Captain	9	\$52,304 - \$86,302
Firefighter III	17	\$45,121 - \$74,450
Fire Inspector	1	Part-time
Firefighter III/Driver Operator	9	\$45,121 - \$74,450
Firefighter II	6	\$42,937 - \$70,847
Firefighter I	5	\$40,856 - \$67,412

2022-2023

DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF FINANCIAL SERVICES (21)		
<i>FINANCE</i>		
Director of Financial Services	1	\$90,073 - \$148,621
Financial Services Supervisor	1	\$63,753 - \$105,192
Financial Services Support Assistant	1	\$37,029 - \$61,097
Accountant I	1	\$47,404 - \$78,216
Accountant II	1	\$52,304 - \$86,302
Senior Budget Analyst	1	\$54,958 - \$90,681
Accounting Technician	2	\$37,029 - \$61,097
Financial Services Support Specialist	1	\$52,304 - \$86,302
<i>UTILITY FUND ADMINISTRATION</i>		
Customer Service Manager	1	60,666 - \$100,099
Assistant Customer Service Manager	1	\$54,958 - \$90,681
Senior Accountant	1	\$57,743 - \$95,276
Contract / Purchasing Specialist	1	\$54,958 - \$90,681
Customer Service Representative	4	\$33,538 - \$55,338
Customer Service Representative	1	Part-time
Senior Customer Service Represent.	1	\$37,421 - \$61,745
Customer Service Specialist	1	\$37,029 - \$61,097
Customer Service Billing Specialist	1	\$45,121 - \$74,450

**2022-2023
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS (139)		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$94,604 - \$156,096
Public Works Manager	1	\$81,580 - \$134,607
Public Works Administrator	1	\$54,958 - \$90,681
Public Works Safety Officer	1	\$47,404 - \$78,216
Administrative Assistant I	1	\$37,029 - \$61,097
<i>STREET</i>		
Transportation Administrator	½	\$66,977 - \$110,512
Crew Supervisor I	3	\$42,937 - \$70,847
Equipment Operator III	1	\$37,029 - \$61,097
Equipment Operator II	3	\$33,538 - \$55,338
Maintenance Worker II	5	\$31,924 - \$52,675
Lead Maintenance Worker	2	\$37,029 - \$61,097
Traffic Services Technician	1	\$38,918 - \$64,215
Maintenance Worker I	2	\$30,381 - \$50,129
<i>SOLID WASTE</i>		
Facilities/Beaut Administrator	½	\$66,977 - \$110,512
Crew Supervisor I	2	\$42,937 - \$70,847
Equipment Operator II	8	\$33,538 - \$55,338
Equipment Operator I	2	\$31,924 - \$52,675
Lead Maintenance Worker / Graffiti	1	\$37,029 - \$61,097
Maintenance Worker II	3	\$31,924 - \$52,675
Compost Facility Operator	1	\$33,538 - \$55,338
Facilities/Beaut Coordinator	1	\$52,304 - \$86,302
<i>HORTICULTURE</i>		
Horticulturist	1	\$54,304 - \$86,302
Lead Groundskeeper	2	\$37,029 - \$61,097
Groundskeeper II	1	\$31,924 - \$52,675
Groundskeeper I	2	\$30,381 - \$50,129

**2022-2023
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (139)		
<i>FLEET MAINTENANCE</i>		
Transportation Administrator	½	\$66,977 - \$110,512
Transportation Coordinator	1	\$52,304 - \$86,302
Mechanic II	3	\$40,856 - \$67,412
Fleet Maintenance Clerk	1	\$37,029 - \$61,097
<i>ENGINEERING</i>		
City Engineer	1	\$81,580 - \$134,607
Civil Engineer II	1	\$63,753 - \$105,192
Engineering Technician	1	\$45,121 - \$74,450
Administrative Assistant II	1	\$40,856 - \$67,412
Engineering Services Specialists	1	\$57,743 - \$95,276
Utility Locator	2	\$38,918 - \$64,215
Engineering GIS Technician	1	\$42,937 - \$70,847
Construction Inspector	3	\$45,121 - \$74,450
Engineering Project Administrator	1	\$63,753 - \$105,192
Drafting Technician	1	\$45,121 - \$74,450
<i>DISTRIBUTION AND COLLECTION</i>		
Distribution & Collection Administrator	1	\$66,977 - \$110,512
Distribution & Collection Coordinator	1	\$52,304 - \$86,302
Utility Connection Coordinator	1	\$52,304 - \$86,302
Crew Supervisor I	6	\$42,937 - \$70,847
Utility Maint. Worker II	7	\$31,924 - \$52,675
Utility Maint. Worker I	3	\$30,381 - \$50,129
Lead Utility Maint. Worker	5	\$37,029 - \$61,097
Equipment Operator III	1	\$37,029 - \$61,097
Equipment Operator II	5	\$33,538 - \$55,338
Meter Reader	7	\$33,538 - \$55,338
Meter Services Technician	1	\$35,250 - \$58,162
<i>PARKS</i>		
Administrator	1	\$66,977 - \$110,512
Park Technician / Team Supervisor	1	\$42,937 - \$70,847
Park Attendant	2	\$37,029 - \$61,097

2022-2023
DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (139)		
<i>WATER FILTRATION</i>		
Water Filtration Administrator	1	\$66,977 - \$110,512
Chief Operator	1	\$52,304 - \$86,302
Operator III	3	\$45,121 - \$74,450
Solids Operator	1	\$37,029 - \$61,097
Operator I	3	\$37,029 - \$61,097
Lab Supervisor	1	\$54,958 - \$90,681
Lab Technician II	1	\$45,121 - \$74,450
<i>WATER RECLAMATION</i>		
Water Reclamation Administrator	1	\$66,977 - \$110,512
Chief Operator	1	\$52,304 - \$86,302
Pretreatment Coordinator	1	\$49,783 - \$82,143
Lab Supervisor	1	\$54,958 - \$90,681
Lab Technician II	1	\$45,121 - \$74,450
Operator III	3	\$45,121 - \$74,450
Operator II	1	\$40,856 - \$67,412
Operator I	2	\$37,029 - \$61,097
<i>WAREHOUSE</i>		
Maintenance/Inventory Tech.	1	\$37,029 - \$61,097
<i>PUBLIC BUILDING</i>		
Administrator	½	\$66,977 - \$110,512
Facilities Maintenance Technician	1	\$37,029 - \$61,097
Administrative Assistant I	1	\$37,029 - \$61,097
<i>UTILITY MAINTENANCE</i>		
Utility Maintenance Coordinator	1	\$52,304 - \$86,302
Utility Mechanic II	2	\$42,937 - \$70,847
Utility Technician	2	\$38,918 - \$64,215
Utility Maintenance Worker I	1	\$30,381 - \$50,129

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
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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.

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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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APPENDIX

FY 21-22 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 871 building permits.
- ◇ Completed 13,194 building inspections.

Police

- ◇ The Sanford Police Department worked toward law enforcement accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and was announced in July 2021. Only 5% of United States law enforcement agencies are accredited. The Police Department continued
- ◇ The Sanford Police Department purchased Bola Wraps in June 2021 and trained in FY 21-22, which are used to restrain resisting subjects from a distance without relying on pain compliance tools.

Fire

- ◇ Station 5 design drawings started
- ◇ Replaced Self-Contained Breathing Apparatus (SCBA) air compressor at Central fire station
- ◇ Renovated kitchen at Station #2
- ◇ Continued 5-year replacement of Turnour Gear (NFPA)

Risk Management

- ◇ Provided guidance and conducted research for City department heads on workers' compensation insurance, City of Sanford safety requirements, NC motor vehicle law, property and liability claims (per department), and OSHA regulations.
- ◇ Working with departments, insurance companies, and citizens (as needed), investigated 25+ property and liability claims against the City and ranging from damage to vehicles (both City and non-City, including pot hole damage to vehicles), and damage to homes or businesses from water line breaks or sewer backups.
- ◇ Investigated and resolved with insurance eight accidents involving City Vehicles.
- ◇ Investigated 31 claims of injury to employees (workers' compensation claims)
- ◇ Conducted 12 job site and/or field inspections of City crews.
- ◇ Conducted safety orientation for 47 new employees.

PLANNING AND ZONING

Code Enforcement

- ◇ Focused increase in resolving solid waste/illegal dumping violations, 394 cases; commercial maintenance, 27 cases; minimum housing, 86 cases; miscellaneous, 40 cases; nuisance, 1,498 cases; and vehicles, 268 cases.
- ◇ Achieved city abatement for 88 nuisance cases for overgrown grass, trash, and towed 15 junked vehicles.

- ◇ Gained voluntary compliance through repair or demolition by owner for 33 properties on the vacant/abandoned/neglected property list.

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).
- ◇ Actively working on rewriting the UDO subdivision regulations and the associated administrative rezonings for larger major subdivisions per the direction of the Sanford City Council.

Community Development

- ◇ Continued to serve as lead staff for the administration of NC Housing Finance Agency Single-Family Rehab (SFR) and Urgent Repair (URP) grant programs.
- ◇ Continued to serve as lead staff for the administration of the NC Department of Commerce Community Development Block Grant (CDBG) for the 226 Linden Avenue Rehabilitation Project, in partnership with the Sanford Housing Authority, to develop 5 units of housing for previously homeless individuals.
- ◇ Staff continued to serve as lead support for S3 Housing Connect, a homeless initiative that began in winter 2017. S3 Connect has flourished into multiple committees of volunteers from non-profits, faith-based organizations and community leaders. These committees meet monthly to push forward with different goals and tasks to improve our community's response to homelessness.
- ◇ Staff researches future projects and funding sources
- ◇ Staff leads Annual Block Party Spring Event, Tenth Anniversary Celebrated in 2022!
- ◇ The City of Sanford established an Equity Taskforce in FY 20-21 and continues meeting in FY 21-22 to make recommendations to City policies and practices. The Sanford Equity Task Force Initiative collaboratively examines and works to dismantle disparities in the lives of Sanford residents by bringing an equity lens to improve outcomes for all populations. The Task Force's mission is to identify community needs through research, open forums, community meetings, surveys, and collaboration with various municipal departments, groups, and individuals working in service areas critical to the health and well-being of Sanford residents.

Planning

Downtown Sanford, Inc. (DSI)

- ◇ Completed third year of officer initiative patrolling the streets of downtown.
- ◇ One Picnic, One Depot – served 200 people in April at the Depot as the fundraiser to collect money for the renovation of the Depot Building.
- ◇ Sanford Farmers Market opened with an average visitor rate of 300-400 each Saturday through November.
- ◇ Strawberry Jammin had over 700 people visit the market and then dined in downtown until 11 pm that night; eating and drinking all things strawberry
- ◇ Classic to Custom Car Show in June- close to 1,000 people attended the event at the buggy building
- ◇ Downtown Live concert series, had 6 concerts at the Depot
- ◇ Indie Fest- two-day festival with over 6,000 people in attendance and over the course of the event with 48 bands playing on two stages
- ◇ Downtown Street Fest & Fireworks over 4,000 visitors in the RAIN, attended the day long festival of music, vendors and food trucks
- ◇ One Concert, One Depot- ticketed event where we served 240 people dinner under the stars along with Nu-Blu (bluegrass band) performing a concert

- ◇ Boo & Brew Ghost Tour using the Otocast app to direct visitors to restaurants to dine and drink as they listen to a ghost story of the Egypt Coal Mines
- ◇ Downtown Trick or Treating – the streets were full of children and their family’s trick or treating store to store from 11 am to 1 pm
- ◇ Holiday open house
- ◇ Holiday Artisan Fair at the Farmers Market- 50 vendors displayed their wares for 1,000 visitors
- ◇ Small Business Saturday- Holiday Punch Card Launch- month long promotion to drive spending in downtown
- ◇ Sunday with Santa Train and Tree Lighting with a laser show from 3-6 pm, a community free event. Visits with Santa, world largest snow globe jump house, crafts, performances, food trucks, laser light show to cap off the night to replace fireworks being canceled twice because of weather
- ◇ Building Improvement Grants awarded to complete 7 new awnings in downtown and one façade repair and paint project.
- ◇ RISE program two more classes completed through this program

Public Art Initiative

- ◇ Completed three murals during 2021-2022 (Steve Jones, Piedmont Blues and Angel Wings)
- ◇ Dedicated Public Art in Charlie Watson Lane at Street fest 2021 and Dr. Mary Margaret McLeod mural.
- ◇ Arbor Day - Charlie Watson Lane Arch completed with mosaic on pillars. Roots and Branches concert (collaborated with the Arts Council of Moore County)

TRANSPORTATION AND PUBLIC WORKS

Solid Waste

- ◇ Collected 5,614,765 lbs. of leaves
- ◇ Collected 8,069,210 lbs. of limbs
- ◇ Collected 2,481,782 lbs. of bulk trash

Sanitation

- ◇ Collected 9,500 tons of household garbage
- ◇ Collected 2,284 tons of recyclables

Street

- ◇ 1,142 tons of asphalt were installed for patching; 80 cubic feet of concrete were installed for curb and gutter, and approximately 520 cubic feet of sidewalk.
- ◇ Installed 515 ft. of drainage pipe.
- ◇ Completed approximately 120 site distance cut backs.
- ◇ Created, placed, and installed approximately 96 street signs throughout the city.
- ◇ Completed 1,164-man hour street sweeping.

Fleet Maintenance

- ◇ Inspection completed on fuel trunks and passed
- ◇ Upgrades performed in office area
- ◇ City Gov. Deals auction was a great success

Public Building

- ◇ Panic button system upgrade at City Hall & Service Center
- ◇ Fire Detection System upgrade at City Hall
- ◇ Main Municipal Chiller Replacement at City Hall
- ◇ EOC Unit replacement at City Hall
- ◇ Air Handler Refurbish at City Hall

- ◇ Chiller replacement at Public Works
- ◇ Water/Sewer Roof Replacement at Service Center
- ◇ Street Maintenance Roof Replacement at Service Center
- ◇ Police Department Locker Room showers remodel at City Hall
- ◇ Upgraded all building lights to LED at Service Center
- ◇ Installed Cubicles in Engineering
- ◇ Upgraded Door locks to Fob locking system at Service Center Main Building
- ◇ Professionally Organized Archives Room

Warehouse

- ◇ Assisted identifying and coordinating new vendors for quoting archive room, assessment, and floor plan design
- ◇ Assist with ACT365 fob system, coordinating door openings/closing, scheduling, and issuing fobs for employee access
- ◇ Continue to consistently maintain a sufficient inventory of parts / supplies at low cost for all operational departments.

Horticulture

- ◇ Mulched and pruned all of downtown streetscapes
- ◇ Renovated pruned Cole Street parking lot landscape
- ◇ Mulched all ornamental shrub beds throughout the city
- ◇ Large Traffic Islands- transitioned turf from Fescue to Bermuda Grass
- ◇ New Irrigation installed on Bragg and Horner traffic islands
- ◇ Lee Avenue and Wall Street traffic islands installed Bermuda sod

UTILITIES

Water Filtration

- ◇ The Water Filtration Plant met all state / federal regulations for drinking water.
- ◇ The Water Filtration Plant treated 2.73 billion gallons of water fiscal year 2021-2022.
- ◇ The laboratory processed over six-hundred bacteriological samples throughout the distribution system, all six-hundred samples documented zero bacteriological contamination.
- ◇ One operator tested and received his B-Surface Water Treatment Facility Operator Certification
- ◇ There were zero lost time accidents throughout the fiscal year

Water Reclamation

- ◇ Maintained laboratory certification.
- ◇ Land applied 934 dry tons of sludge.
- ◇ Treated 1.5 billion gallons of wastewater.
- ◇ Used 3 million gallons of reclaimed water.
- ◇ Sampled 11 industries semi-annually to ensure compliance with pretreatment program.
- ◇ Collected over 1,800 samples to ensure compliance.
- ◇ Took over operations of Chatham Park Water Reclamation Facility

Distribution and Collection

- ◇ Maintained 605 miles of distribution lines, 220 hydrants, and 260 miles of collection system.
- ◇ Repaired 57 major water lines and 12 minor water lines.
- ◇ Made 165 new water taps and 81 water retaps.
- ◇ Made 14 new 4" sewer taps
- ◇ Installed 271 new water meters and replaced 1,750 old meters.
- ◇ Tested 30 large water meters and 28 small water meters.
- ◇ Read 257,412 water meters.

- ◇ Inspected 80 city owned backflow devices and 1,540 privately owned backflow devices.
- ◇ Removed 1,019,927 gallons of grease containing fluids and inspected 164 grease traps.
- ◇ Inspected 110 valves.

FINANCIAL PLANNING

Utility Fund Administration

- ◇ Implemented NCOA (National Change of Address) to reduce the amount of returned mail
- ◇ A process changed on how 2nd notices were printed/stuffed/mailed from City office. The process changed to generate a file sent to the billing processor to print and mail notices-saving staff time and postage.
- ◇ Continue to provide good customer service to citizens of City of Sanford.
- ◇ Presented calls- 12,652, Calls answered – 11,652, Abandon 909, Average Service level 82.6% (new phone system- start date 09/2021)
- ◇ \$33,689.19 collected in outstanding bills, ordinance violations, and judgements through Debt Setoff Program
- ◇ \$5,521.55 collected from outside collections agency (Online Utilities)
- ◇ 67,485 payments collected from on-line for a total of \$5,224,451.92
- ◇ 1,177 payments collected from miscellaneous web payments for a total of \$97,510 (application deposits)
- ◇ 19,172 payments collected from IVR for a total of \$1,110,052,30
- ◇ 31,909 payments collected through the lockbox for a total of \$4,885,109.19
- ◇ Assisted 243 customers through Sanford Cares Program
- ◇ Donations from Sanford Cares Program total \$37,971.77

Finance

- ◇ Received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the city's June 30, 2021 Comprehensive Annual Financial Report; this is the 41st 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, 2022; this is the 36th 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

Information Technology

- ◇ Did a complete overhaul of the city website www.sanfordnc.net improving graphics and functionality.
- ◇ Replaced the city email server to account for the growth of more employees using email.
- ◇ Replaced several PC's at City Hall.
- ◇ Purchased several tablet computers for Public Works to work on the go.
- ◇ Upgraded 911 computer system to interface with First Health.
- ◇ 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.
- ◇ Purchased and distributed 34 systems for the 2021 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 police car computer systems.
- ◇ Upgraded network managed anti-virus system.
- ◇ Released a new mobile app for city services.

- ◇ Purchased several laptops computers to expand the ability of several departments to work from different locations.
- ◇ Installed new battery backup systems for power surges and outages.
- ◇ Replace several PC's in the Police Department.
- ◇ Maintained a network of copiers located in six buildings.
- ◇ Upgraded computer network at the Sanford Municipal Golf Course.
- ◇ Upgraded GIS Software for the Engineering Department
- ◇ Expanded the wireless network at city hall and other buildings.
- ◇ Produced the several information videos for city services on Sanford TV191.
- ◇ Installed Toughbook laptops in fire trucks.
- ◇ Enhanced city intranet for employees to stay connected with Human Resources and Risk Management information.
- ◇ Installed new PC's and printers on three floors of the Buggy Factory for the Planning and Developmental Department.
- ◇ Maintained, repaired, an supported over 300 computer systems/users in 14 buildings with 40 networked 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 \$3.3M paid in medical/Rx claims/fixed costs under our BCBSNC group health care plan for plan year 2021-2022 resulting in a loss ratio of 73.49%; a decrease from 80.54% for plan year 2020-2021. Claims costs decreased more than \$339k from plan year 2020-2021.
- ◇ A rate increase of 1% for plan year 2022-2023 was recommended to cover expected medical claims, administrative, stop loss, health care reform, and wellness program initiative costs. Increase felt on employer funding side; no increase in dependent premiums. Introduced new IHA (intergovernmental healthcare alliance) program with the renewal: for stop-loss (SL) – no new lasers, a 50% rate cap, experience below 60% target – eligible for reimbursement of 100% of the SL premium dollars (excludes claims above \$400k). This arrangement increased the total annual administrative costs; however, it is estimated that we will receive reimbursements that will net costs of approximately \$286k (rather than the current plan renewal of approximately \$493k - an anticipated net savings of approximately \$165k).
- ◇ Continued to coordinate all HealthMapRx wellness programs (diabetes, cardiovascular, and biometric) for employees through PPCN.
- ◇ Recruited, hired, conducted new employee orientation, and processed 47 new employees (FT, Temp, Intern, Board/Committee Members) during FY 2021-2022.
- ◇ Processed 42 employee promotions during FY 2021-2022.

RECREATION

Golf

- ◇ The Sanford Municipal Golf Course renovated hole # 5 by removing trees and adding sod.
- ◇ Set a new record of 37,585 rounds of golf played.

Parks

- ◇ Kiwanis Family Park splash pad operated a full year, at its peak the splash pad hosted over 115,000 visitors for fiscal year 2021-2022.
- ◇ Sanford Parks partnered with Lee County Parks and Recreation on a summer movie series at Kiwanis Family Park.
- ◇ Sanford Park featured a Summer Music Series at the Depot Park that included 6 concerts.
- ◇ Sanford Parks has started the process of updating our Parks Master Plan.

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.

Audit – A formal examination of an individual's or organization's accounts or financial situation.

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.

Full-Time Equivalent (FTE) – A measure that allows the company to calculate the equivalent number of full-time employees it would have on a given period of time.

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.

Major Fund - Three major types of funds found in most local government accounting systems are **governmental funds, proprietary funds and fiduciary funds**. Governmental funds include general fund, special revenue, capital project, debt service funds, and special assessment funds. Proprietary funds include the internal service funds and enterprise funds.

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.

Non-Major Fund - These funds are used to account for resources other than those accounted for in the General, Debt Service, Utilities, or major Capital Improvement capital projects fund.

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 indicated 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

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