



# **GOVERNING BODY**

**THE HONORABLE CORNELIA P. OLIVE, MAYOR**

**MAYOR PRO TEM SAMUEL GASKINS**

**COUNCIL MEMBER WALTER H. MCNEIL, JR.**

**COUNCIL MEMBER JIMMY HAIRE**

**COUNCIL MEMBER JAMES G. WILLIAMS**

**COUNCIL MEMBER CHARLES TAYLOR**

**COUNCIL MEMBER REBECCA WYHOF**

**COUNCIL MEMBER LEOPOLD I. COHEN**

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

**BY**

**Hal Hegwer  
City Manager**

**Melissa C. Cardinali  
Director of Financial Services**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sanford  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morrill*

President

*Jeffrey R. Emswiler*

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, 2012. 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.

## TABLE OF CONTENTS

### INTRODUCTORY OVERVIEW

Table of Contents	i	STREETS	
History	ii	Street	123
Community Profile	iii	Street Capital Improvements	125
Organizational Chart	vi	SANITATION	
Program Policies	vii	Solid Waste	126
City Goals and Accomplishments	vii	Sanitation	128

### TRANSMITTAL LETTER

Changes to Budget Ordinance	1	COMMUNITY DEVELOPMENT	
<b>BUDGET ORDINANCE</b>	9	Community Development	130
	11	Code Enforcement	133
		Downtown / HPC	135

### BUDGET GUIDE

Financial Policies	43	<b>UTILITY FUND</b>	137
Budget Process	45		
Budget Calendar	47	DEBT SERVICE	
Budget Format	48	Debt Service	139
Revenue Assumptions	57		

### EXECUTIVE SUMMARY

		OTHER	
Consolidated Budget	65	Utility Fund Contributions	140
Revenue Summaries	66		
Expenditure Summaries	67	PUBLIC UTILITIES	
General Fund Revenue	69	Warehouse	141
General Fund Expenditures	71	Utility Fund Administration	143
Utility Fund Revenue	72	Utility Billing	145
Utility Fund Expenses	73	Engineering	146
Golf Fund Revenue / Expenses	74	UF Public Works Administration	148
Special Tax Revenue / Expenditures	75	Sewer Construction and Maintenance	150
Staffing Comparison	76	Water Construction and Maintenance	152
Capital Outlay Sort – General Fund	78	Water Treatment Plant	154
Capital Outlay Sort – Enterprise Fund	80	Wastewater Treatment Plant	156
Debt Service	81	Water Capital Improvements	158
		Sewer Capital Improvements	159

### GENERAL FUND

Fund Balance – General Fund	85	<b>GOLF FUND</b>	161
	87	<b>SPECIAL TAX FUND</b>	165
		Fund Balance – Special Tax	167

### GENERAL GOVERNMENT

Governing Body	88	<b>CAPITAL IMPROVEMENT PROGRAMS</b>	
Administration	91	Program Summary	169
Human Resources	93	Capital Improvements Schedule	170
Risk Management	96	Project Descriptions	171
Elections	98	Capital / Grant Budgets	175
Financial Services	99		
Information Systems	101	<b>SUPPLEMENTARY INFORMATION</b>	
Legal	103	Departmental Employee Classification	177
Public Building	105	Employee Wage and Salary Program	184
General Services	107	Performance Management Program	190
Central Office	109	Investment Policy	192
General Fund Contributions	110	Demographic Statistics	194
Golf	111	Assessed Value / Est. Actual Value of Tax. Prop.	195
Fleet Maintenance	112	Principal Taxpayers	196
Horticulture	114	Principal Employers	197

### PUBLIC SAFETY

Police	116	<b>GLOSSARY</b>	199
Fire	118	<b>INDEX</b>	207
Inspections	121		

## **CITY OF SANFORD HISTORY**

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

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

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

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

Sanford enjoys steady growth. In 1880 the population was 236; in 1900, 1,044; in 1920, 2,977; in 1940, 4,960, in 1950, after the merger of the Town of Jonesboro, 10,013. In the late 1950's, growth became more suburban in character. Taking advantage of municipal water and sewer lines, development occurred just outside the city limits, and population growth became a function of annexation. In 1960 the population was 12,252; in 1970, 12,028; and in 1980, 14,773. Rapid development in the 1980's was contained in the city's extra-territorial jurisdiction, but this development did not begin to be annexed into the city until the 1990's. The 1990 population was only 14,755 as a result of this phenomenon. The 1991 population was 18,125; the 1994 population was 20,385; and the 2000 population was in excess of 23,000. Lee County as well as the City of Sanford have seen direct growth resulting from staff changes at Fort Bragg, a military base located in Fayetteville, North Carolina just southeast of Lee County. The city's current population is over 28,000 residents.

During fiscal year 2004-05 the city purchased the county water system from Lee County. The city now provides water to more than 17,000 city and county residents as well as sewer service to approximately 9,200 city residents. The city is currently expanding the Wastewater Treatment Plant which will boost capacity from the current 6.8 to 12 million gallons daily by 2014.

# 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

*Official as of July 2010*

City of Sanford	28,094
Town of Broadway	1,301
Lee County	58,059

## Population Projections

Lee County in 2020	71,116
Lee County in 2030	77,509

## Economic Characteristics

Median Age	37 years
Average Household Size	2.69 people
Gross Retail Sales (FY 2012)	
Lee County (including Sanford and Broadway)	\$572.2 million

### Bond Rating for City of Sanford

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

### Bond Rating for Lee County

- Standard & Poor's A+
- Moody's Aa2

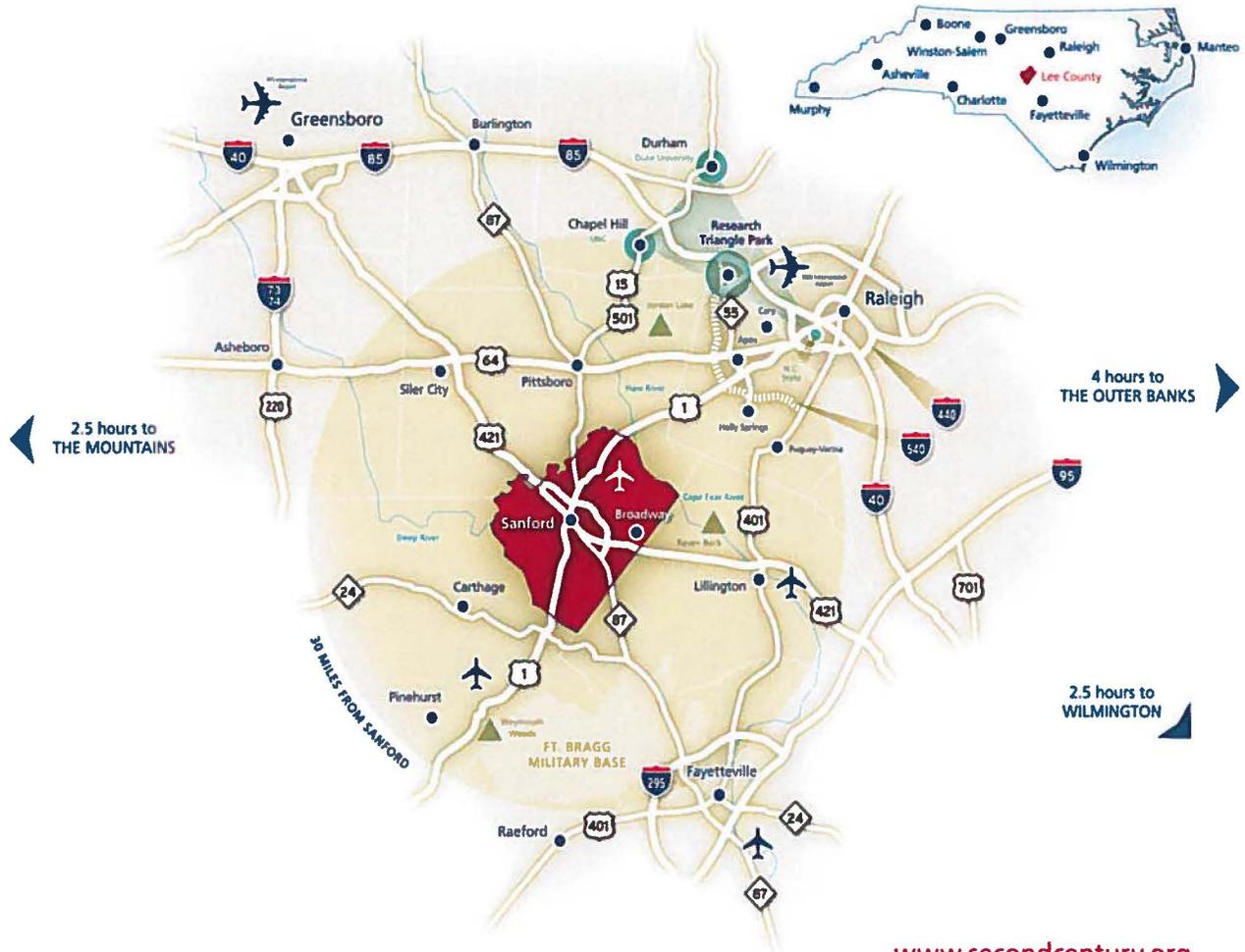
## Family Income

Median Household	\$41,552
Per Capita	\$21,755
Median Family	\$53,375

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

**Landscape**

Land Area*	258.3 sq. miles
Population Density	238.5 persons/sq. mi.
Urban Area (City of Sanford)	49 percent
Rural Area (Outside City)	51 percent
Latitude	35° 28'
Longitude	79° 07'



**Climate**

Average Temperatures	
January	37° F
June	76° F
Average Annual Rainfall	48 inches
Average Annual Snowfall	less than 5 inches

**Current Tax Rates**

Lee County	\$0.72 per \$100 valuation
Sanford	\$0.54 per \$100 valuation
Broadway	\$0.44 per \$100 valuation

*Example: A house valued at \$100,000 would pay \$540 per year in city taxes and \$720 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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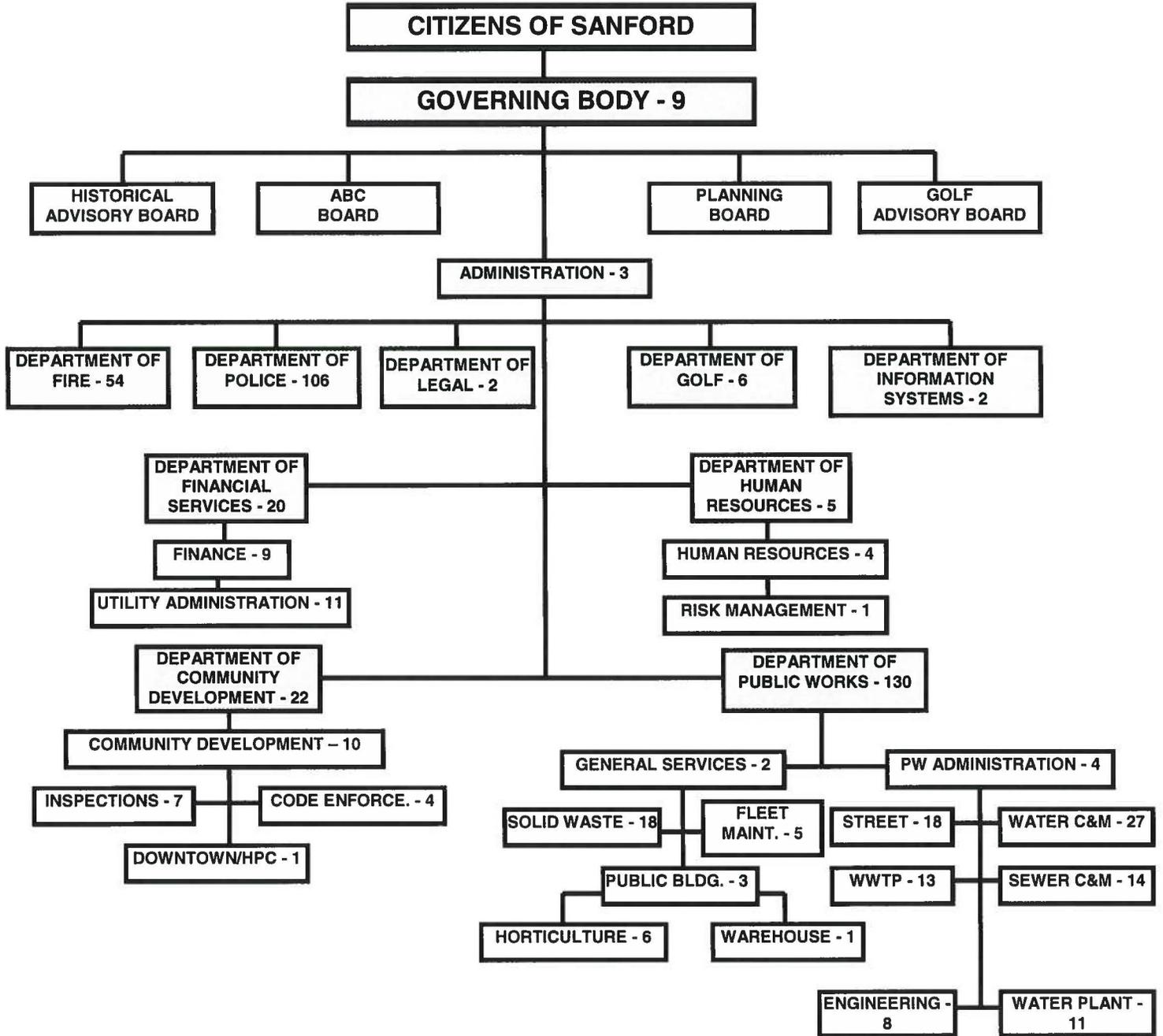
**Waste Water System Capacity**

Sanford	6,800,000 gallons per day – expanding to 12 million gallons daily by 2014
Broadway	145,000 gallons per day

**General Information**

Power - Progress Energy and Central Electric Membership  
Gas - PSNC Energy

# CITY OF SANFORD ORGANIZATIONAL CHART



## **CITY OF SANFORD PROGRAM POLICIES**

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

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

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

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

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

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

### **FY 2013-2014 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 goals are established with the clear understanding that the citizens of Sanford demand a high quality of service.

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.

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.

## **FY 12-13 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 plan review and issuance of all building and trade permits as related to the state building codes
- ◇ Continued site inspections for all new construction projects to ensure compliance with state building codes and the Unified Development Ordinance

#### ***Fire***

- ◇ Placed into service 43 Self Contained Breathing Apparatus (SCBA) that was obtained through a Federal Assistance Firefighters Grant
- ◇ Completed the FCC mandate for narrow banding project; placed 35 new portables in service, upgraded all mobiles and base station repeaters (VHF and UHF)
- ◇ Received and placed into service new equipment truck
- ◇ With the addition of a part-time inspector, the city currently meets the 1 and 2 year inspection schedule mandated by the NC Fire Prevention Code.
- ◇ Replaced a thermal imaging camera that could not be repaired with a new ISG camera
- ◇ Continued five year replacement of turnout gear (NFPA)
- ◇ Continued training staff at the Emergency Services Training Center for more in depth and realistic training

#### ***Risk Management***

- ◇ Conducted site safety committee meetings and job site and/or facility inspections
- ◇ Safety or risk management related classes coordinated and conducted with departments
- ◇ Maintained compliance with safety standards to include training, hearing conservation program, reporting, HAZCOM, OSHA, etc.

### **MASTER PLANNING AND ZONING**

#### ***Code Enforcement***

- ◇ Conducted voluntary preoccupancy inspections with landlords on rental properties
- ◇ Assisted Lee County tax office with condemned property assessment in the city

#### ***Community Development***

- ◇ Continued administration of the Unified Development Ordinance (UDO) and related land development activities, including issuance of all zoning clearances, and amendments to the UDO as warranted based on land use needs
- ◇ Processed and prepared staff reports for numerous rezonings and Board of Adjustment cases for Sanford, Lee County, and the Town of Broadway
- ◇ Five Welcome to Sanford Well Centered signs were installed by the Appearance Commission; five historic signs were installed in East Sanford; one historic sign was installed in Jonesboro

#### ***Downtown / HPC***

- ◇ Held 6<sup>th</sup> annual Fall Festival – Jubilee
- ◇ Held 12<sup>th</sup> annual Christmas Tree Lighting
- ◇ Held 7<sup>th</sup> annual Holiday Open House
- ◇ Held 5<sup>th</sup> annual Spring Fling Open House for downtown businesses

- ◇ Continued the “Screen on the Green” movie series
- ◇ Continued the “Function at the Junction” Depot Park summer concert series
- ◇ Temple Theatre completed major renovation to its concession and bathroom facilities
- ◇ City acquired 18 space bank parking lot for public parking
- ◇ Completed construction of Chatham Street parking lot and streetscape along the north side of McIver Street
- ◇ Received free paint and painting services for 3 city blocks through the Top 20 in North America competition by Benjamin Moore called “Main Street Matters”

## **TRANSPORTATION AND PUBLIC WORKS**

### ***Solid Waste***

- ◇ Bid garbage and recycling contract resulting in a switch to Waste Industries
- ◇ Bid and purchased 9000 recycling carts and placed in service to approximately 8800 households for increased recycling efforts
- ◇ Updated county / city solid waste management plan
- ◇ Purchased new Volvo loader for the compost facility
- ◇ Continued contract mowing of NC Department of Transportation right-of-ways and city right-of-ways

### ***Street***

- ◇ Street markers, stop signs, and lighting established for new phases of developments on Steele Street, Wicker Street, Gulf Street, Hill Avenue, etc.
- ◇ Drainage repair at 4<sup>th</sup> Street, Hickory Avenue, Gulf Street, Steele Street, Mayflower Circle, Walden Street, Denada Path, and Wicker Street
- ◇ Sidewalk repair at Wicker Street, Hill Avenue, Steele Street, Park Avenue, and Green Street

### ***Fleet Maintenance***

- ◇ Continued to buy compact trucks/cars to increase fuel mileage and lower initial costs
- ◇ Continued scrutiny of vehicular use in an attempt to maximize conformance of fleet vehicle replacement program
- ◇ Installed a new repeater at the Harkey Road water bank
- ◇ Replaced ceiling tiles in parts room and superintendent’s office along with replacing old lights with energy efficient lighting
- ◇ Disposed of surplus property through on line auction with GovDeals

## **UTILITIES**

### ***Engineering***

- ◇ Installed new pumps at Carr Creek lift station and decommissioned the old canned lift station. This completes the modernization of that site by removing equipment that dated back 35 years and replacing it with current technology.
- ◇ Replaced approximately 2,400 feet of small diameter water lines with 6” piping. The project increased flow and pressure to residents.
- ◇ Constructed the Humber Street parking lot with LED lighting and a bio-retention cell for rain water.
- ◇ Completed resurfacing project which involved 5.9 miles of city roads.
- ◇ Completed the Maple Avenue revitalization project which installed sidewalk, curb and gutter, and stormwater structures on Maple Avenue between 4<sup>th</sup> and 5<sup>th</sup> Streets. The impacted roads were also resurfaced.
- ◇ Cleaned and television surveyed approximately 9,000 feet of sewer line outfall.

- ◇ Replaced small diameter sewer lines in various areas throughout the city that could not be renewed by using cured in place lining techniques.
- ◇ Construction of the Big Buffalo Wastewater Treatment Plant expansion continued. The contractors are anticipating a completion date earlier than the May 2014 contractual obligation. The plant is already utilizing some of the new equipment. This project, when complete, will increase treatment capacity from 6.8 million gallons per day to 12 million gallons per day.
- ◇ Started construction of the Chatham Street parking lot. This will provide a 97 bay public parking lot built to match the streetscape design of the surrounding area.
- ◇ Started design of downtown streetscapes for the area bordered by Horner Boulevard, Moore Street, Carthage Street, and Wicker Street.

**General Services Department**

- ◇ Responded to council, city manager, and citizen requests, inquiries, and complaints in a timely and efficient manner
- ◇ Maintained safety in all departments of general services throughout the year and assured compliance with all reporting
- ◇ Finalized all FEMA requirements for full closeout regarding the 2011 tornado
- ◇ Assisted the planning department with the completion of neighborhood park at Maple Avenue and Fourth Street
- ◇ Completed annual update of Public Works Emergency Response Plan
- ◇ Completed US flag project along major city corridors

**Water Treatment Plant (WTP)**

- ◇ Continued education opportunities to enable staff to receive certifications of equipment allowing knowledge necessary to trouble shoot and resolve performance issues
- ◇ Partnering with Central Carolina Community College, the WTP allowed a Bio-Process Technology major to receive his internship (320 hours) working at the plant; in addition to fulfilling the required work study which led to graduation, the intern was able to develop real world experience working in a laboratory and industrial process
- ◇ The Water Plant was recognized by the NC Department of Labor for seventeen consecutive years with no loss time accidents
- ◇ The Water Plant installed a 350kw generator at the raw water station for emergency backup power. The generator is capable of running one of three raw water pumps off the grid for approximately 48 hours before refueling. The generator was donated to the city by the Lowes Corporation after the April 2011 tornado destroyed the store.
- ◇ The Water Plant upgraded two twenty year old HVAC units in the administration building.
- ◇ During the months of May-June, 2013, the Water Plant ran a full scale trial of ferric sulfate. Ferric sulfate is a coagulant chemical, the main ingredient to settle out contaminants in the treatment process. Although the results did not achieve the stated goals, the process and implementation of the study verified the current treatment methodology of using aluminum sulfate as a coagulant chemical. Additionally, the Water Plant staff adjusted operations and performed the testing flawlessly, which also verified the knowledge gained through experience and continuing educational opportunities provided by the city.
- ◇ The Water Plant received recognition from both the Environmental Protection Agency and the North Carolina Department of Environment and Natural Resources Public Water Supply Section for turbidity removal for the 2012 calendar year. Staff also received a certificate of optimization under the umbrella of the state administered Area Wide Optimization Program.
- ◇ There were no drinking water violations in this fiscal year.

**Wastewater Treatment Plant (WWTP)**

- ◇ Updated Process Safety Management Procedures to ensure compliance with OSHA standards
- ◇ Completed two year construction of the twelve million gallon expansion of the Wastewater Treatment Plant; moved into the new administration building; started up new filter facility, new SCADA system; new UV facility; new plant generators; and new Influent Pump Station.
- ◇ Reissued new permits for the Pretreatment Program

- ◇ Hauled residual bio-solids from aeration tank number one to EarthTec, an environmental firm that handles non-hazardous contaminated soil
- ◇ Land applied six million gallons of bio-solids to permitted farms to maintain the Land Application Program
- ◇ Replaced main breakers for motor disconnects at the plant
- ◇ Maintained laboratory certification

***Sewer Construction and Maintenance***

- ◇ Improved right-of-way access points and creek crossings
- ◇ Removed trees from cross-country right-of-ways for better access
- ◇ Cleaned 19% of the city's collection system lines
- ◇ Staff responded to 303 stoppage complaints, jetted 38 miles of sewer main, mowed 26 miles of right-of-way easements, inspected 58 miles of priority lines, and inspected 34 miles of the collection system
- ◇ Treated 8,500 linear feet of sewer main with root control
- ◇ Vacuumed all wet wells and cleaned all build up and solids
- ◇ Televised 3,424 linear feet of sewer line
- ◇ Improved stock of spare parts to decrease downtime of lift stations
- ◇ Performed 69 retaps
- ◇ Four employees attended the AWWA Pipe and Meter School to obtain NC state certifications

***Water Construction and Maintenance***

- ◇ Maintained 579 miles of distribution lines, and 2,049 of hydrants
- ◇ Repaired 166 major water lines and 49 minor water lines
- ◇ Made 128 new water taps and 151 water retaps
- ◇ Installed 121 new water meters and replaced 799 old meters
- ◇ Tested 12 large water meters and 8 small water meters
- ◇ Read 226,742 water meters
- ◇ Inspected 21 city owned backflow devices and 504 privately owned backflow devices
- ◇ Removed 352,117 gallons of grease containing fluids and inspected 55 (of 180) grease traps
- ◇ Inspected 2,948 valves

**FINANCIAL PLANNING**

***Utility Fund Administration***

- ◇ 21,551 payments were collected on-line for a total of \$1,351,710
- ◇ The city's Debt Set Off Program continues to be successful in the collection of delinquent accounts; \$35,948 was collected in outstanding bills

***Finance***

- ◇ Received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the city's June 30, 2012 Comprehensive Annual Financial Report; this is the 32nd 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, 2013; this is the 27th 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
- ◇ Implemented new position to focus on software assistance as well as efficiency maximization for all financial services
- ◇ Begin the process to place \$14.5 million in general obligation bonds before the voters

## DEVELOPMENT OF STAFF AND TECHNOLOGIES

### ***Information Systems***

- ◇ Provided many updates on our social networking sites on Facebook and Twitter to keep citizens informed
- ◇ The Information Systems department managed the project to install the YourGov mobile app to provide live electronic reporting of service requests from anywhere in Sanford
- ◇ Purchased and distributed a record breaking 103 systems for the 2012 Employee Computer Purchase Program
- ◇ Worked on network cabling project and installed switches / routers at the city's waste water plant
- ◇ Improved processes to provide electronic agendas and budgets to tablet computers
- ◇ Managed project to upgrade video production hardware and software for our television station
- ◇ Received state grant for operation of the Government Access Channel Sanford TV11
- ◇ Created the video that helped the city win the 2012 National Night Out award as well as producing several informational videos for city services on Sanford TV11 and the website
- ◇ Enhanced the Employee Intranet to stay connected with Human Resources and Risk Management information
- ◇ Maintained, repaired, and supported 225 computer systems / users in 12 different buildings with 40 networked printers
- ◇ Upgraded network managed anti-virus system
- ◇ Installed new software packages, service pack upgrades, and security patches for PCs and servers on the city's LAN and WAN network

### ***Human Resources***

- ◇ Over \$2.9 million paid in medical claims/fixed costs under our BCBSNC group health care plan resulting in a loss ratio of 99.81%; up from 94.56% for plan year 2011-2012; claims costs increased approximately \$303,000 from prior year
- ◇ A rate increase of 7% for plan year 2013-2014 was recommended to cover expected medical claims, fixed and health care reform costs, however, the city elected to make changes to plan copayments and deductibles rather than increase premiums; employees still prefer the PPO option over the CDHP with HSA
- ◇ Successfully re-negotiated rates for life, accidental death and dismemberment, and short term disability resulting in no rate increase
- ◇ Successfully re-negotiated rates with the city's flexible spending account plan provider with no administrative rate change for 2013-2014 plan year
- ◇ Re-negotiated dental rates resulting in an increase of 4.2% for plan year 2013-2014
- ◇ Wellness Program continues to be successful; increased participation noted in all programs
- ◇ Coordinated successful health and wellness fair to include health screenings
- ◇ Successfully coordinated the benefits open enrollment program via primary use of the HR intranet for communication and enrollment purposes
- ◇ Recruited, hired, conducted new employee orientation, and processed 20 new employees; processed 4 new board / commission members
- ◇ Resolution approved to implement an Early Retirement Incentive Program to assist with cost savings during an economic downturn. Conducted extensive research, prepared documents, presented recommendation, gained approval, distributed materials to employees, conducted all employee meetings and met individually with 23 potentially interested employees. Eight employees ultimately elected to participate in the program. Final cost savings to be determined.
- ◇ Audited and permanently destroyed approximately 200 terminated personnel files according to the records retention and disposition schedule

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PO Box 3729

Sanford, NC 27331-3729

**City of Sanford**

(919)777-1112

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**MEMORANDUM**

TO: The Honorable Mayor Olive and City Council Members

FROM: Hal Hegwer, City Manager

DATE: May 21, 2013

SUBJECT: Proposed Annual Operating Budget Fiscal Year 2013-2014

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 2013-2014. This year's budget presents an extremely difficult challenge with the loss of up to \$1.4 million in sales tax revenue as a result of Lee County's decision to change the sales tax distribution methodology. This additional financial hardship comes at a time when our revenue outlook is projected to be stagnant for the upcoming year. I have mentioned for several years that our ability to enhance our services or enter into any new endeavors is very limited due to our lack of revenue growth. The loss of an additional \$1.4 million of revenue completely restricts our ability to progress without reducing or eliminating services or raising revenue to replace what was lost. Even if we replace the lost revenue, we will be limited in our options of enhancing services because our revenues have not been keeping up with our cost to provide existing services. Our fund balance reserves, minimal debt, and other proactive expenditure reduction measures have enabled us to keep our tax rate very stable for the last five years; however, now, we are at a point of limited options for the future.

As part of discussions over sales tax, the Lee County Commissioners demanded that our interlocal agreements be reviewed because of perceived inequities. Both governing bodies formed a committee to discuss inequities and recommended additional changes for the future. Suggested changes to the

contracts include the county's agreement to provide animal control at no additional cost to the city's residents and utilizing the sales tax distribution formula to distribute cost for tax collection and for strategic services agreements. The committee also agreed to raise building inspection fees to help minimize the shortfall between revenues and expenditures. There was also a recommendation to house all of Community Development, Inspections, Strategic Services, Code Enforcement, and Environmental Health in one office environment to promote the efficient delivery of service. This department would be located in a county-owned facility where utilities would be shared and there would be no rent expense for the city. In conclusion, the savings to the city for the re-negotiated contracts is approximately \$110,000.

Every budget year, health care cost increases are extremely difficult to incorporate into our budget because of the rate at which they are increasing. For two consecutive years, the city has avoided additional expense in health care by shifting the burden to its employees. Healthcare user fees that include co-pays and deductibles were increased to keep our premiums stable. Last year, the city avoided a \$140,000 increase and this year will avoid a \$160,000 increase. Combined, over \$300,000 in additional healthcare costs will be avoided, but will be absorbed by our employees. Additionally, another \$71,000 was realized by our employees who have dependent coverage.

## **GENERAL FUND OVERVIEW**

In the General Fund, our two main sources of revenue include ad valorem property tax and sales tax revenue. These two revenue sources make up 75 percent of the total revenue collected in this fund for FY 2014. The General Fund revenues will decrease this year by \$1,173,154 or 4.7 percent, primarily due to installment purchase proceeds received last year for street resurfacing in the amount of \$950,000. We are continuing to freeze four positions in Human Resources, Inspections, and Solid Waste. I am recommending freezing two additional positions -- one Police Department receptionist and one Fire Fighter position for a total of six. Freezing positions continues to put pressure on our service delivery level as we continue to do more with less. In the 2012-2013 Budget, we included funds for a part time public information officer position. The intent was for the position to work 30-40 hours a week without all of the benefits granted to full-time employees. With the implementation of the Affordable Care Act, we will be required to offer this position health insurance. It only makes sense to make this position full time; otherwise, the position will be limited to approximately 25 hours of work per week.

The City has maintained an ad valorem tax rate of \$0.54 per \$100 since FY 2008-09. In the spring of 2013, Lee County completed a revaluation of property values. Since these tax values increased for the City, if the tax rate were set at \$0.51 per one \$100, it would generate the same property tax revenue for the city as the \$0.54 rate. This rate of \$0.51 is considered to be "revenue

neutral." This revenue neutral rate does take into account historical growth patterns. For the City of Sanford, the average growth rate is 1.2 percent.

### **GENERAL FUND REVENUES**

I am recommending our tax rate be adjusted to \$0.58 for an increase of \$0.07 from our revenue neutral rate of \$0.51. General Fund revenues are budgeted to be \$23,573,132 for Fiscal Year 2013-2014. A fund balance appropriation of \$613,386 is included for the purpose of funding capital expenditures and the employee computer purchase program. The available fund balance on June 30, 2012 was \$9,411,869 or 39.7 percent of General Fund expenditures. It should be noted that, with the projected use of fund balance in the current Fiscal Year 2012-2013 Budget, the anticipated available fund balance on June 30, 2013 would be \$7,779,960 or 32.2 percent. Our ad valorem tax is projected to increase by \$1,724,135 or 14.3 percent. Sales tax revenues are projected to decrease approximately \$1.4 million from the Fiscal Year 2012-2013 Budget or 25.9 percent.

In order to help offset our higher dependence on property tax revenues as a result of the change in the method of sales tax distribution, I am recommending we increase our user fees in the Fire and Inspections Departments. Currently, we do not charge for initial inspections in the Fire Department that are mandated in the Fire Prevention Code. The new fee schedule will help us offset some of the recurring costs encumbered by the second and third inspections. We are also transitioning to a tiered fine schedule which includes adding a fine for nuisance alarms. This fee revision will generate additional revenue of approximately \$62,000. It is recommended the building inspection fees also be raised to help balance the expenditures in that department. A committee of city and county officials that met to discuss our interlocal contracts was in agreement to transition toward balancing revenues and expenses through user fees, if possible, and not specifically rely on other revenue sources. Therefore, it is recommended that our fees increase by 20 percent.

### **GENERAL FUND- FUND BALANCE**

The City of Sanford's fund balance level has been a frequent topic of conversation for several years. Our current fund balance remains healthy; however, we have utilized significant amounts of fund balance since 2009. As depicted in the chart below, our fund balance at the end of FY 2012 was 39.7 percent or \$9,411,869. The state fund balance average percentage for populations of our size is 51.1 percent, and the average for all cities in North Carolina is 42.8 percent. We are no longer higher than our group's average or the state's average. As we do every year, fund balance is only budgeted to cover

capital items and not recurring expenditures. We need to be very conscious in the future to guard against our fund balance becoming too low. The City of Sanford does not currently have a formal fund balance policy, but I believe we should strive for a fund balance to parallel the average fund balance of cities our size (the group's average).

### City of Sanford Historic Fund Balance

	FY 2012	FY 2011	FY2010	FY2009	FY2008	FY2007
Fund Balance Available, (FBA)	\$9,411,869	\$9,386,394	\$10,756,922	\$10,956,925	\$11,350,750	\$9,698,506
Change in Fund Balance	(\$42,474)	(\$1,323,629)	(\$297,212)	(\$909,414)	\$2,425,958	\$2,436,216
Unit FBA%	39.65	37.86	46.26	47.33	52.64	49.33
Group Average FBA%	51.11	49.77	44.27	41.08	43.40	40.43

\*Source: North Carolina Department of State Treasurer

\* FBA is a percentage of net expenditures.

### GENERAL FUND EXPENDITURES

Our annual budget ordinance segregates governmental functions within the General Fund into five categories. They are General Government, Public Safety, Transportation, Sanitation, and Community Development. The significant changes in the General Fund expenditures are covered below.

**General Government-** This category of expenditures includes Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Systems, Legal, Public Building, General Services, Central Office, Other Contributions, Fleet Maintenance, and Horticulture.

There are several operating transfers and contributions to specific organizations included in the General Fund. For the past several years, these contributions included \$20,000 to the Temple Theatre; \$3,000 to the Lee County Arts Council; and \$3,000 to the Railroad House Association. This year, I am recommending 10 percent reductions in the contributions for a total savings of \$2,600. This year's proposed contributions total \$18,000 to the Temple Theater; \$2,700 to the Arts Council; and \$2,700 to the Railroad House.

In General Government, one position that remains open will continue to be frozen in the Human Resources Department to minimize recurring expenditures.

**Public Safety** – This category of expenditures includes Police, Fire, and Inspection budgets. The Public Safety category is projected to decrease by \$1,415,046 or 10 percent compared to the prior year's budget.

In the Police Department, major capital expenditures include reconstruction of a firing-range berm at the police firing range for a cost of \$15,000. A new server and the replacement of four mobile data terminals at a cost of \$42,000 are also recommended. In 2009, we were awarded \$650,860 to hire four police officers for thirty-six months and must retain all four positions for a minimum of twelve months at the end of the thirty-six month grant period. Our twelve-month period began in January 2013 and will end in January 2014, so we are required to fund these positions for six months into this year's budget. I have included funds for these positions for the entire year, and I am recommending freezing one front desk, non-sworn law enforcement position for a savings of approximately \$37,000.

I am recommending the continued freezing of two positions in the Inspections Department -- one clerical and one field inspector. During the Fiscal Year 2011-2012, we purchased laptop computers and the remaining features of a software package that would enable us to provide mobile inspections in real time. The efficiencies gained through the implementation of the remaining two components of the EnerGov software will allow us to hold off filling these vacancies until demand increases substantially.

In the Fire Department, the major expenditures include a new data server and enhancement software for communications. The new software will provide improved communications from fire personnel with dispatch and it will capture data more accurately. The server is estimated to cost \$10,800 and the new software is estimated at \$10,000.

**Transportation** – This category includes Street Maintenance and Street Capital Improvements with an overall decrease in expenditures is \$226,460 or 7.1 percent from last year's budget. This is the third consecutive year that I am requesting that we suspend our street lighting enhancement program until we begin to see a clear trend toward revenue improvement. I have included \$500,000 for street resurfacing. This is the first year since Fiscal Year 2009 of attempting "to pay as you go" our street improvement needs in an annual budget. As you recall, we recently borrowed over \$950,000 for street resurfacing needs that had not been adequately funded in prior years. We now have a debt service payment in addition to our annual resurfacing needs. It is not financially prudent to continue to borrow to meet reoccurring expenditures like on-going maintenance activities related to our street system.

**Sanitation** – This category of expenditures includes our Solid Waste Division, curbside garbage collection, recycling, and disposal. Capital outlay recommended in the Solid Waste Division includes the replacement of a leaf vacuum truck. Our five-year contract with Waste Management ends June 30 of this year, and we have elected to change our residential collection and disposal contractor to Waste Industries. Our annual cost to provide residential solid waste collection and disposal has decreased \$174,500 from last year. The savings resulted from our recycling volume increasing with the purchase of 96-gallon recycling carts. At this savings rate, we will retire the capital cost of purchasing the carts in approximately two years. There is also one position in the division that is recommended to stay unfilled.

**Community Development** - This category includes Community Development, Code Enforcement, and Downtown/Historic Preservation. The overall decrease in this category is \$39,118 or 3.0 percent versus the Fiscal Year 2012-2013 Budget. In order to improve efficiencies in our Code Enforcement division, I am recommending adding new software and laptops for Code Enforcement personnel to use in the field.

## **UTILITY FUND OVERVIEW**

We have adjusted water and sewer rates in each of the last five years and we need to continue to adjust our rates in order to retain a strong bond rating, adequate reserves, and debt coverage necessary to meet our obligations. Last year's rate adjustment finally merged the district and outside water rates into one rate. This eliminated confusion for staff, the public, and all of our outside city customers.

## **UTILITY FUND REVENUES**

Utility Fund revenues are estimated at \$19,278,886 which reflects an increase of 1.7 percent or \$323,952 over the Fiscal Year 2012-2013 Budget. This budget includes a water rate increase of 2 percent and a wastewater rate increase of 2 percent effective August 1, 2013. The average monthly impact on a city water/sewer account will be \$1.32 per month.

## **UTILITY FUND EXPENSES**

Utility Fund expenses will decrease \$1,958,662 or 9.2 percent over last year's budget. This year we are continuing our effort to meet our capital needs in our water and wastewater infrastructure by committing \$500,000 for water system rehabilitation and \$500,000 toward wastewater system rehabilitation.

This budget also includes \$250,000 toward the upgrade of Gaster's Creek Lift Station and its associated infrastructure. Additionally, \$100,000 is included for a comprehensive sewer master plan. This study will assist us in making sound decisions to maximize the benefits of growth while minimizing the cost of that growth. I am recommending the continued freezing of two positions in the Engineering Department.

### **GOLF FUND**

This year, I am recommending a dual approach to revenue for the Golf Fund. First, during the months of May through September, the course will open at 7:00 A.M. instead of 7:30 A.M. Second, I am recommending a fee increase. The total impact of these changes, when coupled with anticipated play, nets an increase of approximately \$10,000.

### **SPECIAL TAX DISTRICT**

The proposed Special Tax District budget for Fiscal Year 2013-2014 is \$55,388 which reflects a 44.3 percent decrease compared to last year's budget. This is due to a contribution of \$40,000 to the McIver Street parking facility from Downtown Sanford, Inc. The current year tax rate is \$0.13 for \$100 assessed valuation, and it is recommended that this tax rate be reduced to \$0.11 per \$100 which is revenue neutral.

### **SUMMARY**

I am recommending that our tax rate be raised from a revenue neutral rate of \$0.51 per \$100 assessed valuation to \$0.58 per \$100 assessed valuation. It is imperative that we raise enough revenue to put us on solid footing going into next year because of the tremendous amount of uncertainty we face due to the accuracy of our sales tax projections and concern over wholesale tax law changes at the state level. If we do not raise enough revenue or cut expenses, we may be in a more perilous situation next year.

This budget offers multiple sacrifices by our employees. For example, there is no cost-of-living adjustment; additional insurance expense for employees; and the loss of reward and recognition programs. These sacrifices will not directly affect the service that we provide to our citizens, but will affect our employees' livelihood and morale.

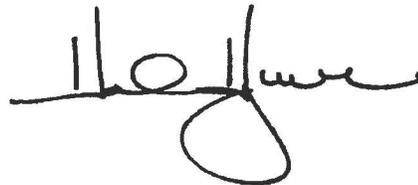
I always ask that when you examine this budget, you do not consider it for just one fiscal year. Consider the budget as a small snapshot of the city at this point in time and realize that decisions made will have repercussions that will last for many years.

This year has the potential to be a real turning point in the philosophy in how we provide services to our citizens. For the first time that I am aware, we are seeking public support for quality-of-life projects through a bond referendum. This is a bold endeavor that considerably changes our traditional philosophy of a pay-as-you-go approach. This allows us to have a greater impact on our citizenry now, so that they may enjoy the amenities that they choose to support.

I would like to thank Mayor Olive and the City Council for their leadership and financial stewardship during this lingering, economically-challenging time. I would also like to thank Financial Services Director Melissa Cardinali and her staff for their efforts in preparing this budget. Additionally, the City of Sanford is blessed with a dedicated workforce, and I am proud to be part of such an organization.

Please feel free to call me if you have any questions regarding the proposed Fiscal Year 2013-2014 Budget.

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 13-14 Changes To Budget Ordinance from Originally Presented to Council

<i>GENERAL FUND</i>	<i>AMOUNT PRESENTED TO COUNCIL</i>	<i>STAFF OR COUNCIL RECOMM.</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
<b>REVENUES</b>				
Ad Valorem Tax	13,481,029	12,553,029	(928,000)	Reduce tax to 0.54 cent
Sanitation Fees	1,085,000	1,302,000	217,000	Increase sanitation fees by \$25 per household
<b>TOTAL REVENUE ADJUSTMENTS</b>			<b><u>\$ (711,000)</u></b>	
<b>EXPENDITURES</b>				
Human Resources	\$ 214,617	\$ 218,417	\$ 3,800	Include employee service award luncheon
Public Building	623,227	622,931	(296)	Reduce fuel price
Police	8,503,021	8,471,060	(31,961)	Reduce fuel price
Fire	3,873,512	3,870,628	(2,884)	Reduce fuel price
Inspections	409,794	408,832	(962)	Reduce fuel price
Code Enforcement	300,800	300,430	(370)	Reduce fuel price
General Services	197,007	196,600	(407)	Reduce fuel price
Street	2,272,753	2,268,248	(4,505)	Reduce fuel price
Street Capital	688,613	105,521	(583,092)	Cut paving and sidewalks
Solid Waste	1,354,746	1,349,184	(5,562)	Reduce fuel price
Contributions	870,532	818,039	(52,493)	Reduce contingency funds
Fleet Maintenance	410,216	380,985	(29,231)	Reduce fuel price
Horticulture	581,938	578,901	(3,037)	Reduce fuel price
<b>TOTAL EXPENDITURE ADJUSTMENTS</b>			<b><u>\$ (711,000)</u></b>	

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**ANNUAL BUDGET ORDINANCE  
FOR FISCAL YEAR 2013-2014**

**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, 2013 and ending June 30, 2014 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$23,475,518	\$23,475,518
Enterprise Fund	19,935,206	19,935,206
Special Tax District	<u>55,388</u>	<u>55,388</u>
<b>TOTAL BUDGET</b>	<b><u>\$43,466,112</u></b>	<b><u>\$43,466,112</u></b>

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

**SCHEDULE A: GENERAL FUND**

(Includes Interfund Reimbursements)

**GENERAL GOVERNMENT**

Governing Body	255,489
Administration	212,727
Human Resources	218,417
Risk Management	51,144
Elections	32,591
Finance	758,277
Information Systems	266,376
Legal	147,681
Public Building	622,931
General Services	196,600
Central Office	22,011
GF Contributions	818,039
Fleet Maintenance	1,283,759
Horticulture	578,901

**PUBLIC SAFETY**

Police	7,294,607
Dispatching Services	945,693
Police – 911 Surcharge	230,760
Fire	3,870,628
Inspections	408,832

**STREET**

Street	2,268,248
Street Capital Imp.	105,521

**SANITATION**

Solid Waste	1,349,184
Sanitation	1,156,350

**COMMUNITY DEVELOPMENT**

Community Development	873,748
Code Enforcement	300,430
Downtown / Historic Preservation	109,348

<b>SUBTOTAL GENERAL FUND EXPENDITURES</b>	24,378,292
Less Departmental Charges (Fleet Maintenance)	(902,774)
<b>TOTAL GENERAL FUND EXPENDITURES</b>	23,475,518

**TAXES- AD VALOREM**

Current Year Taxes	12,553,029
Prior Year Taxes	230,000
Penalties Less Discounts	50,000
Payments in Lieu of Taxes	25,000

**OTHER TAXES**

Privilege License	2,400
Cable Franchise – Video Programming	203,650
Disposal Tax	17,750
Local Sales Tax – Article 39	1,643,795
Local Sales Tax – Article 40	797,469
Local Sales Tax – Article 44	710,176
Local Sales Tax – Article 42	807,698

**LICENSE AND PERMITS**

City Permits	240,570
County Permits	128,794
Broadway Permits	6,240
Fire Permits / Fines	62,000

**INVESTMENT INCOME**

Interest Income	45,000
Interest on Assessments	1,400

**INTERGOVERNMENTAL REVENUES**

**UNITED STATES OF AMERICA**

Build America Bonds Rebate 1,145

**STATE OF NORTH CAROLINA**

Utility Franchise Tax 1,470,680

Beer and Wine Tax 64,000

N.C. DOT Mowing Agreement 26,372

Powell Bill 784,343

**OTHER LOCAL GOVERNMENTS**

Consolidated Planning Services 398,559

911 Surcharge Reimbursement 230,760

911 Dispatch 197,657

Lee County Inspection Contract 17,145

Financial Services – Broadway 3,500

Clearwater Drive Fire Service 36,000

**SALES AND SERVICE**

Sale of Materials 3,500

Sale of Compost Materials 60,000

Sale of Fixed Assets 75,000

Waste Mgmt. User Fees 1,302,000

**OTHER**

Court Cost Fees 9,000

ABC Revenue 140,000

Street Charges 340,000

Parking Revenue 15,000

Miscellaneous 150,000

Animal Control 1,500

Assessments 3,000

Tower Consultant Fee 8,000

**APPROPRIATED FUND BALANCE 613,386**

**TOTAL GENERAL FUND REVENUE**

**23,475,518**

**SCHEDULE B: ENTERPRISE FUND**

**UTILITY FUND**

**DEBT SERVICE**

Debt Service 5,658,358

**OTHER**

Utility Fund Contributions 364,544

**PUBLIC UTILITIES**

UF Administration 1,692,351

Engineering 516,672

UF PW Administration 351,862

Sewer Const. & Maint. 1,849,209

Water Const. & Maint. 3,097,257

Water Plant 2,296,089

Wastewater Plant 1,928,357

Water Capital Imp. 500,000

Sewer Capital Imp. 850,000

Warehouse 313,440

**SUBTOTAL UTILITY FUND EXPENSES** 19,418,139  
Less Departmental Charges (Warehouse) (185,000)  
**TOTAL UTILITY FUND EXPENSES** 19,233,139

**USER CHARGES**

Water Charges 10,674,976

Sewer Charges 7,119,305

**INVESTMENT INCOME**

Interest Income 32,673

Interest on Assessments 2,500

**OTHER**

Taps and Connections 125,000

Sewer Surcharge 8,000

Sludge Charge 35,000

Monitoring Fee 80,000

Charges on Past Due Accounts 155,000

Oil and Grease Fees 20,000

Sales Other Funds 25,000

Sale of Fixed Property 15,000

Miscellaneous	10,000
Meter Rental	2,500
Rental Income	86,500
After Hours Fees	3,000
NSF Charges	6,000

**INTERGOVERNMENTAL REVENUES**

**UNITED STATES OF AMERICA**

Build America Bonds Rebate	878,432
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<b>RETAINED EARNINGS</b>	(45,747)
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<b>TOTAL UTILITY FUND REVENUE</b>	19,233,139
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**GOLF FUND**

**OTHER**

Golf Fund	702,067
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<b>TOTAL GOLF FUND EXPENSES</b>	702,067
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**GOLF USER CHARGES**

Green Fees Annual	83,545
Green Fees Daily	185,000
Cart Fees	255,000
Driving Range	18,800
Brick Tournament Fees	11,000

**OTHER**

Concession	39,000
Pro Shop	58,000
Contribution from General Fund	48,922
Miscellaneous	2,800

<b>TOTAL GOLF FUND REVENUE</b>	702,067
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<b>TOTAL ENTERPRISE FUND</b>	19,935,206
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**SCHEDULE C: SPECIAL TAX DISTRICT FUND**

**OTHER**

Special Tax District Fund 55,388

**TOTAL SPECIAL TAX DISTRICT EXPENSES 55,388**

**TAXES AD VALOREM**

Current Year Taxes 52,728

Prior Year Taxes 800

Penalties Less Discounts 225

**INVESTMENT INCOME**

Interest Income 135

**OTHER**

Parking Revenues 1,500

**TOTAL SPECIAL TAX DISTRICT REVENUE 55,388**

**TOTAL ALL FUNDS 43,466,112**

Section 4: There is hereby levied for the fiscal year ending June 30, 2014, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2013 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 \$.54

Section 5: There is hereby levied for the fiscal year ending June 30, 2014, the following rate of taxes on each \$100 assessed valuation of property in the Special Tax District defined as the Central Business District listed as of January 1, 2013 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 \$.11

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, 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. Water and wastewater rates are effective August 1, 2013. All other fees and rates are effective July 1, 2013.

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 18th day of June, 2013.



Cornelia P. Olive, Mayor

ATTEST:



Bonnie D. White, City Clerk



Susan C. Patterson, City Attorney

**CITY OF SANFORD**  
**RATE SCHEDULE FOR FISCAL YEARS 2013-2014**  
**RATES EFFECTIVE AUGUST 1, 2013**

**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)	\$14.32	\$28.64	Minimum Charge for up to 3 ccf (\$ / month)	\$14.32	\$28.64
Over 3 ccf (\$ / ccf)	\$4.34	\$8.66	3 ccf to 8 ccf (\$ / ccf)	\$4.34	\$8.66
			Over 8 ccf (\$ / ccf)	\$2.82	\$5.63

*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)	\$15.30	\$22.95
Over 3 ccf (\$ / ccf)	\$5.10	\$7.65

*1 ccf = 100 cubic feet = 748 gallons*

**Sewer Only Rates**

Monthly Consumption Level	Inside City	Outside City
Flat Fee	\$31.63	\$45.95

**Industrial Surcharge Rates**

Strength Parameter	Proposed Rate (\$/1,000 lb)
BOD	\$145 / 1,000 lb in excess of 250mg/l
SS	\$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 2013-2014**  
**RATES EFFECTIVE JULY 1, 2013**

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

<b>Miscellaneous Charges</b>	
Processing Fee For Returned Checks	\$25.00
Late Fee	\$20.00
Additional fee for Reconnection after hours	\$25.00

<b>Waste Management Fee</b>	
Annually	\$150.00

**CITY OF SANFORD**  
**BEER AND WINE FEES FOR FISCAL YEARS 2013-2014**  
**RATES EFFECTIVE JULY 1, 2013**

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

**FEE SCHEDULE, PLANNING & DEVELOPMENT**

**FISCAL YEAR 2013-2014**

**Sanford / Lee County Planning Board**

Petition for Zoning Text Amendment	\$180
Petition for Zoning Map Amendment	\$240
Petition for Conditional Zoning Map Amendment	\$360

**Sanford / Lee County Board of Adjustment**

Variance Application	\$240
Special Use Application	\$240
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	\$240

**Site Plan Review**

\$60.00 for the first 10,000 sq. ft. or thirty (30) dwelling units, plus \$2.50 for every additional 1,000 sq. ft. or dwelling unit.

**Subdivision Plats**

Preliminary Plat (Major Subdivision)	\$120 plus \$2.50 per lot/dwelling unit
Final Plat (Major Subdivision)	No Charge
Minor Subdivision Plat	\$60.00

**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 2013-2014**

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

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

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

## Septage Hauler Policy

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

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

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

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

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

The following are the septage hauler prices for the **2013-2014 fiscal year**:

Domestic	\$30 / 1,000 gallons
Commercial	\$65 / 1,000 gallons
Industrial	Minimum \$130 / 1,000 gallons (actual cost may vary)

**Municipal Golf Course  
FY 2013-2014 Fee Schedule**

**Daily Rates**

	<b><u>Ride</u></b>	<b><u>Walk</u></b>
<b>Daily Rates:</b>		
Monday – Friday	\$24.75	\$14.00
Saturday and Sunday	\$29.75	\$16.00
<b>Afternoon Special:</b>		
Monday – Friday	\$22.75	
Saturday and Sunday	\$26.75	
<b>9 Hole Rates:</b>		
Monday – Friday	\$14.50	\$ 7.00
Saturday and Sunday	\$17.50	\$10.00
<b>Winter Rates (December 1 – February 28)</b>		
Monday – Friday	\$23.00	
Saturday and Sunday	\$29.00	
<b>Senior Rates (Ages 55 and up)</b>		
Monday thru Thursday	\$20.00	
<b>Junior Rates</b>		
Monday – Friday		\$ 7.00
Saturday and Sunday		\$10.00

**Annual Membership Rates**

	<b><u>In City</u></b>	<b><u>Outside City</u></b>
1 Person	\$475	\$500
2 Persons	\$595	\$650
Full Family	\$675	\$725
Single LTD	\$420	\$450
Double LTD	\$525	\$575
Junior	\$195	\$225
Payment #1	One-third due in July	
Payment #2	One-third due in September	
Payment #3	One-third due in November	

LTD – Limited Play - Monday – Friday – excluding Holidays

Member Cart Fee \$14.00

**School Fees**

\$400 per school per season

\$45 per school per match (schools outside of Lee County)

**City of Sanford FY 13-14 Rates for the  
Installation of Hydrant Meters for Contractors**

<b>Hydrant Meter Size</b>	<b>Deposit Fee</b>	<b>Plus Daily Rental Fee</b>
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 2013-2014  
Water and Sewer Tap Rates**

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

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

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



# SANFORD FIRE DEPARTMENT

POST OFFICE BOX 3729  
SANFORD, NC 27331-3729

OFFICE: 919-775-8316

FAX: 919-775-7018

## FEE SCHEDULE

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

## Construction Reviews/Inspections

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

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

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

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

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

**Other Permits/Fees**

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

\$ 250.00 per engine

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

**Any work started prior to proper permits being issued is subject to 100% penalty. (Permit fees x 2)**

**FINES**

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

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

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

**LIFE SAFETY VIOLATIONS**

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

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

## BUILDING PERMIT FEES RESIDENTIAL

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

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

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

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

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

## BUILDING PERMIT FEES COMMERCIAL

<b>COMMERCIAL (New)</b>	<b>50,000 Square Feet and Less.</b>	
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below;</p> <p>Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$2</p>	
	Assembly	\$100
	Business	\$85
	Educational	\$100
	Factory/Industrial	\$100
	Hazardous	\$100
	Institutional	\$120
	Mercantile	\$100
	Residential	\$100
	Storage	\$50 Heated \$45 Unheated
	Utility and Miscellaneous	\$50 Heated \$45 Unheated
	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types

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

**BUILDING PERMIT FEES  
COMMERCIAL (continued)**

<b>COMMERCIAL (New)</b>	<b>Modular Units.</b>	
Building Permit Fee:	<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 \$2</p>	
	Assembly	\$100
	Business	\$85
	Educational	\$100
	Factory/Industrial	\$100
	Hazardous	\$100
	Institutional	\$120
	Mercantile	\$100
	Residential	\$100
	Storage	\$50 Heated \$45 Unheated
	Utility and Miscellaneous	\$50 Heated \$45 Unheated
	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types

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

**BUILDING PERMIT FEES  
MISCELLANEOUS**

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

## ELECTRICAL PERMIT FEES

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

## MECHANICAL PERMIT FEES

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

(For calculation purposes:     • Horsepower to BTU: 1 HP = 33.475 BTU  
  • 12,000BTU = 1 Ton)

## PLUMBING PERMIT FEES

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

## RECORD RESEARCH

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

## **SPECIAL NOTES**

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

Failure to obtain the appropriate permit before construction begins shall result in a 100% penalty (double fees).

Commencement of or proceeding with any work of which a permit is required by the State Building Code or any other state or local laws (shall include digging footings or moving manufactured homes on site). (G.S. § 153A-357, G.S. § 160A-417; G.S. § 153A-354, G.S. § 160A-414; G.S. § 153A-352, G.S. § 160A-412).

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

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

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

All approvals from other regulatory agencies (local, state, and federal) must be documented (i.e. zoning approval, erosion control, historic district, environmental health, etc.) before building permits will be issued. (G.S. § 153A-357, G.S. § 153A-363, G.S. § 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 §87-15.6 (b), whenever a general contractor applies for the issuance of a permit for the construction of any single-family residential dwelling unit or for the alteration of an existing single-family residential dwelling unit, a (\$10.00) fee shall be collected from the general contractor for each dwelling unit to be constructed or altered under the permit. The City of Sanford shall forward four dollars (\$9.00) of each fee collected to the Board of General Contractors, on a quarterly basis and the city may retain one dollar (\$1.00) of each fee collected. The Board shall deposit the fees received into the General Fund.

ELECTRICAL PERMITS

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

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

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

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

Temporary Service Poles

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

MECHANICAL PERMITS

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

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

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

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

Grease Canopy Hoods do not require a licensed contractor.

## MANUFACTURED HOME PERMITS

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

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

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

## MODULAR PERMITS

A building permit is required for modular homes.

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

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

NO TEMPORARY SERVICE WILL BE AUTHORIZED FOR ANY MODULAR CONSTRUCTION.

## PLUMBING PERMITS

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

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

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

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

## RENTAL PROPERTY

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

- Rental Property – Building Permits

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

- Rental Property – Electrical Permits

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

- Rental Property – Mechanical Permits

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

- Rental Property – Plumbing Permits

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

## RENEWING EXPIRED PERMITS:

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

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

## PERMIT REFUNDS

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

## POSTING BONDS

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

### 3. POSTING OF PERMIT CARDS:

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

#### 4. INSPECTIONS

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

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

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

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

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

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

Priorities for daily inspections will be as follows:

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

#### RE-INSPECTION FEES

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

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

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

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## **CITY OF SANFORD FINANCIAL POLICIES**

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

### **Operating Budget Policies**

Pursuant to the North Carolina General Statutes Article 159-11 the city will adopt a balanced budget, which provides a work program and an operational plan for the ensuing year. The city will maintain a program of budgetary controls to ensure adherence to the budget. 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 totals \$47,507 and Utility Fund is \$300,000. 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, 2012 was \$9,411,869. General Fund balance available for appropriation was \$8,144,854 or 34.3% of General Fund expenditures. Management has recommended that General fund balance be held to an amount equal to twenty-five percent of General Fund expenditures.

As the city continues with the expansion of the Wastewater Treatment Plant, rate adjustments will be necessary. A water rate increase of 2% and a wastewater rate increase of 2% will be implemented August 1, 2013. Future rate increases may be minimized due to the city receiving American Recovery and Reinvestment Act funding of up to \$2,500,000 for a clearwell rehabilitation project at the water treatment plant. The Utility Fund shows a net income before capital contributions and transfers of \$3,739,158 for the year compared with a net income before capital contributions of \$2,999,855 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. The anticipated completion date of this project is 2014.

### **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, 2012. 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, 2012. 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.

## **BUDGET PROCESS**

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

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

The 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, Special Tax, and Capital Project Funds are presented in the financial statements on this same basis. The Utility and Golf Funds are presented in the financial statements on the accrual basis of accounting. Under the 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.

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.

### **FORMULATE HISTORICAL DATA**

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

### **CAPITAL IMPROVEMENT BUDGET**

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

### **PREPARATION OF DEPARTMENTAL REQUEST**

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

## **CONSOLIDATE PRELIMINARY BUDGET**

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

## **EVALUATE SERVICE PRIORITIES AND OBJECTIVES**

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

## **BALANCE PROPOSED BUDGET**

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

## **LEGISLATIVE REVIEW**

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

## **BUDGET ADOPTION**

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

## **AMENDING ADOPTED BUDGET**

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

## City Of Sanford Budget Preparation Calendar

November 27, 2012	CIP	Memo/instructions and CIP form transmitted to departments
January 4, 2013	CIP	CIP request forms due from department managers
January 22, 2013	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments
January 31, 2013	FY 12-13 Budget	Year end revenue estimates consolidated and reviewed
February 1, 2013	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 11, 2013	FY 12-13 Budget	Year end departmental expenditure estimates consolidated and reviewed
February 15, 2013	FY 13-14 Budget	Prepare and transmit FY 13-14 departmental request information to department heads
February 15, 2013	CIP	Finalize prioritization of projects and assignment of revenues
March 8, 2013	FY 13-14 Budget	Departmental budget requests for FY 13-14 due from departments
March 25, 2013	FY 13-14 Budget	Need insurance estimate numbers from HR
March 25-26, 2013	FY 13-14 Budget	Superintendents / Department Heads to present a short budget overview of their departmental requests to city manager
March 28, 2013	FY 13-14 Budget	Finalize 13-14 revenue projections
April 4, 2013	FY 13-14 Budget	City manager and department heads begin review of department requests
April 10, 2013	FY 12-13 Budget	Present cleanup amendment to council for FY 12-13
April 12, 2013	FY 13-14 Budget	Need final insurance numbers from HR
April 15, 2013	FY 13-14 Budget	Review preliminary budget with department heads at staff meeting
April 19, 2013	FY 13-14 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 15 <sup>th</sup> law and finance meeting
May 15, 2013	FY 13-14 Budget	Present to council at law and finance meeting and publish public hearing notice (publish at least ten days prior to public hearing)
May 29, 2013	FY 13-14 Budget	Regular Law & Finance - May 21, 2013 council meeting recessed and reconvened at 1 PM to hold budget work session
June 12, 2013	FY 13-14 Budget	Regular Law & Finance – June 4, 2013 council meeting recessed and reconvened at 1 PM to hold budget work session (if necessary)
June 18, 2013	FY 13-14 Budget	Public hearing and adopt budget (second scheduled meeting in June)
June 18, 2013	Year End Estimates	Present FY 12-13 year end cleanup budget amendment to council
June 26, 2013	Year End Estimates	Alternate date to present cleanup budget amendment to council (regular L & F meeting)
July 1, 2013	FY 13-14 Budget	Present adopted budget to departments prior to this date

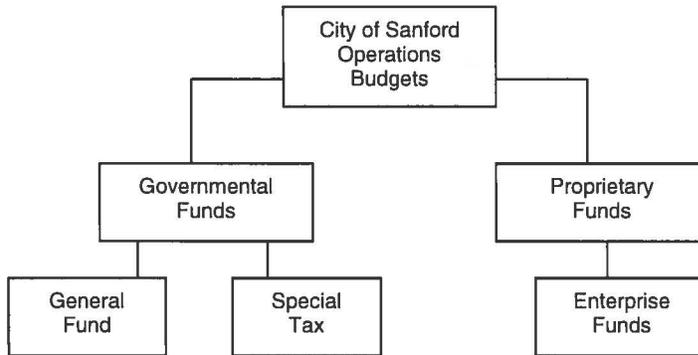
## BUDGET FORMAT

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

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, and community development.

The Enterprise Fund accounts for the operations of the water treatment and distribution systems, the wastewater treatment systems, warehouse operations, and golf.

The Special Tax District Fund accounts for the activities of the Central Business Tax District set up to assist in revitalization of the downtown area.



## Departments by Fund

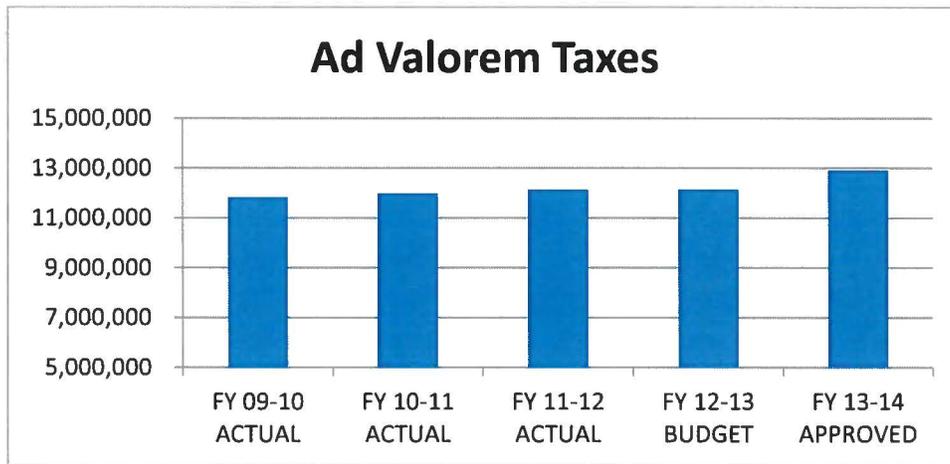
<b>Department</b>	<b>Fund</b>
Administration	General
Billing	Utility
Central Office	General
Code Enforcement	General
Community Development	General
Debt Service	Utility
Downtown/HPC	General
Elections	General
Engineering	Utility
Finance	General
Fire	General
Fleet Maintenance	General
General Fund Contributions	General
General Services	General
Golf	Golf
Governing Body	General
Horticulture	General
Human Resources	General
Information Systems	General
Inspections	General
Legal	General
Police	General
Public Building	General
Public Works Administration	Utility
Risk Management	General
Sanitation	General
Sewer Capital Improvements	Utility
Sewer Construction & Maintenance	Utility
Solid Waste	General
Special Tax	Special Tax
Street	General
Street Capital	General
Utility Fund Administration	Utility
Utility Fund Contributions	Utility
Warehouse	Utility
Wastewater Treatment Plant	Utility
Water Capital Improvements	Utility
Water Construction & Maintenance	Utility
Water Plant	Utility

## REVENUES

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

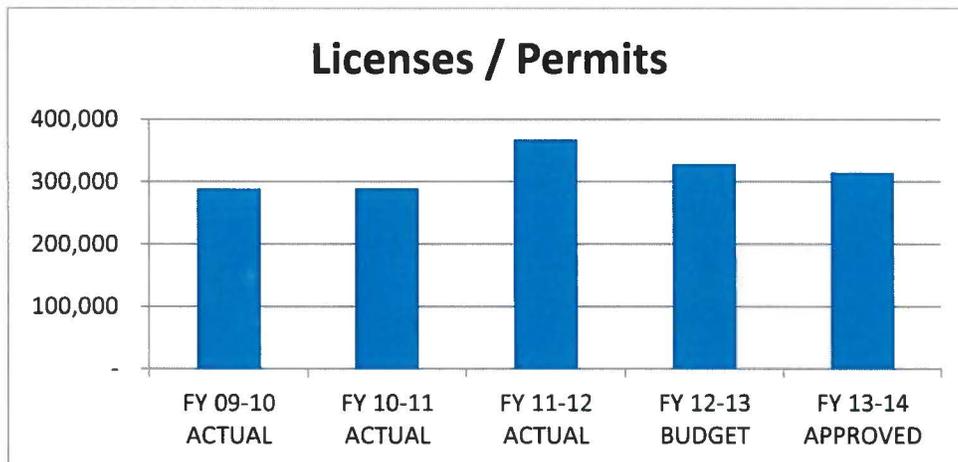
The major revenues by source are as follows:

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

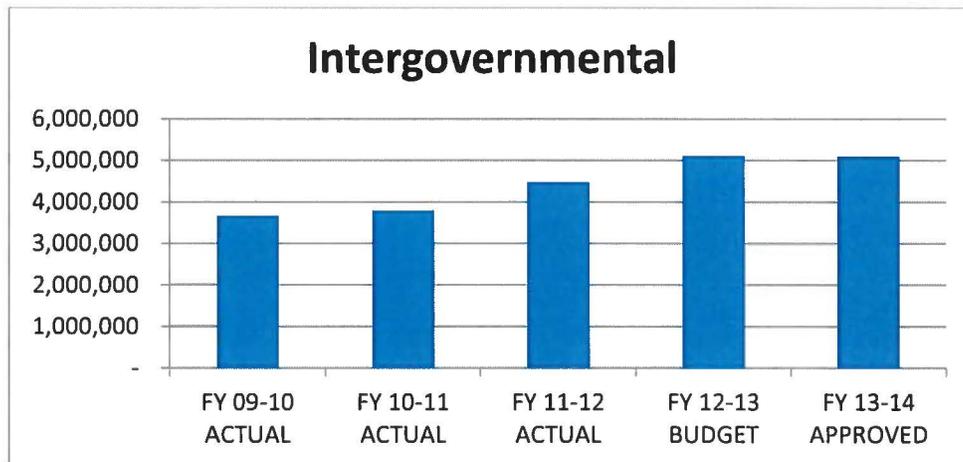


**Penalties Less Discounts** – Interest on delinquent taxes; late listing penalties; and other costs of collecting delinquent taxes.

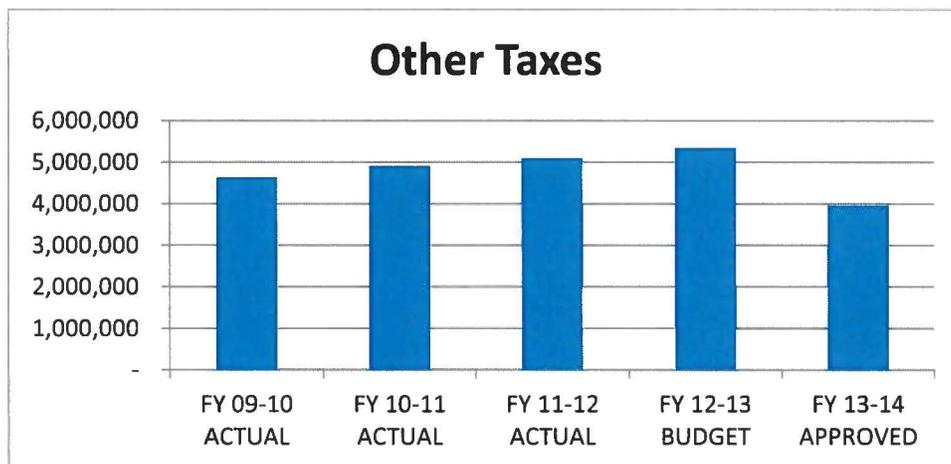
**Licenses and Permits** – Building permits; inspection penalties; inspection fees; and code enforcement.



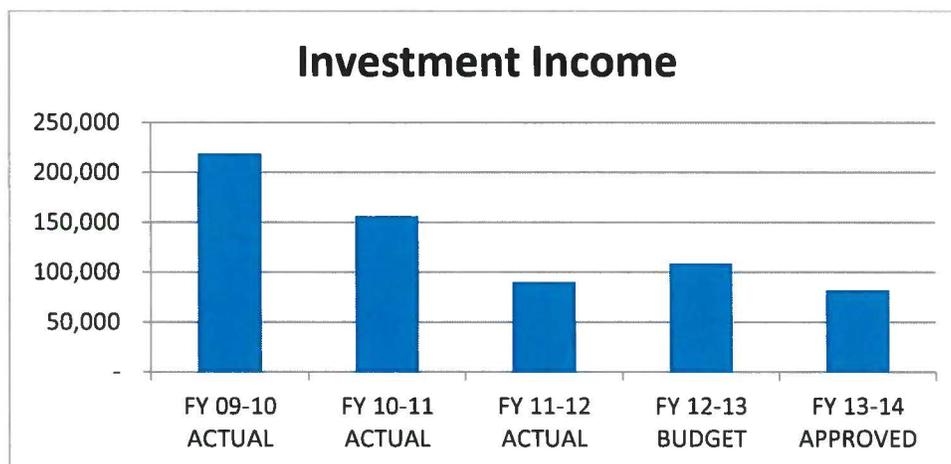
**Intergovernmental** - Federal, State, and local financial assistance; retail inventory taxes; utility franchise tax; beer & wine tax; and Powell Bill funds.



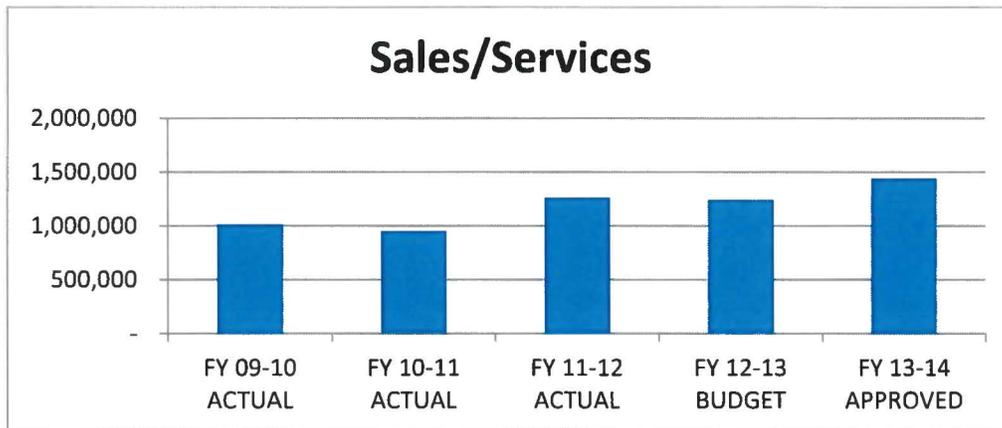
**Other Taxes** - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax.



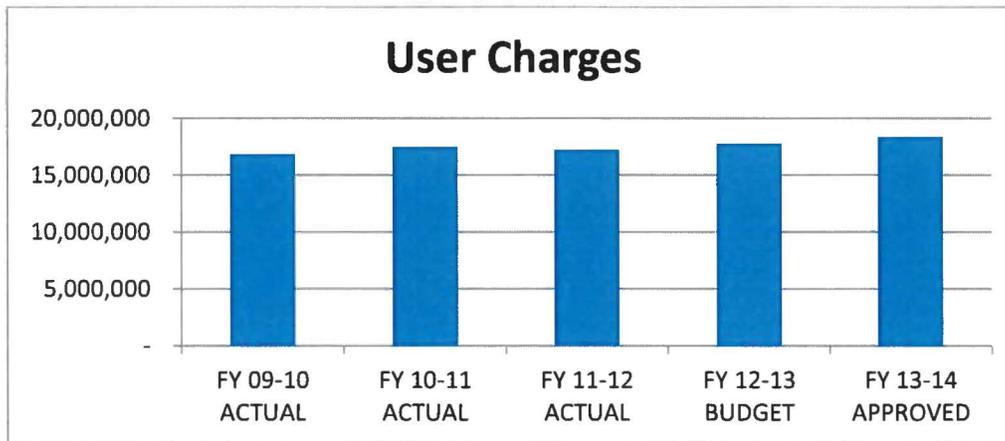
**Investment Income** – Interest earned.



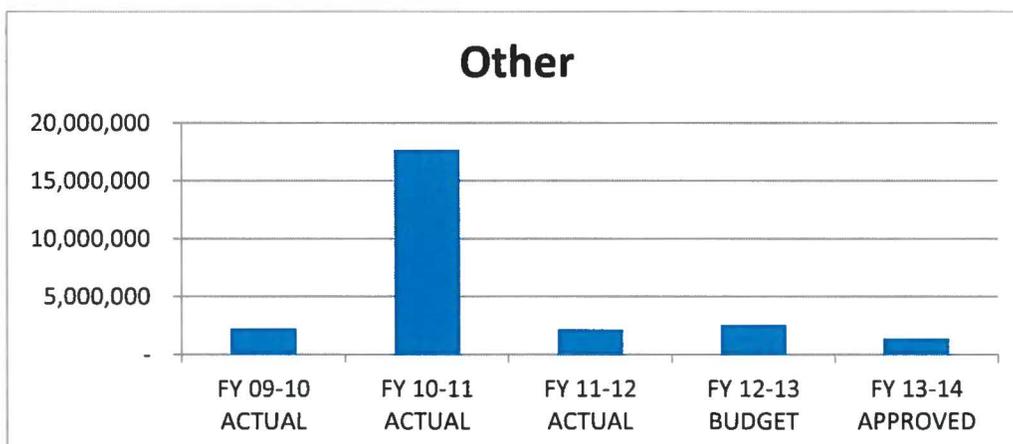
**Sales and Service** – Sale of materials; sale of compost; sale of fixed assets; sale of land; and waste management fees.



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



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

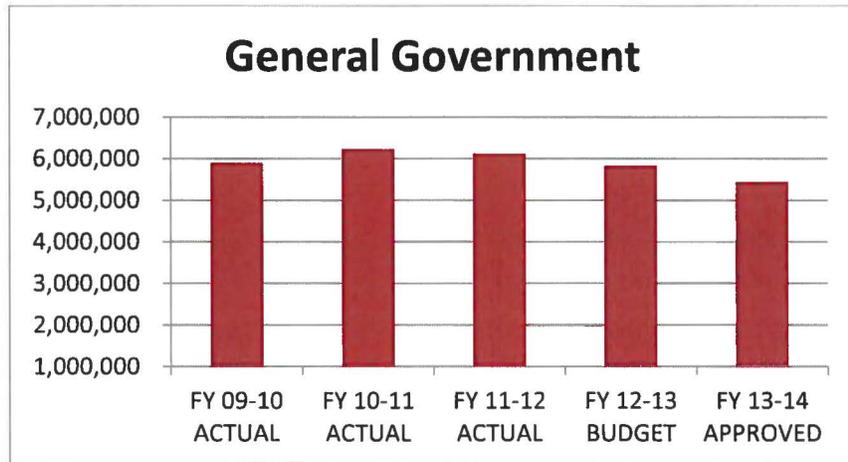


## EXPENDITURES BY FUNCTION

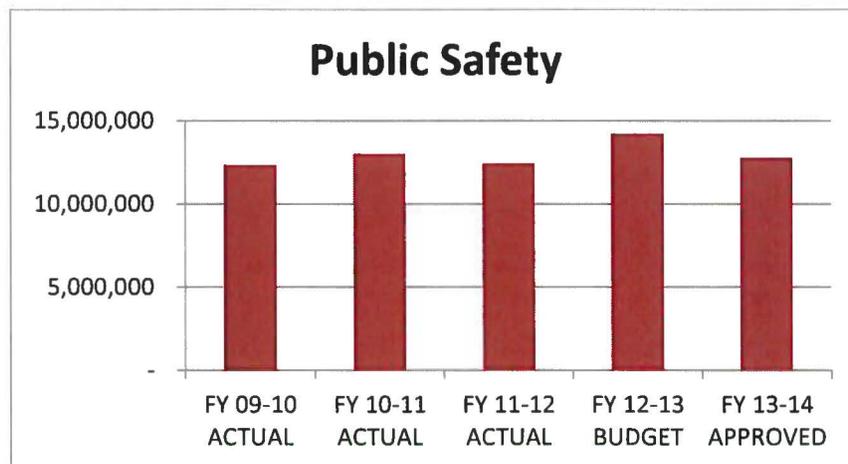
Expenditures are shown in the budget classified by funds from which they are paid, by departments spending the money, by the functions for which the expenditures are made and by the object of expenditures, which provides greater detail for controlling expenditures. Funds are appropriated at adequate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

The major expenditures by function are shown as follows:

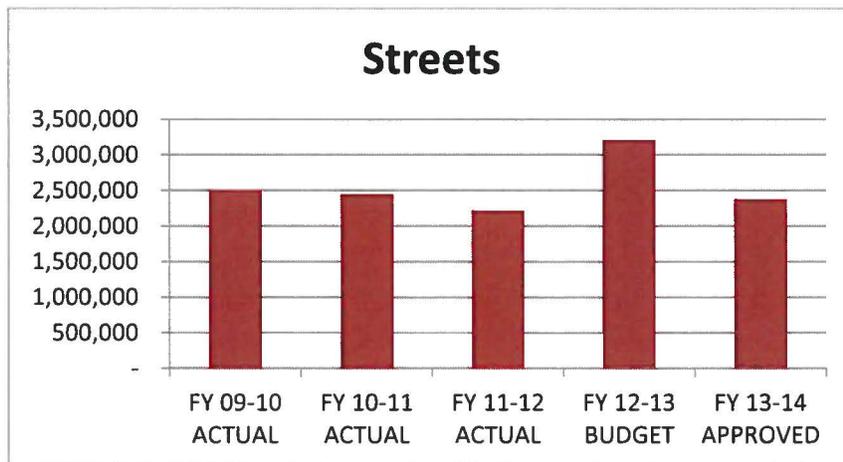
**General Government** - Expenditures for the Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Systems, Legal, Public Building, General Services, Central Office, GF Contributions, Fleet Maintenance, and Horticulture.



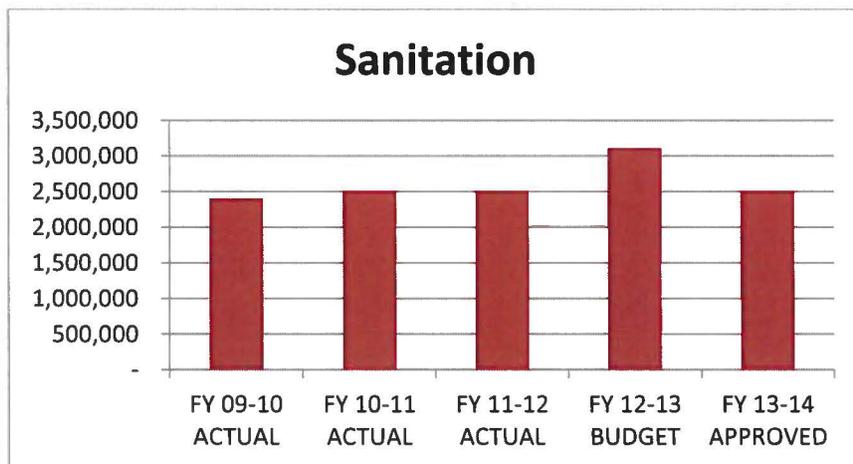
**Public Safety** - Expenditures for Police, Fire, and Inspections.



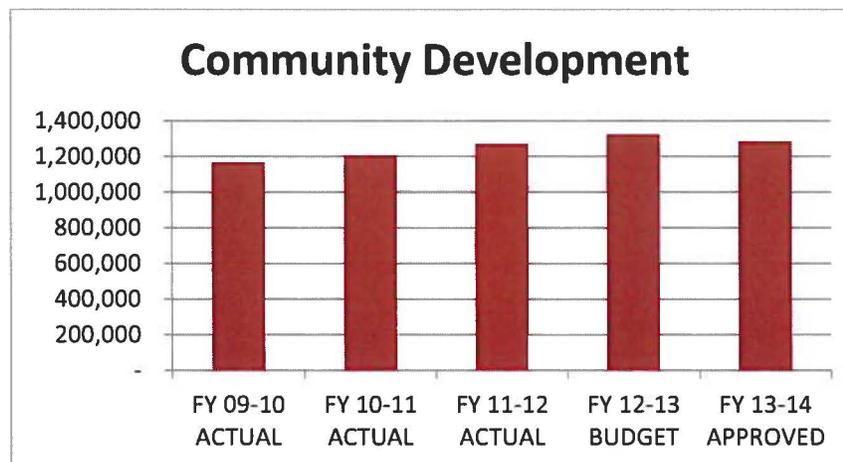
**Streets** - Expenditures for Street Maintenance and Street Capital Improvements.



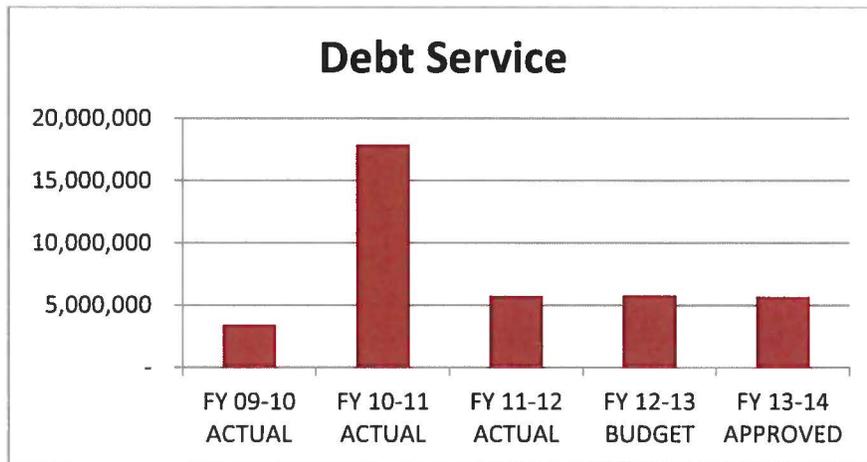
**Sanitation** - Expenditures for Solid Waste and Sanitation.



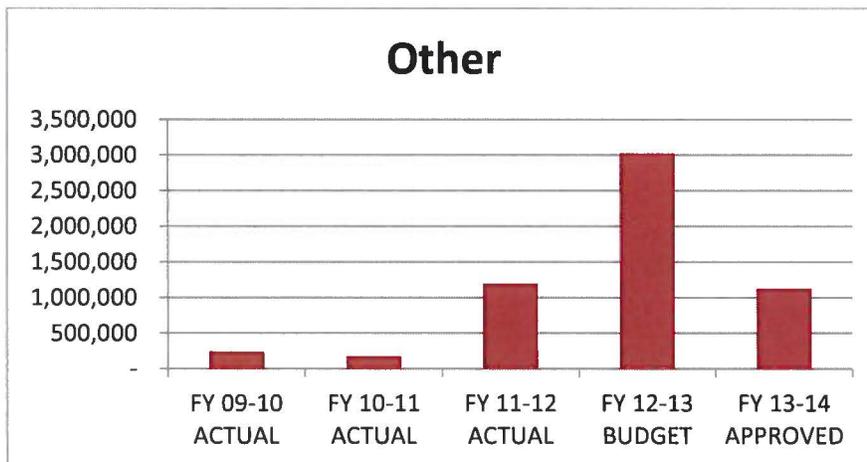
**Community Development** – Expenditures for Community Development, Community Enhancement – Code Enforcement, and Community Enhancement – Downtown / HPC.



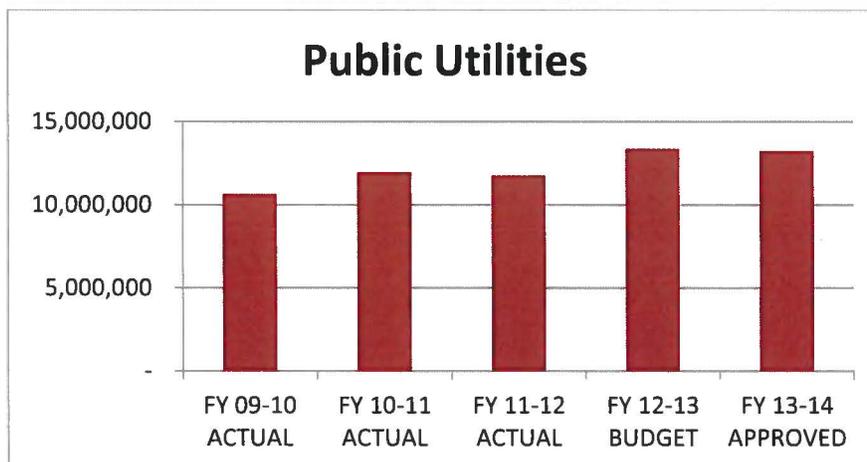
**Debt Service** - Principal; interest; and fees paid or accrued on bonds and notes.



**Other** - Expenditures for operating transfers, Golf Fund, and Special Tax Fund.



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

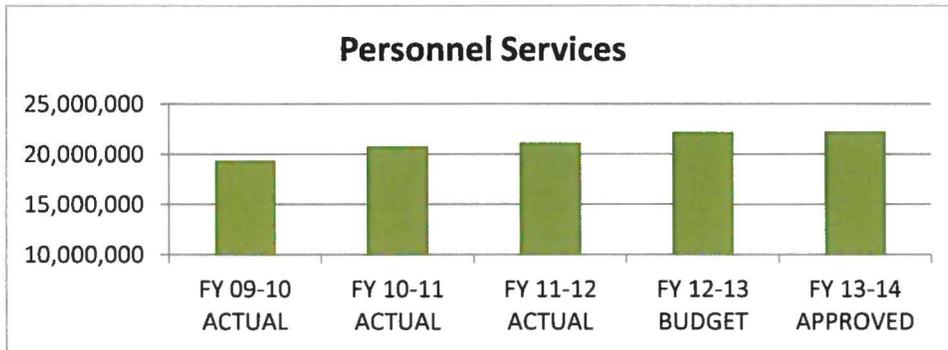


## EXPENDITURES BY CATEGORY

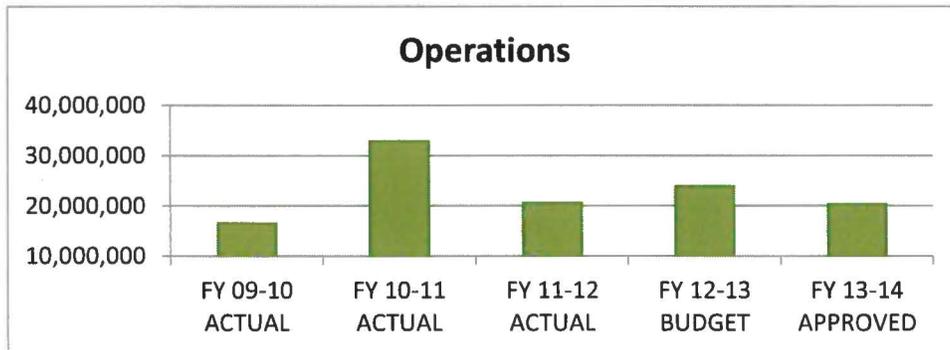
Expenditures by object are divided into three major categories - personnel services, operating expenses and capital outlays.

These categories are summarized below:

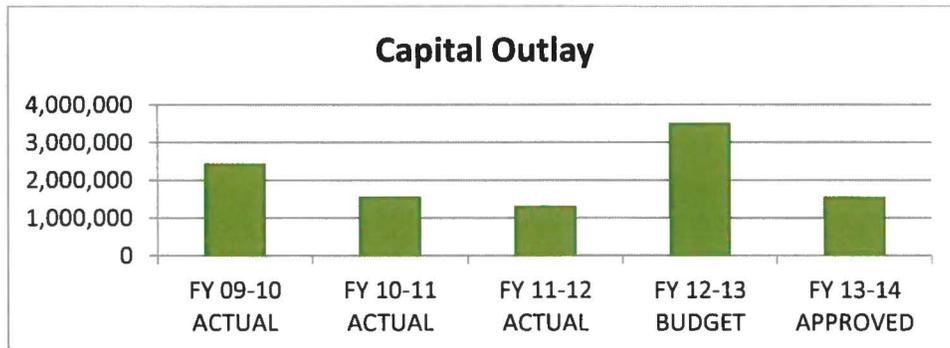
**Personnel Services** - Expenses, which can be directly attributed to the individual employee. These expenses would include salaries, group insurance, retirement, 401K expense and FICA. The cost of group insurance, retirement, 401K expenses and FICA has been budgeted within each operating department,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



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



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



**CITY OF SANFORD**

**REVENUE ASSUMPTIONS**

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

The following are some assumptions concerning revenues, which were forecast in the City of Sanford 2013-2014 Budget.

<b>REVENUE</b>	<b>FORECAST RATIONALE</b>
ABC Revenue	The city receives a portion of the net operating revenue derived from the operation of the local liquor stores and a contractual agreement with the ABC Board to provide certain regulatory officer support. <b>Appropriation--General Fund \$140,000</b>
Ad Valorem Taxes	Property valuations are established by the Lee County Tax Assessor from which the tax rate is set. The General Fund tax rate is fifty-four cents per one hundred dollars of valuation. Projections of assessed valuations are based on preliminary tax information received from the County of Lee. The Special Tax district rate is set at thirteen cents per one hundred dollars of valuation. Projections of assessed valuations are based on information provided by the County of Lee. Prior year taxes are based on accounts receivable balances as they relate to anticipated collections. <b>Appropriation--General Fund \$12,783,029 Special Tax \$53,528</b>
After Hours	Fees charged to customers for after hour service calls. <b>Appropriation—Utility Fund \$3,000</b>
Animal Control	Revenue received for animal violations. <b>Appropriation—General Fund \$1,500</b>
Appropriated Fund Balance	The source of this revenue is fund balance. The amount appropriated is dependent on current reserve limitations and requirements of funds to balance projected revenues to expenditures as well as funding needed for capital items. <b>Appropriation--General Fund \$613,386 Utility Fund (\$45,747)</b>
Beer & Wine Tax	The state levies a tax shared by the city on wholesale sales of both beer and wine. Revenue estimates were established based on information received from the NC League of Municipalities. <b>Appropriation--General Fund \$64,000</b>
Brick Tournament Fees	Fees are collected and segregated for this annual golf tournament event. <b>Appropriation--Golf Fund \$11,000</b>

**REVENUE**

**FORECAST RATIONALE**

Build American Bonds Rebate

Revenue received from the Internal Revenue Service for a 35% interest rebate pertaining to the Build American Bonds loan the city received to purchase the 911 communication console system. This loan originated in November of 2009; the city will receive this rebate for five years. **Appropriation--General Fund \$1,145 Utility Fund \$878,432**

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. A technology fee was implemented to support technical upgrades, however, this fee is scheduled to expire next year. **Appropriation--General Fund \$240,570**

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 \$128,794**

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 \$6,240**

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 \$203,650**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--Golf Fund \$255,000**

Charges on Past Due Accts.

Charges assessed against accounts that are paid after the due date. **Appropriation—General Fund \$0; Utility Fund \$155,000**

Civil Violations

Fines are levied by the city for violations of the city's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$0**

## REVENUE

## FORECAST RATIONALE

### Clearwater Fire Protection

Lee County contracts with the city for fire protection of property located outside the city limits on Clearwater Drive. **Appropriation--General Fund \$36,000**

### Concessions

Revenue received for sale of concessions at the golf course. Projections are based on historical trends. **Appropriation--Golf Fund \$39,000**

### Contribution from General Fund

This contribution represents the General Fund support of the golf course. **Appropriation--Golf Fund \$48,922**

### 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 \$9,000**

### Disposal Tax

The state levies a tax on disposal of waste. The city's portion is based on per capita share. **Appropriation—General Fund \$17,750**

### Driving Range

Fees are collected for use of golf course driving range. Revenues are estimates based on anticipated use. **Appropriation—Golf Fund \$18,800**

### 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 \$62,000**

### Green Fees Annual

An annual fee is available for unlimited play at the Municipal Golf Course. Revenues are projected based on historical trends. **Appropriation--Golf Fund \$83,545**

### Green Fees Daily

Fees are collected for daily play at the Municipal Golf Course. Estimates are based on historical data. **Appropriation--Golf Fund \$185,000**

### Installment Purchase Proceeds

Installment purchase proceeds, which result from issuing debt, will not be used to purchase items this year. Items will be paid with cash. **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 \$45,000 Utility Fund \$32,673 Special Tax \$135**

**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 \$1,400 Utility Fund \$2,500**

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 a per capita basis according to the total population of the taxing county and municipalities. 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. Net proceeds are distributed on a per capita basis. 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 \$3,959,138**

Meter Rental

Revenue received from contractors for rental of meters placed on hydrants for temporary water access. **Appropriation-- Utility Fund \$2,500**

Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data. **Appropriation--General Fund \$150,000 Utility Fund \$10,000 Golf Fund \$2,800**

NSF Charges

Charges assessed against customers for non-sufficient funds of returned checks. **Appropriation--Utility Fund \$6,000**

Oil and Grease Fees

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

OPEB Distribution

Anticipated market gains from Other Post Employment Benefit (OPEB) Trust fund. The city began making contributions into this fund in 2008 and continues to contribute annually as funds are available. **Appropriation—General Fund \$0 Utility Fund \$0**

Parking Revenues

Proceeds projected for parking fines and parking space rentals. **Appropriation—General Fund \$15,000 Special Tax \$1,500**

## REVENUE

## FORECAST RATIONALE

### Payment in Lieu of Taxes

The Sanford Housing Authority makes an annual payment in lieu of taxes for housing projects located within the corporate limits. Projections are based on historical data, which reflects no significant change in receipts over the last several years. **Appropriation--General Fund \$25,000**

### Penalties Less Discounts

The revenues attained from penalties less discounts are estimated based on trend analysis and increases in tax levies. Discounts are not planned during this fiscal year. Penalties are assessed on payments made after January 5. For the period from January 6 to February 1 interest accrues at the rate of 2%. Thereafter, interest accrues at the rate of 3/4% per month or fraction thereof until outstanding balances are paid in full. **Appropriation—General Fund \$50,000 Special Tax \$225**

### Powell Bill

1 ¼ cent per gallon of the state gasoline tax is distributed to municipalities to be earmarked for street construction and maintenance. Seventy five percent of the distribution is based on per capita and the remaining twenty five percent is based on number of miles of streets maintained. The state provides the estimated value to place on each: 135.13 miles of street times \$1,579 and population 28,178 times \$20.13. **Appropriation--General Fund \$784,343**

### 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 \$2,400**

### Pro Shop Sales

Revenue received thru sales at the golf course pro shop. **Appropriation--Golf Fund \$58,000**

### Receipt Local Inspections Contract

The city and county Inspection Departments have merged their operations. The county's share of the merged departments is projected as follows. **Appropriation--General Fund \$17,145**

### Receipt Other Governments- State

The state will pay for mowing right-of-ways through negotiated contract. **Appropriation--General Fund \$26,372**

## 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 18.59% calls ratio (\$197,657). The county's cost of the merged community development department is projected to be \$390,559. 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 \$230,760. **Appropriation--General Fund \$390,559, \$230,760, \$197,657, \$8,000, \$3,500**

Rental Income

To account for rental of office spaces at the Federal Building by county agencies and cell tower rental on the city's water tanks. **Appropriation--General Fund \$0 Utility Fund \$86,500**

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 \$60,000**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$75,000 Utility Fund \$15,000**

Sale of Materials

Funds are generated from the sale of surplus materials. Projection rationales are derived by using historical trend analysis. **Appropriation--General Fund \$3,500**

Sales Other Funds

To record revenue from other funds due the Utility Fund for items received from internal store. **Appropriation--Utility Fund \$25,000**

Sales Tax Refund

Per G.S. 105-164.14(c), revenue received for governmental entity claim for refund of state and county sales and use tax. **Appropriation--General Fund \$0**

Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$7,119,305**

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 \$8,000**

**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 \$35,000**

Special Assessments

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

State Drug Enforce. Proceeds

State funds received for drug forfeiture. **Appropriation--General Fund \$0**

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 \$340,000**

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 \$125,000**

Tower Rental

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 \$1,470,680**

Waste Management Fees

Proceeds are received for landfill disposal. These charges are based on actual needs. Fees are assessed uniformly (\$125 annually) to all residential property owners on the tax bill. **Appropriation--General Fund \$1,302,000**

Water Charges

Proceeds are from the sale of treated water through the distribution system. Revenue estimates are based on historical user trends adjusted to reflect the existing rate structure. **Appropriation--Utility Fund \$10,674,976**

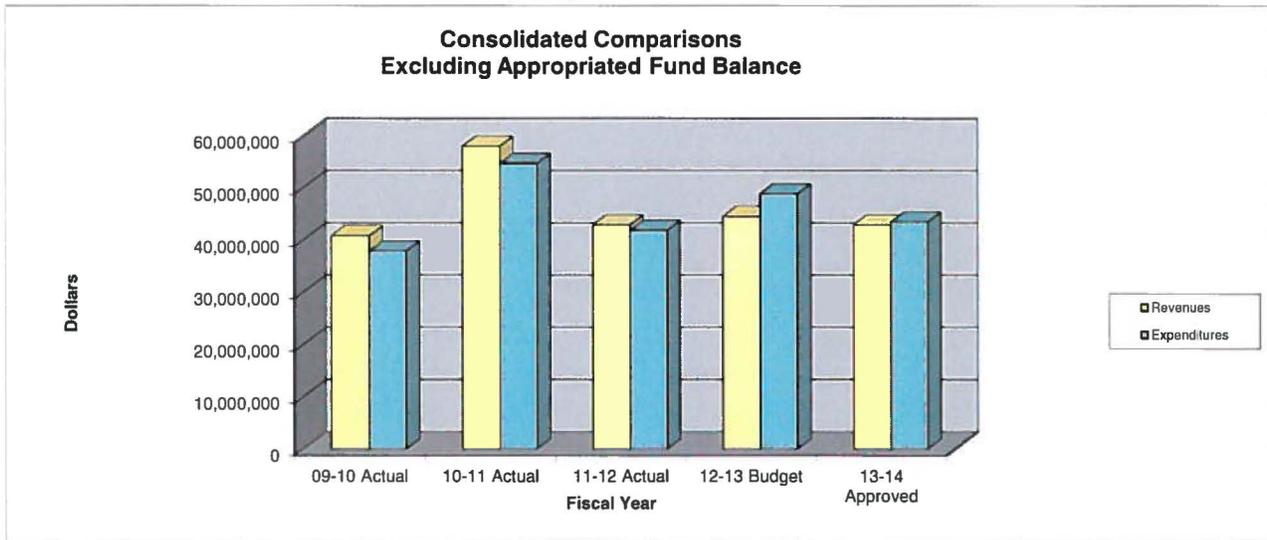
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**CONSOLIDATED BUDGET  
FUND SUMMARIES**

	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 ACTUAL	FY 12-13 BUDGET	FY 13-14 REQUESTED	FY 13-14 APPROVED	VARIANCE	% CHG.
<b>REVENUES</b>								
General Fund	23,354,307	23,470,284	23,681,512	24,763,786	23,544,054	22,862,132	-1,901,654	-8%
Enterprise Fund	17,344,726	34,360,874	19,668,247	19,705,374	19,978,855	19,980,953	275,579	1%
Special Tax District	107,248	74,844	87,737	56,416	0	55,388	-1,028	-2%
<b>SUB-TOTAL</b>	<b>40,806,281</b>	<b>57,906,002</b>	<b>43,437,497</b>	<b>44,525,576</b>	<b>43,522,909</b>	<b>42,898,473</b>	<b>-1,627,103</b>	<b>-4%</b>
Appropriated Fund Balance	0	0	0	4,401,429	0	567,639	-3,833,790	-87%
Less Interfund Activity	-50,000	-20,000	-512,191	-106,890	0	-48,922	57,968	-54%
<b>TOTAL BUDGET</b>	<b>40,756,281</b>	<b>57,886,002</b>	<b>42,925,306</b>	<b>48,820,115</b>	<b>43,522,909</b>	<b>43,417,190</b>	<b>-5,402,925</b>	<b>-11%</b>
<b>EXPENDITURES</b>								
General Fund	23,651,520	24,646,163	23,737,019	26,808,774	30,576,929	23,475,518	-3,333,256	-12%
Enterprise Fund	14,170,072	29,943,198	18,612,811	22,018,766	20,320,375	19,935,206	-2,083,560	-9%
Special Tax District	92,277	52,096	70,162	99,465	708,715	55,388	-44,077	-44%
<b>SUB-TOTAL</b>	<b>37,913,869</b>	<b>54,641,457</b>	<b>42,419,993</b>	<b>48,927,005</b>	<b>51,606,019</b>	<b>43,466,112</b>	<b>-5,460,893</b>	<b>-11%</b>
Less Interfund Activity	-50,000	-20,000	-512,191	-106,890	0	-48,922	57,968	-54%
<b>TOTAL BUDGET</b>	<b>37,863,869</b>	<b>54,621,457</b>	<b>41,907,802</b>	<b>48,820,115</b>	<b>51,606,019</b>	<b>43,417,190</b>	<b>-5,402,925</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

Illustrated below are revenues as they relate to expenditures.

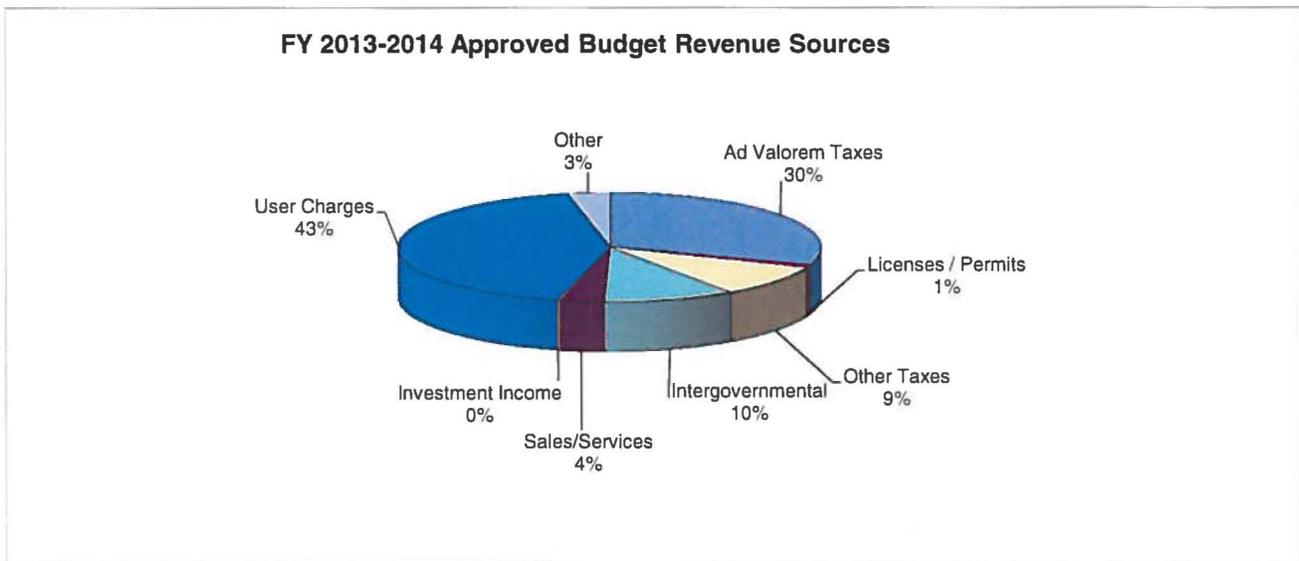


**CONSOLIDATED BUDGET  
REVENUE SUMMARIES**

	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>REVENUES</b>								
<b>Ad Valorem Taxes</b>	11,826,260	11,984,965	12,138,677	12,131,285	13,786,029	12,911,782	780,497	6%
<b>Licenses / Permits</b>	289,050	367,185	327,955	314,505	437,604	437,604	123,099	39%
<b>Other Taxes</b>	4,621,691	4,902,504	5,086,599	5,340,034	3,933,140	3,961,538	-1,378,496	-26%
<b>Intergovernmental</b>	3,789,446	4,471,894	5,184,074	5,090,053	4,338,313	4,338,993	-751,060	-15%
<b>Sales/Services</b>	1,011,554	948,775	1,259,759	1,240,500	1,223,500	1,440,500	200,000	16%
<b>Investment Income</b>	218,532	156,112	89,784	108,794	80,900	81,708	-27,086	-25%
<b>User Charges</b>	16,812,255	17,437,183	17,191,096	17,755,087	18,347,626	18,347,626	592,539	3%
<b>Other</b>	2,237,493	17,637,385	2,159,551	2,545,318	1,375,797	1,378,722	-1,166,596	-46%
<b>SUB-TOTAL</b>	<b>40,806,281</b>	<b>57,906,002</b>	<b>43,437,497</b>	<b>44,525,576</b>	<b>43,522,909</b>	<b>42,898,473</b>	<b>-1,627,103</b>	<b>-4%</b>
<b>Appropriated Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,401,429</b>	<b>0</b>	<b>567,639</b>	<b>-3,833,790</b>	<b>-87%</b>
<b>Less Interfund Activity</b>	<b>-50,000</b>	<b>-20,000</b>	<b>-512,191</b>	<b>-106,890</b>	<b>0</b>	<b>-48,922</b>	<b>57,968</b>	<b>-54%</b>
<b>TOTAL BUDGET</b>	<b>40,756,281</b>	<b>57,886,002</b>	<b>42,925,306</b>	<b>48,820,115</b>	<b>43,522,909</b>	<b>43,417,190</b>	<b>-5,402,925</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

The relative value of major revenue sources are shown below. Taxes Ad-Valorem and User Charges represent 73% of the revenues received by the city.

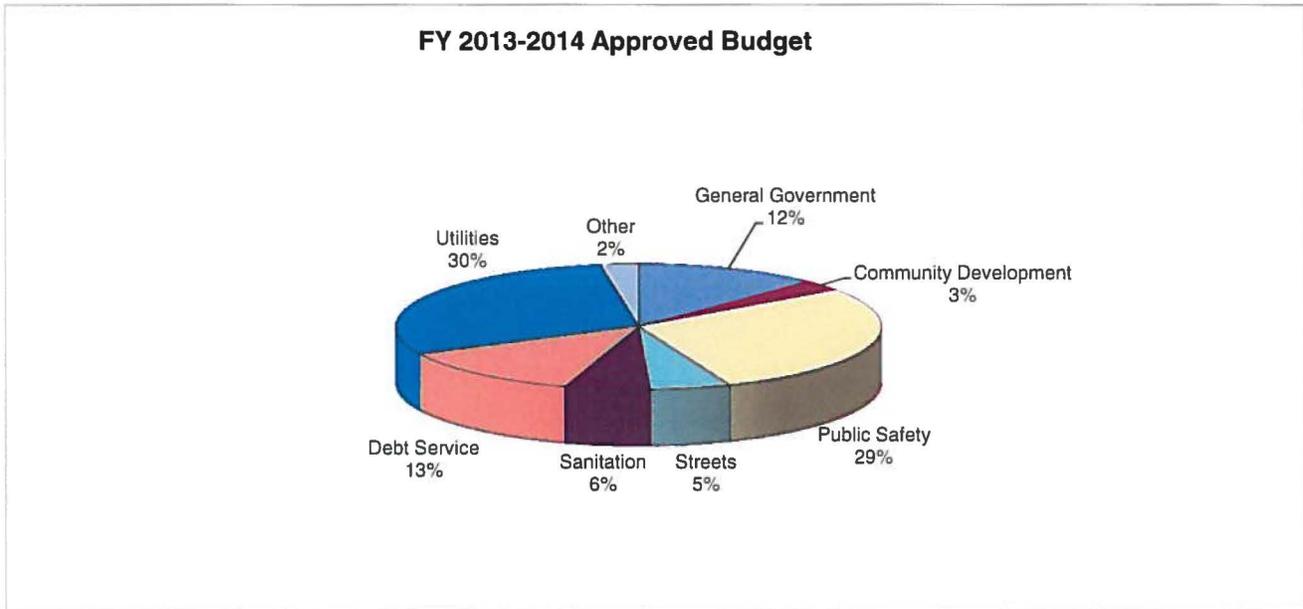


**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>FUNCTIONS</b>								
General Government	5,892,817	6,224,541	6,115,185	5,824,929	5,611,513	5,432,652	-392,277	-7%
Community Development	1,165,067	1,206,556	1,269,348	1,323,014	1,373,853	1,283,526	-39,488	-3%
Public Safety	12,335,938	13,022,764	12,427,152	14,201,373	17,309,321	12,750,520	-1,450,853	-10%
Streets	2,503,097	2,441,139	2,215,920	3,202,826	4,313,584	2,373,769	-829,057	-26%
Sanitation	2,398,121	2,510,662	2,504,079	3,104,516	2,839,141	2,505,534	-598,982	-19%
Debt Service	3,399,451	17,870,154	5,731,603	5,747,183	5,658,358	5,658,358	-88,825	-2%
Utilities	10,623,002	11,954,400	11,760,473	13,352,850	13,596,831	13,210,237	-142,613	-1%
Other	239,896	170,739	1,190,897	3,018,198	1,773,901	1,121,999	-1,896,199	-63%
<b>SUB-TOTAL</b>	<b>38,557,389</b>	<b>55,400,954</b>	<b>43,214,657</b>	<b>49,774,889</b>	<b>52,476,502</b>	<b>44,336,595</b>	<b>-5,438,294</b>	<b>-11%</b>
Less Interfund Activity	-50,000	-20,000	-512,191	-106,890	0	-48,922	57,968	-54%
Interfund Reimbursement	-643,520	-759,497	-794,664	-847,884	-870,483	-870,483	-22,599	3%
<b>TOTAL BUDGET</b>	<b>37,863,869</b>	<b>54,621,457</b>	<b>41,907,802</b>	<b>48,820,115</b>	<b>51,606,019</b>	<b>43,417,190</b>	<b>-5,402,925</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

Expenditures classed by function reflect cost as it relates to total spending. Public safety and utilities represent 59% of the city's total appropriations.

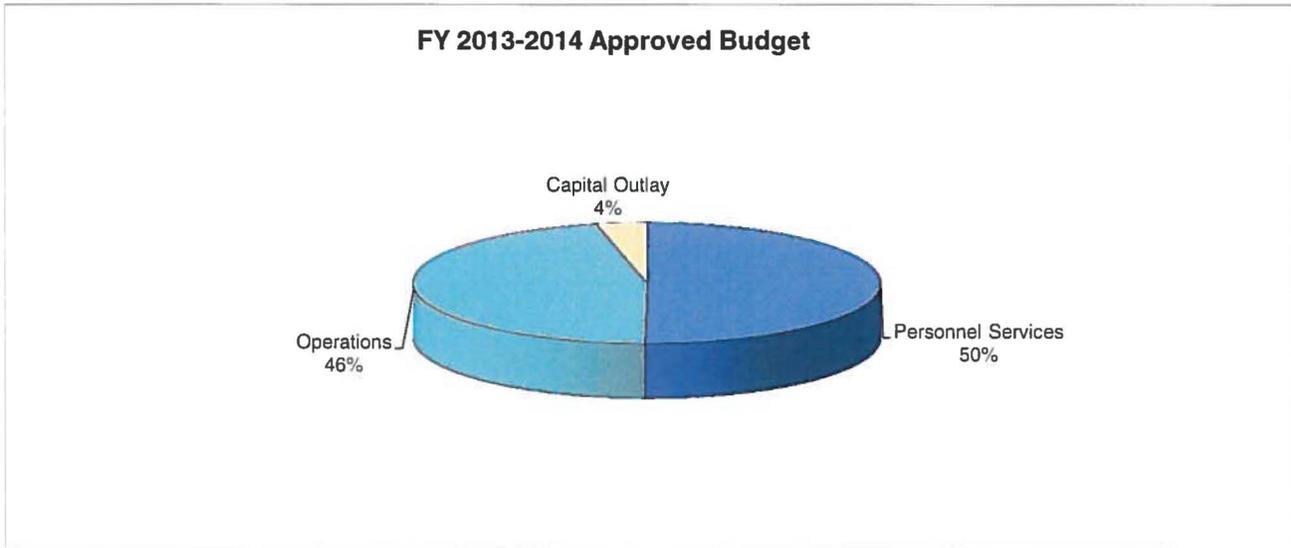


**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>EXPENDITURES</b>								
<b>Personnel Services</b>	19,359,783	20,761,674	21,124,205	22,178,595	22,297,736	22,239,098	60,503	0%
<b>Operations</b>	16,754,559	33,075,843	20,773,699	24,087,272	22,717,695	20,543,992	-3,543,280	-15%
<b>Capital Outlay</b>	2,443,047	1,563,437	1,316,754	3,509,022	7,461,071	1,553,505	-1,955,517	-56%
<b>SUB-TOTAL</b>	<b>38,557,389</b>	<b>55,400,954</b>	<b>43,214,657</b>	<b>49,774,889</b>	<b>52,476,502</b>	<b>44,336,595</b>	<b>-5,438,294</b>	<b>-11%</b>
<b>Less Interfund Activity</b>	-50,000	-20,000	-512,191	-106,890	0	-48,922	-57,968	-54%
<b>Interfund Reimbursement</b>	-643,520	-759,497	-794,664	-847,884	-870,483	-870,483	-22,599	3%
<b>TOTAL BUDGET</b>	<b>37,863,869</b>	<b>54,621,457</b>	<b>41,907,802</b>	<b>48,820,115</b>	<b>51,606,019</b>	<b>43,417,190</b>	<b>-5,402,925</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

As shown below personnel services represent a major percentage of the city's total expenditures. These expenditures include salary and benefit cost for 359 employees. 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**

<b>REVENUE SOURCES</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Prior	207,247	183,909	247,418	230,000	230,000	230,000	0	0%
Current	11,472,282	11,668,499	11,753,820	11,771,894	13,481,029	12,553,029	781,135	7%
Payment in Lieu of Taxes	22,006	31,209	22,923	25,000	25,000	25,000	0	0%
Penalties Less Discounts	69,781	48,642	58,834	50,000	50,000	50,000	0	0%
<b>Total Ad Valorem Taxes</b>	<b>11,771,316</b>	<b>11,932,260</b>	<b>12,082,995</b>	<b>12,076,894</b>	<b>13,786,029</b>	<b>12,858,029</b>	<b>781,135</b>	<b>6%</b>
Local Sales Tax - Article 39	1,962,140	2,066,640	2,196,993	2,232,168	1,615,397	1,643,795	-588,373	-26%
Local Sales Tax - Article 40	929,237	973,287	1,003,615	1,065,291	797,469	797,469	-267,822	-25%
Local Sales Tax - Article 44	760,110	866,295	841,382	924,141	710,176	710,176	-213,965	-23%
Local Sales Tax - Article 42	927,711	992,527	1,041,384	1,116,084	807,698	807,698	-308,386	-28%
Privilege License	41,350	3,685	3,190	2,350	2,400	2,400	50	2%
Past Due	1,143	70	35	0	0	0	0	#DIV/0!
<b>Total Other Taxes</b>	<b>4,621,691</b>	<b>4,902,504</b>	<b>5,086,599</b>	<b>5,340,034</b>	<b>3,933,140</b>	<b>3,961,538</b>	<b>-1,378,496</b>	<b>-26%</b>
Fire Permits / Fines	0	0	0	0	62,000	62,000	62,000	#DIV/0!
City Permits	203,392	206,275	199,082	189,957	240,570	240,570	50,613	27%
County Permits	77,614	156,887	122,930	120,788	128,794	128,794	8,006	7%
Broadway Permits	8,044	4,023	5,943	3,760	6,240	6,240	2,480	66%
<b>Total Licenses / Permits</b>	<b>289,050</b>	<b>367,185</b>	<b>327,955</b>	<b>314,505</b>	<b>437,604</b>	<b>437,604</b>	<b>123,099</b>	<b>39%</b>
Interest Income	115,691	69,969	34,980	60,000	45,000	45,000	-15,000	-25%
Interest on Assessments	2,640	1,769	2,844	2,000	1,400	1,400	-600	-30%
Interest Income - Police Grants	0	18	6	169	0	0	-169	-100%
<b>Total Investment Income</b>	<b>118,331</b>	<b>71,756</b>	<b>37,829</b>	<b>62,169</b>	<b>46,400</b>	<b>46,400</b>	<b>-15,600</b>	<b>-25%</b>
Green Fees Annual	69,794	66,325	0	0	0	0	0	#DIV/0!
Green Fees Daily	147,285	180,714	0	0	0	0	0	#DIV/0!
Cart Fees	189,208	234,499	0	0	0	0	0	#DIV/0!
Tournament	12,000	12,525	0	0	0	0	0	#DIV/0!
Driving Range	14,700	18,766	0	0	0	0	0	#DIV/0!
<b>Total Golf User Charges</b>	<b>432,987</b>	<b>512,828</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>Intergovernmental Revenues</b>								
<b>United States of America</b>								
FEMA Proceeds-Federal	0	97,482	0	0	0	0	0	#DIV/0!
Federal ARRA	0	0	138,163	0	0	0	0	#DIV/0!
Firefighters Grant	0	0	0	234,701	0	0	-234,701	-100%
Police Grants	324,469	193,906	221,939	65,519	0	0	-65,519	-100%
Build American Bonds Rebate	0	4,840	3,696	2,501	1,145	1,145	-1,356	-54%
Federal Drug Forfeiture	0	2,479	0	0	0	0	0	#DIV/0!
<b>State of North Carolina</b>								
Utility Franchise Tax	1,511,780	1,445,370	1,471,408	1,469,635	1,470,680	1,470,680	1,045	0%
Beer & Wine Tax	19,829	62,252	61,044	67,000	64,000	64,000	-3,000	-4%
Powell Bill	746,466	760,294	776,434	780,600	784,343	784,343	3,743	0%
State Drug Forfeiture	3,294	712	22,305	46,500	0	0	-46,500	-100%
Rec. Other Gov.-State	18,160	28,806	30,218	29,372	26,372	26,372	-3,000	-10%
Shared Cable	204,134	193,194	280,532	228,030	203,650	203,650	-24,380	-11%
Court Cost Fees	7,848	15,184	11,589	10,000	9,000	9,000	-1,000	-10%
Disposal Tax	19,132	18,784	19,753	21,000	17,750	17,750	-3,250	-15%
State Grant	0	20,725	0	75,000	0	0	-75,000	-100%
FEMA Proceeds-State	0	32,494	0	0	0	0	0	#DIV/0!
Sales Tax Refund	5,546	2,408	0	0	0	0	0	#DIV/0!
<b>Other Local Governments</b>								
Rec. Other Gov.-Local	0	2,035	0	0	0	0	0	#DIV/0!
Clearwater Fire Protection	0	0	36,000	36,000	36,000	36,000	0	0%
Rec. Lee Co. - Tornado Security	0	0	129,159	0	0	0	0	#DIV/0!
Consolidated Planning Services	373,571	385,108	395,812	399,801	398,559	398,559	-1,242	0%
911 Surcharge Reimbursement	327,183	505,989	253,013	272,777	230,080	230,760	-42,017	-15%
911 Dispatch	189,501	208,548	209,279	202,678	197,657	197,657	-5,021	-2%
Rec. Local Inspections Contract	34,533	17,970	29,303	51,801	17,145	17,145	-34,656	-67%
Financial Services - Broadway	4,000	4,000	4,000	4,000	3,500	3,500	-500	-13%
<b>Total Intergovernmental</b>	<b>3,789,446</b>	<b>4,002,580</b>	<b>4,093,647</b>	<b>3,996,915</b>	<b>3,459,881</b>	<b>3,460,561</b>	<b>-536,354</b>	<b>-13%</b>

**GENERAL FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Sale of Materials	8,618	1,813	4,267	3,000	3,500	3,500	500	17%
Sale of Compost Materials	46,091	43,375	59,363	60,000	60,000	60,000	0	0%
Sale of Fixed Assets	70,788	37,640	94,368	77,500	75,000	75,000	-2,500	-3%
Sale of Land	0	0	2,000	0	0	0	0	#DIV/0!
Waste Mgmt. User Fees	886,057	865,947	1,099,761	1,100,000	1,085,000	1,302,000	202,000	18%
<b>Total Sales and Service</b>	<b>1,011,554</b>	<b>948,775</b>	<b>1,259,759</b>	<b>1,240,500</b>	<b>1,223,500</b>	<b>1,440,500</b>	<b>200,000</b>	<b>16%</b>
Concession	32,026	38,853	0	0	0	0	0	#DIV/0!
Miscellaneous	150	190	0	0	0	0	0	#DIV/0!
Pro Shop Sales	47,177	56,833	0	0	0	0	0	#DIV/0!
<b>Total Golf Other</b>	<b>79,353</b>	<b>95,876</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
Installment Purchase Proceeds	397,000	0	0	950,000	0	0	-950,000	-100%
Transfer in Capital Projects	821	1	7,155	0	0	0	0	#DIV/0!
Youth Council	0	0	2,795	0	0	0	0	#DIV/0!
ABC Revenue	215,000	170,000	205,000	140,000	140,000	140,000	0	0%
Street Charges	300,742	328,979	295,670	340,000	340,000	340,000	0	0%
Rental Income	30,510	24,942	15,510	15,000	0	0	-15,000	-100%
Parking Revenue	18,865	21,291	21,044	20,000	15,000	15,000	-5,000	-25%
Code Enforcement	0	0	0	0	0	0	0	#DIV/0!
Animal Control	2,643	1,297	1,398	1,200	1,500	1,500	300	25%
Cable Franchise Fees	23,261	30,640	31,979	31,500	0	0	-31,500	-100%
Miscellaneous	223,227	44,831	187,293	218,469	150,000	150,000	-68,469	-31%
Civil Violations	7,070	3,898	4,333	4,600	0	0	-4,600	-100%
Tower Rental	4,000	4,200	0	8,000	8,000	8,000	0	0%
License Tag	60	0	0	0	0	0	0	#DIV/0!
Special Assessments	7,240	2,641	20,250	4,000	3,000	3,000	-1,000	-25%
MLK Donations	10,140	3,800	300	0	0	0	0	#DIV/0!
<b>Total Other</b>	<b>1,240,579</b>	<b>636,520</b>	<b>792,728</b>	<b>1,732,769</b>	<b>657,500</b>	<b>657,500</b>	<b>-1,075,269</b>	<b>-62%</b>
<b>SUB-TOTAL GENERAL FUND</b>	<b>23,354,307</b>	<b>23,470,284</b>	<b>23,681,512</b>	<b>24,763,786</b>	<b>23,544,054</b>	<b>22,862,132</b>	<b>-1,901,654</b>	<b>-8%</b>
Appropriated Fund Balance	0	0	0	2,044,988	0	613,386	-1,431,602	-70%
<b>TOTAL GENERAL FUND</b>	<b>23,354,307</b>	<b>23,470,284</b>	<b>23,681,512</b>	<b>26,808,774</b>	<b>23,544,054</b>	<b>23,475,518</b>	<b>-3,333,256</b>	<b>-12%</b>

**GENERAL FUND EXPENDITURES**

<b>DEPARTMENT</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Governing Body	278,407	291,208	308,610	323,803	326,445	327,279	3,476	1%
Administration	195,769	204,259	223,077	253,138	257,885	264,621	11,483	5%
Human Resources	269,980	268,051	276,413	326,643	330,396	281,391	-45,252	-14%
Risk Management	74,494	79,133	72,319	86,495	89,929	82,086	-4,409	-5%
Elections	20,584	0	29,452	0	32,591	32,591	32,591	#DIV/0!
Finance	834,453	853,587	916,225	1,044,325	1,014,496	1,015,522	-28,803	-3%
Information Systems	282,404	296,787	307,929	326,121	336,391	333,572	7,451	2%
Legal	248,211	242,966	231,372	253,893	249,825	246,673	-7,220	-3%
Public Building	1,388,178	1,361,040	899,569	984,430	793,402	777,641	-206,789	-21%
General Services	164,380	171,886	182,294	185,203	212,962	212,199	26,996	15%
Central Office	21,644	19,520	33,195	26,128	23,743	23,743	-2,385	-9%
GF Contributions	687,150	906,447	1,741,854	1,028,759	918,409	818,039	-210,720	-20%
Golf	653,194	722,530	0	0	0	0	0	#DIV/0!
Fleet Maintenance	981,888	1,148,574	1,231,087	1,413,182	1,465,947	1,341,168	-72,014	-5%
Less Fleet Maintenance Charges	-636,904	-796,999	-843,059	-990,054	-1,030,880	-902,774	87,280	-9%
Horticulture	428,985	455,552	504,847	562,863	589,972	578,901	16,038	3%
<b>General Government</b>	<b>5,892,817</b>	<b>6,224,541</b>	<b>6,115,185</b>	<b>5,824,929</b>	<b>5,611,513</b>	<b>5,432,652</b>	<b>-392,277</b>	<b>-7%</b>
Police	6,345,363	7,111,476	6,803,838	7,839,769	7,501,563	7,294,607	-545,162	-7%
Police - 911 Surcharge	327,283	551,116	216,505	272,777	230,676	230,760	-42,017	-15%
Police - Dispatching	1,208,608	898,551	952,435	950,445	941,294	945,693	-4,752	0%
Police Grants	337,428	197,706	225,369	78,458	0	0	-78,458	-100%
Fire	3,758,989	3,860,962	3,841,936	4,381,443	8,218,669	3,870,628	-510,815	-12%
Fire Grant	0	0	0	260,778	0	0	-260,778	-100%
Inspection	358,268	402,952	387,068	417,703	417,119	408,832	-8,871	-2%
<b>Public Safety</b>	<b>12,335,938</b>	<b>13,022,764</b>	<b>12,427,152</b>	<b>14,201,373</b>	<b>17,309,321</b>	<b>12,750,520</b>	<b>-1,450,853</b>	<b>-10%</b>
Street	1,936,439	2,038,004	1,955,980	2,090,838	2,458,063	2,268,248	177,410	8%
Street Capital Imp.	566,658	403,135	259,940	1,111,988	1,855,521	105,521	-1,006,467	-91%
<b>Streets</b>	<b>2,503,097</b>	<b>2,441,139</b>	<b>2,215,920</b>	<b>3,202,826</b>	<b>4,313,584</b>	<b>2,373,769</b>	<b>-829,057</b>	<b>-26%</b>
Solid Waste	1,174,366	1,262,002	1,226,127	1,350,578	1,682,791	1,349,184	-1,394	0%
Sanitation	1,223,755	1,248,660	1,277,952	1,753,938	1,156,350	1,156,350	-597,588	-34%
<b>Sanitation</b>	<b>2,398,121</b>	<b>2,510,662</b>	<b>2,504,079</b>	<b>3,104,516</b>	<b>2,839,141</b>	<b>2,505,534</b>	<b>-598,982</b>	<b>-19%</b>
Community Development	803,756	824,845	903,909	914,211	880,703	873,748	-40,463	-4%
Comm. Enhance.-Code Enforce.	252,920	284,916	267,837	291,683	280,531	300,430	8,747	3%
Comm. Enhancement-Downtown	108,391	96,795	97,602	117,120	212,619	109,348	-7,772	-7%
<b>Community Development</b>	<b>1,165,067</b>	<b>1,206,556</b>	<b>1,269,348</b>	<b>1,323,014</b>	<b>1,373,853</b>	<b>1,283,526</b>	<b>-39,488</b>	<b>-3%</b>
<b>SUB-TOTAL GENERAL FUND</b>	<b>24,295,040</b>	<b>25,405,660</b>	<b>24,531,683</b>	<b>27,656,658</b>	<b>31,447,412</b>	<b>24,346,001</b>	<b>-3,310,657</b>	<b>-12%</b>
Interfund Reimbursements	-643,520	-759,497	-794,664	-847,884	-870,483	-870,483	-22,599	3%
<b>TOTAL GENERAL FUND</b>	<b>23,651,520</b>	<b>24,646,163</b>	<b>23,737,019</b>	<b>26,808,774</b>	<b>30,576,929</b>	<b>23,475,518</b>	<b>-3,333,256</b>	<b>-12%</b>

**UTILITY FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Water Charges	9,809,234	10,097,230	9,973,786	10,300,000	10,674,976	10,674,976	374,976	4%
Sewer Charges	6,570,034	6,827,124	6,675,393	6,900,000	7,119,305	7,119,305	219,305	3%
<b>Total User Charges</b>	<b>16,379,268</b>	<b>16,924,354</b>	<b>16,649,179</b>	<b>17,200,000</b>	<b>17,794,281</b>	<b>17,794,281</b>	<b>594,281</b>	<b>3%</b>
Interest Income	91,355	80,913	37,658	45,000	32,000	32,673	-12,327	-27%
Interest on Assessments	8,464	3,189	13,839	1,500	2,500	2,500	1,000	67%
Interest on Judgements	3	15	159	0	0	0	0	#DIV/0!
<b>Total Investment Income</b>	<b>99,822</b>	<b>84,117</b>	<b>51,656</b>	<b>46,500</b>	<b>34,500</b>	<b>35,173</b>	<b>-11,327</b>	<b>-24%</b>
Taps and Connections	158,172	116,058	153,206	135,000	125,000	125,000	-10,000	-7%
Sewer Surcharge	20,164	11,678	10,641	8,100	8,000	8,000	-100	-1%
Meter Rental	1,745	3,168	3,447	2,500	2,500	2,500	0	0%
Sludge Charge	34,950	35,662	40,061	35,000	35,000	35,000	0	0%
Non Compliance Fines	2,112	2,255	1,829	2,000	0	0	-2,000	-100%
Monitoring Fee	88,704	87,114	88,167	87,000	80,000	80,000	-7,000	-8%
Charges on Past Due Accounts	138,325	150,289	166,791	150,000	155,000	155,000	5,000	3%
Oil and Grease Fees	18,916	20,217	20,458	20,000	20,000	20,000	0	0%
Sales Other Funds	40,726	36,243	24,561	30,000	25,000	25,000	-5,000	-17%
Service Other	1,360	0	0	0	0	0	0	#DIV/0!
Sale of Fixed Property	63,828	0	24,857	15,000	15,000	15,000	0	0%
Special Assessments	0	0	0	0	0	0	0	#DIV/0!
After Hours	3,425	4,620	2,925	3,000	3,000	3,000	0	0%
NSF Charges	5,747	4,708	8,952	6,000	6,000	6,000	0	0%
Miscellaneous	93,508	12,667	2,935	12,515	10,000	10,000	-2,515	-20%
Reimbursement-Golf	0	0	5,552	0	0	0	0	#DIV/0!
Transfer In-Capital Project	0	0	36,486	0	0	0	0	#DIV/0!
Contribution - Utility Fund	0	0	0	2,124	0	0	-2,124	-100%
Contribution - Capital Project	110,311	16,308,691	0	0	0	0	0	#DIV/0!
Contribution - Customer	0	5,225	275	11,876	0	0	-11,876	-100%
Rental Income	83,643	84,496	89,515	95,181	86,500	86,500	-8,681	-9%
<b>Total Other Revenue</b>	<b>865,636</b>	<b>16,883,090</b>	<b>680,656</b>	<b>615,296</b>	<b>571,000</b>	<b>571,000</b>	<b>-44,296</b>	<b>-7%</b>
Federal ARRA Grant	0	0	14,734	0	0	0	0	#DIV/0!
Sales Tax Refund	0	0	0	0	0	0	0	#DIV/0!
FEMA Proceeds-Federal	0	33,277	27,990	0	0	0	0	#DIV/0!
State Grants	0	0	0	131,000	0	0	-131,000	-100%
FEMA Proceeds-State	0	11,092	9,330	0	0	0	0	#DIV/0!
Build American Bonds Rebate	0	424,944	1,038,373	962,138	878,432	878,432	-83,706	-9%
<b>Total Intergovernmental</b>	<b>0</b>	<b>469,313</b>	<b>1,090,427</b>	<b>1,093,138</b>	<b>878,432</b>	<b>878,432</b>	<b>-214,706</b>	<b>-20%</b>
<b>SUB-TOTAL UTILITY FUND</b>	<b>17,344,726</b>	<b>34,360,874</b>	<b>18,471,918</b>	<b>18,954,934</b>	<b>19,278,213</b>	<b>19,278,886</b>	<b>323,952</b>	<b>2%</b>
Appropriated Fund Balance	0	0	0	2,236,867	0	-45,747	-2,282,614	-102%
<b>TOTAL UTILITY FUND</b>	<b>17,344,726</b>	<b>34,360,874</b>	<b>18,471,918</b>	<b>21,191,801</b>	<b>19,278,213</b>	<b>19,233,139</b>	<b>-1,958,662</b>	<b>-9%</b>

**UTILITY FUND EXPENSES**

<b>DEPARTMENT</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>Debt Service</b>	<b>3,399,451</b>	<b>17,870,154</b>	<b>5,731,603</b>	<b>5,747,183</b>	<b>5,658,358</b>	<b>5,658,358</b>	<b>-88,825</b>	<b>-2%</b>
UF Contributions	147,619	118,644	101,594	2,091,768	364,544	364,544	-1,727,224	-83%
<b>Other</b>	<b>147,619</b>	<b>118,644</b>	<b>101,594</b>	<b>2,091,768</b>	<b>364,544</b>	<b>364,544</b>	<b>-1,727,224</b>	<b>-83%</b>
Warehouse	296,912	290,982	294,919	311,408	313,794	313,440	2,032	1%
Less Warehouse Charges	-184,215	-186,352	-217,031	-185,000	-185,000	-185,000	0	0%
UF Administration	1,165,653	1,311,446	1,380,861	1,686,623	1,688,544	1,692,351	5,728	0%
Utility Billing	219,173	233,921	213,714	0	0	0	0	#DIV/0!
Engineering	467,670	502,165	511,889	526,307	500,564	516,672	-9,635	-2%
UF Public Works Administration	250,577	250,090	274,705	348,302	367,102	351,862	3,560	1%
Sewer Const.	1,481,748	1,254,541	1,382,846	1,822,208	1,951,014	1,849,209	27,001	1%
Water Const.	2,488,179	2,684,813	2,700,834	2,897,003	3,315,692	3,097,257	200,254	7%
Water Plant	1,923,482	1,993,316	2,208,765	2,393,925	2,323,454	2,296,089	-97,836	-4%
Wastewater Plant	1,628,271	1,678,752	1,526,180	1,832,147	1,971,667	1,928,357	96,210	5%
Water Capital Imp.	331,128	881,064	954,750	1,090,176	500,000	500,000	-590,176	-54%
Sewer Capital Imp.	554,424	1,059,662	528,041	629,751	850,000	850,000	220,249	35%
<b>Public Utilities</b>	<b>10,623,002</b>	<b>11,954,400</b>	<b>11,760,473</b>	<b>13,352,850</b>	<b>13,596,831</b>	<b>13,210,237</b>	<b>-142,613</b>	<b>-1%</b>
<b>TOTAL UTILITY FUND</b>	<b>14,170,072</b>	<b>29,943,198</b>	<b>17,593,671</b>	<b>21,191,801</b>	<b>19,619,733</b>	<b>19,233,139</b>	<b>-1,958,662</b>	<b>-9%</b>

**GOLF FUND REVENUE**

<b>DEPARTMENT</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Green Fees Annual	0	0	73,082	90,280	83,545	83,545	-6,735	-7%
Green Fees Daily	0	0	181,211	187,807	185,000	185,000	-2,807	-1%
Cart Fees	0	0	255,875	250,000	255,000	255,000	5,000	2%
Tournament	0	0	12,600	11,000	11,000	11,000	0	0%
Driving Range	0	0	19,149	16,000	18,800	18,800	2,800	18%
<b>Total Golf User Charges</b>	<b>0</b>	<b>0</b>	<b>541,917</b>	<b>555,087</b>	<b>553,345</b>	<b>553,345</b>	<b>-1,742</b>	<b>0%</b>
Interest Income	0	0	69	0	0	0	0	#DIV/0!
<b>Total Investment Income</b>	<b>0</b>	<b>0</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
Concession	0	0	39,640	35,000	39,000	39,000	4,000	11%
Miscellaneous	0	0	580	1,463	2,800	2,800	1,337	91%
Pro Shop Sales	0	0	58,791	52,000	58,000	58,000	6,000	12%
Contribution from General Fund	0	0	482,191	106,890	47,497	48,922	-57,968	-54%
Sale of Capital Assets	0	0	73,141	0	0	0	0	#DIV/0!
<b>Total Golf Other</b>	<b>0</b>	<b>0</b>	<b>654,343</b>	<b>195,353</b>	<b>147,297</b>	<b>148,722</b>	<b>-46,631</b>	<b>-24%</b>
<b>SUB-TOTAL GOLF FUND</b>	<b>0</b>	<b>0</b>	<b>1,196,329</b>	<b>750,440</b>	<b>700,642</b>	<b>702,067</b>	<b>-48,373</b>	<b>-6%</b>
Appropriated Fund Balance	0	0	0	76,525	0	0	-76,525	-100%
<b>TOTAL GOLF FUND</b>	<b>0</b>	<b>0</b>	<b>1,196,329</b>	<b>826,965</b>	<b>700,642</b>	<b>702,067</b>	<b>-124,898</b>	<b>-15%</b>

**GOLF FUND EXPENSES**

<b>DEPARTMENT</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Golf	0	0	1,019,141	826,965	700,642	702,067	-124,898	-15%
<b>Total Other</b>	<b>0</b>	<b>0</b>	<b>1,019,141</b>	<b>826,965</b>	<b>700,642</b>	<b>702,067</b>	<b>-124,898</b>	<b>-15%</b>
<b>TOTAL GOLF EXPENSES</b>	<b>0</b>	<b>0</b>	<b>1,019,141</b>	<b>826,965</b>	<b>700,642</b>	<b>702,067</b>	<b>-124,898</b>	<b>-15%</b>

**SPECIAL TAX FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Current Year Taxes	53,535	51,871	53,772	53,091	0	52,728	-363	-1%
Prior Year Taxes	983	479	1,557	1,000	0	800	-200	-20%
Penalties Less Discounts	426	356	353	300	0	225	-75	-25%
<b>Total Ad Valorem Taxes</b>	<b>54,944</b>	<b>52,705</b>	<b>55,682</b>	<b>54,391</b>	<b>0</b>	<b>53,753</b>	<b>-638</b>	<b>-1%</b>
Interest Income	379	238	230	125	0	135	10	8%
<b>Total Investment Income</b>	<b>379</b>	<b>238</b>	<b>230</b>	<b>125</b>	<b>0</b>	<b>135</b>	<b>10</b>	<b>8%</b>
Parking Revenues	1,925	1,900	1,825	1,900	0	1,500	-400	-21%
Contribu. From General	50,000	20,000	30,000	0	0	0	0	#DIV/0!
<b>Total Other</b>	<b>51,925</b>	<b>21,900</b>	<b>31,825</b>	<b>1,900</b>	<b>0</b>	<b>1,500</b>	<b>-400</b>	<b>-21%</b>
<b>SUB-TOTAL SPEC. TAX</b>	<b>107,248</b>	<b>74,844</b>	<b>87,737</b>	<b>56,416</b>	<b>0</b>	<b>55,388</b>	<b>-1,028</b>	<b>-2%</b>
Appropriated Fund Balance	0	0	0	43,049	0	0	-43,049	-100%
<b>TOTAL SPECIAL TAX</b>	<b>107,248</b>	<b>74,844</b>	<b>87,737</b>	<b>99,465</b>	<b>0</b>	<b>55,388</b>	<b>-44,077</b>	<b>-44%</b>

**SPECIAL TAX FUND EXPENDITURES**

<b>DEPARTMENT</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 ACTUAL</b>	<b>FY 11-12 ACTUAL</b>	<b>FY 12-13 BUDGET</b>	<b>FY 13-14 REQUESTED</b>	<b>FY 13-14 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Special Tax	92,277	52,096	70,162	99,465	708,715	55,388	-44,077	-44%
<b>Total Other</b>	<b>92,277</b>	<b>52,096</b>	<b>70,162</b>	<b>99,465</b>	<b>708,715</b>	<b>55,388</b>	<b>-44,077</b>	<b>-44%</b>
<b>TOTAL SPECIAL TAX</b>	<b>92,277</b>	<b>52,096</b>	<b>70,162</b>	<b>99,465</b>	<b>708,715</b>	<b>55,388</b>	<b>-44,077</b>	<b>-44%</b>

## Staffing Comparison

Department	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Approved
Governing Body - Elected	9	9	9	9	9
Administration	2	2	3	3	3
Human Resources	4	4	4	4	4
Risk Management	1	1	1	1	1
Financial Services	8	8	8	9	9
Information Systems	2	2	2	2	2
Legal	2	2	2	2	2
Public Building	3	3	3	3	3
General Services	2	2	2	2	2
Golf	6	6	0	0	0
Fleet Maintenance	5	5	5	5	5
Horticulture	6	6	6	6	6
<b>TOTAL GENERAL GOVERNMENT</b>	<b>50</b>	<b>50</b>	<b>45</b>	<b>46</b>	<b>46</b>
Police	106	106	106	106	106
Fire	53	53	54	54	54
Inspections	7	7	7	7	7
<b>TOTAL PUBLIC SAFETY</b>	<b>166</b>	<b>166</b>	<b>167</b>	<b>167</b>	<b>167</b>
Street	18	18	18	18	18
<b>TOTAL STREET</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
Solid Waste	18	18	18	18	18
<b>TOTAL SANITATION</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
Community Development	10	10	10	10	10
Code Enforcement	4	4	4	4	4
Downtown/HPC	1	1	1	1	1
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>TOTAL GENERAL FUND</b>	<b>267</b>	<b>267</b>	<b>263</b>	<b>264</b>	<b>264</b>

Includes permanent part-time position and frozen position

Includes permanent part-time position

Includes frozen position(s)

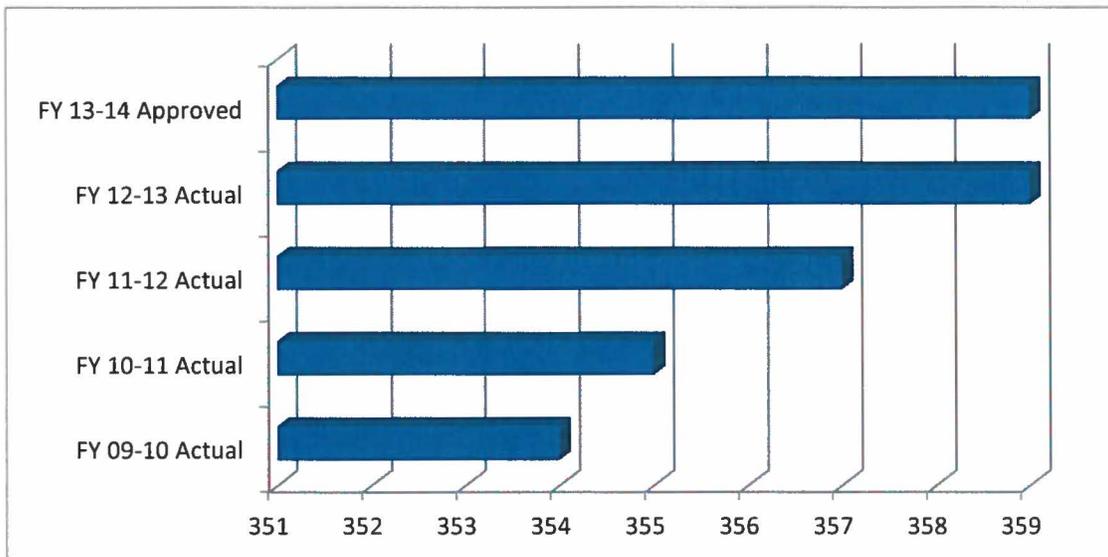
## Staffing Comparison

Department	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Approved
Warehouse	1	1	1	1	1
UF Administration	8	9	9	11	11
Utility Billing	2	2	2	0	0
Engineering	8	8	8	8	8
Public Works Administration	3	3	3	4	4
Sewer Construction & Maintenance	13	14	14	14	14
Water Construction & Maintenance	28	27	27	27	27
Water Plant	11	11	11	11	11
Wastewater Treatment Plant	13	13	13	13	13
<b>TOTAL PUBLIC UTILITIES</b>	<b>87</b>	<b>88</b>	<b>88</b>	<b>89</b>	<b>89</b>
<b>TOTAL UTILITY FUND</b>	<b>87</b>	<b>88</b>	<b>88</b>	<b>89</b>	<b>89</b>
<b>TOTAL GOLF FUND</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>87</b>	<b>88</b>	<b>94</b>	<b>95</b>	<b>95</b>
<b>GRAND TOTAL</b>	<b>354</b>	<b>355</b>	<b>357</b>	<b>359</b>	<b>359</b>

Includes permanent part-time position

Includes frozen position(s)

**Total Budgeted Employees**



## GENERAL FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Firewall Appliance	Information Systems	\$ 3,800		\$ 3,800
1	Server	Information Systems	9,500		9,500
1	Projector	Information Systems-Public Access	3,100		3,100
1	Data server	Fire	10,800		10,800
1	Server	Police	17,000		17,000
4	Mobile data terminals	Police	25,000		25,000
	<b>Subtotal Computers and Equipment</b>		<b>\$ 69,200</b>	<b>\$ -</b>	<b>\$ 69,200</b>
	Four bay metal storage building	Fire		\$ 370,000	\$ -
	Renovation at #2 station	Fire	639,585		-
	#4 fire station	Fire		1,960,000	-
	Maple Avenue revitalization project	Street Capital	100,000	-	-
	<b>Subtotal Major Capital Construction</b>		<b>\$ 739,585</b>	<b>\$ 2,330,000</b>	<b>\$ -</b>
	Bay doors at Central	Fire	\$ 85,000		\$ -
	Concrete at Central	Fire	75,000		-
	Replace floor at #3	Fire	9,450		9,450
	Space re-allocation at #3	Fire		35,000	-
	Roof replacement	Fleet Maintenance	50,000		50,000
	Improvements at city hall	Public Building	40,000		-
	Acoustic panels at service center	Public Building		6,245	-
	Rebuild berm backstop at police training center	Police	15,000		15,000
1	Monument sign	Downtown/HPC		80,000	-
	Preservation of ghost signage	Downtown/HPC		3,700	
	Mural arts program	Downtown/HPC		20,000	-
	<b>Subtotal Other Construction</b>		<b>\$ 274,450</b>	<b>\$ 144,945</b>	<b>\$ 74,450</b>
1	VHF P-25 base repeater	Fire		24,150	-
1	UHF portable radio	Fire		3,600	3,600
1	Respirator fit test kit	Fire		8,350	8,350
1	Roller	Street	45,000		45,000
1	Tack wagon	Street	10,000		10,000
1	Vinyl cutter / plotter	Street	7,000		7,000
1	Mower	Solid Waste	4,500		-
1	Tractor	Solid Waste	35,000		-
1	Mower	Solid Waste	3,000		-
1	Curb cutter tractor	Solid Waste	45,000		-
1	Zero turn commercial mower	Horticulture	13,286		13,286
	<b>Subtotal Other Equipment</b>		<b>\$ 162,786</b>	<b>\$ 36,100</b>	<b>\$ 87,236</b>
1	SUV	Fire	31,175		28,000
1	Investigative vehicle	Police	26,011		-
2	3/4 ton truck	Horticulture	37,000		18,500
1	SUV	General Services	28,000		28,000
3	1/2 ton 4X4 truck	Solid Waste	58,500		19,500
2	1/2 ton truck	Solid Waste	35,000		-
1	1/2 ton super cab truck	Solid Waste	24,000		-
4	1/2 ton truck	Street	70,000		17,500
1	1 ton service truck	Street	30,000		-
	<b>Subtotal Vehicles</b>		<b>\$ 339,686</b>	<b>\$ -</b>	<b>\$ 111,500</b>

## GENERAL FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
2	Leaf vac truck	Solid Waste	282,000		141,000
1	Mini pumper / brush truck	Fire	131,000		-
1	Pumper	Fire	480,000		-
1	Dump truck	Street	80,000		-
1	Backhoe	Street	80,000		80,000
	<b>Subtotal Heavy Equipment</b>		<b>\$ 1,053,000</b>	<b>\$ -</b>	<b>\$ 221,000</b>
1	Land acquisition for #4 fire station	Fire		500,000	-
	<b>Subtotal Land Acquisition</b>		<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>
	<b>Subtotal General Fund</b>		<b>\$ 2,638,707</b>	<b>\$ 3,011,045</b>	<b>\$ 563,386</b>
	Less E-911 Equipment				-
	<b>TOTAL GENERAL FUND</b>		<b>\$ 2,638,707</b>	<b>\$ 3,011,045</b>	<b>\$ 563,386</b>

## UTILITY FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
3	Backhoe	Water C & M	234,000		156,000
1	Sewer Pipe Cleaning Easement Machine	Sewer C & M		41,500	41,500
1	2 Ton Dump Truck	Sewer C & M	85,000		85,000
1	Lachat Quickchem System	WWTP		80,000	80,000
1	Variable Frequency Drive	WTP	96,808		96,808
	<b>Subtotal Heavy Equipment</b>		<b>\$ 415,808</b>	<b>\$ 121,500</b>	<b>\$ 459,308</b>
2	Flocculator Gear Boxes	WTP	41,000		41,000
1	Tractor Mower	WTP	20,811		20,811
2	Programmable Logic Controller	WTP	10,500		10,500
1	Trench Shield	Sewer C & M		7,000	7,000
	<b>Subtotal Other Equipment</b>		<b>\$ 72,311</b>	<b>\$ 7,000</b>	<b>\$ 79,311</b>
	Carpet replacement at WTP	WTP	6,500		6,500
	<b>Subtotal Other Construction</b>		<b>\$ 6,500</b>	<b>\$ -</b>	<b>\$ 6,500</b>
	Gaster's Creek Lift Station Upgrade	Sewer Capital	250,000		250,000
	<b>Subtotal Major Capital Construction</b>		<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>
1	Small Four Door Sedan	PW Admn.	17,700		-
1	1/2 Ton 4X4 Truck	WTP	19,500		19,500
1	Electric Utility Vehicle	WTP		15,000	-
1	1/2 Ton Truck	WTP	17,500		-
2	1/2 Ton 4X4 Truck	WWTP	39,000		19,500
1	1 Ton Utility Truck	WWTP	29,000		-
1	Electric Utility Vehicle	WWTP		27,000	27,000
3	1/2 Ton Truck	Sewer C & M	52,500		17,500
1	3/4 Ton 4X4 Truck	Sewer C & M	22,500		-
2	1 Ton Utility Truck	Sewer C & M	58,000		29,000
1	Truck	Sewer C & M	16,500		-
4	1/2 Ton Truck	Water C & M	70,000		17,500
1	1/2 Ton 4X4 Truck	Water C & M	19,500		19,500
3	Truck	Water C & M	49,500		16,500
3	1 Ton utility truck	Water C & M	87,000		29,000
	<b>Subtotal Vehicles</b>		<b>\$ 498,200</b>	<b>\$ 42,000</b>	<b>\$ 195,000</b>
	<b>TOTAL UTILITY FUND</b>		<b>\$ 1,242,819</b>	<b>\$ 170,500</b>	<b>\$ 990,119</b>

## DEBT SERVICE

The North Carolina General Statutes are very specific about the amount of general long term debt that can be issued by local governments. The statutes state that long-term debt, net of debt issued for specific enterprise activities, cannot exceed eight percent of the assessed valuation of the governmental unit. The legal debt limit of the City as of June 30, 2012 is as shown in the following table.

Assessed Valuations	<u>\$ 2,217,370,863</u>
Debt limit 8% of assessed valuations	\$ 177,389,669
Amount of debt applicable to debt limit	-
Outstanding debt not evidenced by bonds:	
Notes	19,288,225
Installment purchase contracts	209,050
Capital leases	-
Annexation liability for fire protection	<u>2,185</u>
	19,499,460
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>-</u>
Net Debt	<u>19,499,460</u>
<b>LEGAL DEBT MARGIN</b>	<b><u>\$ 157,890,209</u></b>

Revenue bonds in the amount of \$52.8 million were issued in December of 2010 to fund an expansion of the Wastewater Treatment Plant. This expansion will boost capacity from 6.8 to 12 million gallons daily by 2014. The bond ratings received for these bonds are as follows:

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

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

The City has increased water and sewer rates for the sixth consecutive year to accommodate the debt service for our planned capital improvements in the Utility Fund. The City must continue to adjust our rates in order to maintain a strong bond rating, adequate reserves, and debt coverage necessary to meet our obligations.

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

The debt service coverage ratio calculation for the year ended June 30, 2012 is as follows:

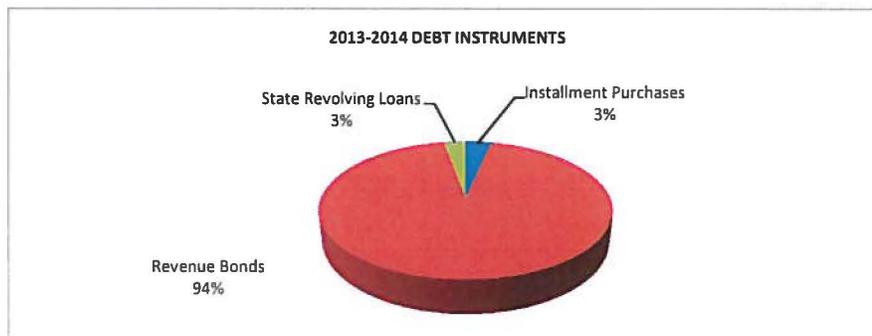
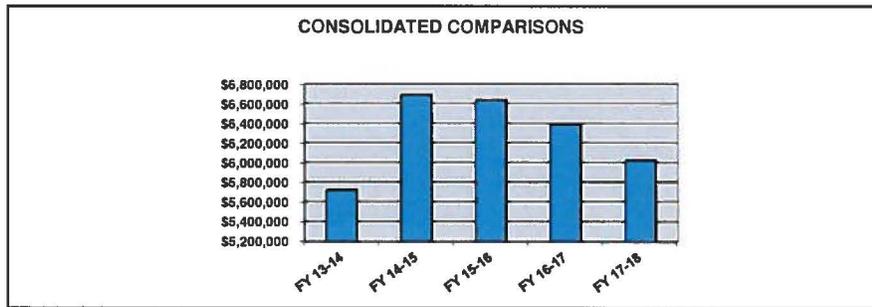
Operating revenues	\$ 17,307,347
Operating expenses	<u>(13,652,025)</u>
Operating income	3,655,322
Non-operating revenues (expenses)*	<u>83,836</u>
Income before transfers and capital contributions	3,739,158
Adjustments:	
Depreciation and amortization expense (net)	3,462,848
Interest expense	128,039
Other postemployment benefit accrued expense	293,363
Replacement of capital assets	<u>945,609</u>
Income available for debt service	<u><u>\$ 8,569,017</u></u>
Parity debt service (Revenue bonds only)	\$ 5,455,703
Parity debt service coverage ratio	1.57
G.O., Subordinate, and all other indebtedness	<u>304,514</u>
Total debt service	<u><u>\$ 5,760,217</u></u>

Total debt service coverage ratio 1.49

\*Per rate covenants, this does not include revenue bond interest paid of \$2,915,703.

**SCHEDULE OF DEBT SERVICE**

<b>DESCRIPTIONS</b>	<b>FY 13-14 REQ.</b>	<b>FY 14-15 REQ.</b>	<b>FY 15-16 REQ.</b>	<b>FY 16-17 REQ.</b>	<b>FY 17-18 REQ.</b>	<b>FY 18-35 REQ.</b>	<b>TOTAL</b>
<b>Installment Purchases</b>							
Street Resurfacing; dated 7/12/2012; 2.09% interest; BB & T; 10 years outstanding \$885,415	\$ 105,520	\$ 105,520	\$ 105,520	\$ 105,520	\$ 105,520	\$ 448,461	\$ 976,062
Police Dept.; 911 Communications Console: dated 11/03/09; 5 years; outstanding \$128,134	88,666	44,333	-	-	-	-	132,999
	<b>\$ 194,186</b>	<b>\$ 149,853</b>	<b>\$ 105,520</b>	<b>\$ 105,520</b>	<b>\$ 105,520</b>	<b>\$ 448,461</b>	<b>\$ 1,109,060</b>
<b>Revenue Bonds</b>							
Revenue Bonds Series 2010; issued 12/22/10; 3.51% interest; outstanding \$46,925,000	5,362,603	5,281,603	5,280,853	5,031,853	4,668,506	54,494,083	80,119,501
	<b>\$ 5,362,603</b>	<b>\$ 5,281,603</b>	<b>\$ 5,280,853</b>	<b>\$ 5,031,853</b>	<b>\$ 4,668,506</b>	<b>\$ 54,494,083</b>	<b>\$ 80,119,501</b>
<b>State Revolving Loans</b>							
Water Imp.; 2.6% interest; issued 11/1/00; due annually to 2022; outstanding \$877,500	120,315	117,780	115,245	112,710	110,175	415,350	991,575
Water Treatment Plant; 0% interest; issued 1/29/10; due annually to 2030; outstanding \$768,045	45,179	45,179	45,179	45,179	45,179	542,150	768,045
WWTP SRF Loan; 2.22% interest; issued 10/4/2010; 20 years; outstanding \$17,500,000	-	1,095,096	1,093,099	1,093,099	1,093,099	17,465,348	21,839,740
	<b>\$ 165,494</b>	<b>\$ 1,258,055</b>	<b>\$ 1,253,523</b>	<b>\$ 1,250,988</b>	<b>\$ 1,248,453</b>	<b>\$ 18,422,848</b>	<b>\$ 23,599,360</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 5,722,283</b>	<b>\$ 6,689,511</b>	<b>\$ 6,639,896</b>	<b>\$ 6,388,361</b>	<b>\$ 6,022,479</b>	<b>\$ 73,365,392</b>	<b>\$ 104,827,922</b>



Note: Principle and interest included with annual requirements.

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## GENERAL FUND

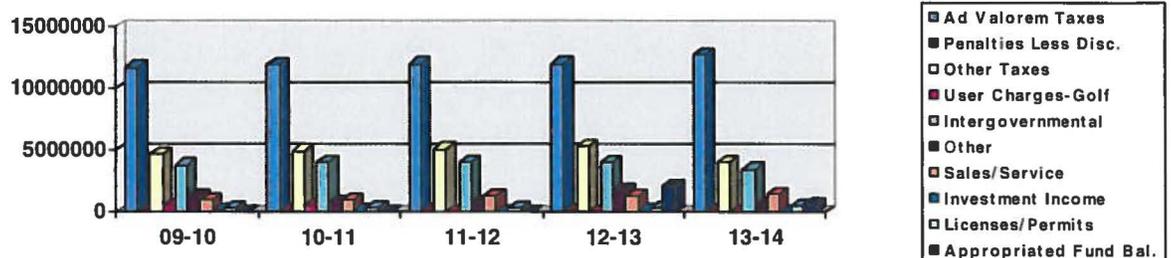
**Goal:** To account for the revenues of all city departments except those required to be accounted for in other funds.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Ad Valorem Taxes	11,701,535	11,883,618	12,024,161	12,026,895	13,736,029	12,808,029
Penalties Less Disc.	69,781	48,642	58,834	50,000	50,000	50,000
Other Taxes	4,621,691	4,902,504	5,086,599	5,340,034	3,933,140	3,961,538
User Charges-Golf	432,987	512,828	0	0	0	0
Intergovernmental	3,789,446	4,002,580	4,093,647	3,996,915	3,459,881	3,460,561
Other	1,319,932	732,396	792,728	1,732,769	657,500	657,500
Sales/Service	1,011,554	948,775	1,259,759	1,240,500	1,223,500	1,440,500
Investment Income	118,331	71,756	37,829	62,169	46,400	46,400
Licenses/Permits	289,050	367,185	327,955	314,505	437,604	437,604
Appropriated Fund Balance	0	0	0	2,044,988	0	613,386
<b>Total</b>	<b>23,354,307</b>	<b>23,470,284</b>	<b>23,681,512</b>	<b>26,808,774</b>	<b>23,544,054</b>	<b>23,475,518</b>

### GRAPHIC REPRESENTATION

**FY 13-14** revenues reflect a decrease of \$3,333,256 or twelve (12%) percent compared to the FY 12-13 budget. Ad valorem taxes and penalties less discounts are showing a combined increase of \$781,135 or six percent (6%) from prior year due to an increase of three cents on the tax rate. Other tax revenue shows a decrease in the amount of \$1,378,496 or twenty-six percent (26%) resulting from Lee County's decision to change the sales tax distribution methodology. Intergovernmental reflects a \$536,354 or thirteen percent (13%) decrease mainly due to the appropriation of grant funds in prior year as well a decrease shown within current year for city / county interlocal agreements. Investment income reflects a decrease in the amount of \$15,600 or twenty-five percent (25%) compared to prior year. Other revenue reflects a decrease of \$1,075,269 or sixty-two (62%) percent mainly due to installment purchase proceeds in the amount of \$950,000 budgeted in FY 12-13. Sales and service reflects an increase of \$200,000 or sixteen percent (16%) which includes an increase in the annual waste management fee of \$25 per household. Licenses and permits show an increase of \$123,099 or thirty-nine percent (39%) compared to prior year due to user fee adjustments in the Fire and Inspections departments. Fund balance is appropriated for the purchase of one time capital items only. **FY 12-13** reflects a substantial increase from FY 11-12 mainly due to fund balance appropriation. Council increased compost fees in **FY 12-13** and is shown within sales and service. **FY 11-12** intergovernmental includes funds received from Lee County for security provided after a tornado destroyed area businesses and residential housing. Council elected to move the golf department into an Enterprise Fund in **FY 11-12**. The city increased the annual waste management fee in **FY 11-12** from \$100 to \$125 resulting in additional revenue within sales and services. A tornado devastated the community in the spring of 2011. Additional permitting revenue is shown within **FY 10-11** for permits issued to re-build the community. **FY 09-10** includes installment purchase proceeds in the amount of \$397,000 shown within other revenue.



## GENERAL FUND

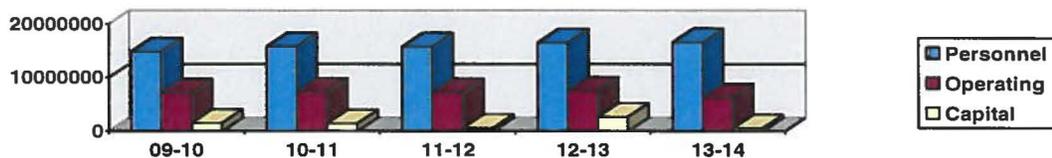
**Goal:** To account for the expenditures of all city departments except those required to be accounted for in other funds.

### EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	14,895,478	15,893,790	15,827,599	16,537,788	16,716,680	16,617,739
Operating	7,194,124	7,322,841	7,297,547	7,560,046	8,212,497	6,294,393
Capital Outlay	1,561,918	1,429,532	611,873	2,710,940	5,647,752	563,386
Total	23,651,520	24,646,163	23,737,019	26,808,774	30,576,929	23,475,518
Budgeted Employees	267	267	263	264	264	264

### GRAPHIC REPRESENTATION

**FY 13-14** expenditures reflect a decrease of \$3,333,256 or twelve (12%) percent compared to the FY 12-13 budget. Personnel costs represent seventy-one (71%) percent of the total general fund budget. Personnel costs reflect a 0.33% state mandated employer retirement contribution increase as well as a change in method of funding unemployment insurance. Cost of living or merit adjustments are not funded. A part time public information officer has been converted into a full time position. Four (4) positions remain frozen and are included within the Human Resources, Solid Waste, and Inspections departments. However, to help offset the revenue deficit two additional positions are frozen - one police front desk position and one firefighter position. For the second consecutive year, the city has avoided additional expenses in health care by shifting the burden to its employees. Healthcare user fees including co-pays and deductibles were increased to keep our premiums stable. Operating shows a \$1,265,653 or twenty percent (20%) decrease from prior year. This decrease is related to grant funds budgeted in prior year (new recycling carts, self-contained breathing apparatus, bullet proof vests, etc.), a salary survey budgeted in prior year, a decrease in fuel prices, and reduced contributions to the golf fund and capital projects. The contribution to Lee County for animal control was eliminated. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. Capital outlay funding includes roof replacement at the shop, a leaf vac truck, a backhoe, and other various items listed at the departmental level. **FY 12-13** personnel costs include a 2.5% cost of living adjustment for employees and a 0.14% reduction in the employer retirement contribution. The city elected to make changes to health plan copays and deductibles rather than increase health insurance premiums. Employees now have the option to choose between a Preferred Provider Organization (PPO) or a Consumer Driven Health Plan (CDHP). A new computer systems administrator position is funded within the Finance department. Street paving funds are included in **FY 12-13** and shown within capital outlay. Personnel adjustments in **FY 11-12** reflect a 3% cost of living adjustment, an additional 0.53% state mandated employer retirement contribution, a 9% health insurance premium adjustment, and the addition of a part-time grant writer position. Also funded within **FY 11-12** are mobile radios and new software to allow the public online access to police reports, fifty-two (52) golf cars, police vehicles, a heavy duty equipment truck, and a tractor with flail mowers. **FY 10-11** includes a 2.5% cost of living adjustment for employees, the first year of an additional state mandated employer retirement contribution of 1.55%, a 2.8% health insurance premium adjustment, and shown within the operating cost center an increase due to the retirement of debt. A total of six (6) positions were frozen in **FY 09-10** to help offset the revenue deficit. They are included within the Human Resources, Police, Solid Waste, and Inspections departments.



**FUND BALANCE GOVERNMENTAL FUNDS**

	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>BUDGET 13-14</b>
<b>GENERAL FUND</b>					
BEGINNING BALANCE	\$ 14,437,184	\$ 13,742,151	\$ 12,546,272	\$ 11,580,210	\$ 8,380,102
REVENUES					
AD VALOREM TAXES	11,771,316	11,932,260	12,082,995	12,076,894	12,858,029
INTERGOVERNMENTAL	3,789,448	4,002,580	4,093,647	3,996,915	3,460,561
SALES TAX	4,621,691	4,902,504	5,086,599	5,340,034	3,961,538
OTHER	2,774,033	2,632,940	2,418,271	2,399,943	2,582,004
TOTAL	<u>22,956,488</u>	<u>23,470,284</u>	<u>23,681,512</u>	<u>23,813,786</u>	<u>22,862,132</u>
EXPENDITURES					
GENERAL GOVERNMENT	5,196,028	5,465,042	5,320,520	4,977,045	4,562,169
PUBLIC SAFETY	12,335,939	13,022,764	12,427,152	14,201,373	12,750,520
STREETS	2,503,096	2,441,139	2,215,920	3,202,826	2,373,769
SANITATION	2,398,121	2,510,662	2,504,079	3,104,516	2,505,534
COMMUNITY DEV.	1,165,067	1,206,556	1,269,348	1,323,014	1,283,526
TOTAL	<u>23,598,251</u>	<u>24,646,163</u>	<u>23,737,019</u>	<u>26,808,774</u>	<u>23,475,518</u>
TRANSFER TO OTHER FUNDS	53,270	20,000	910,555	205,120	48,922
<b>ENDING BALANCE</b>	<b><u>\$ 13,742,151</u></b>	<b><u>\$ 12,546,272</u></b>	<b><u>\$ 11,580,210</u></b>	<b><u>\$ 8,380,102</u></b>	<b><u>\$ 7,717,794</u></b>

Note: The City strives to use fund balance for nonrecurring capital expenditures only.

## GOVERNING BODY

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

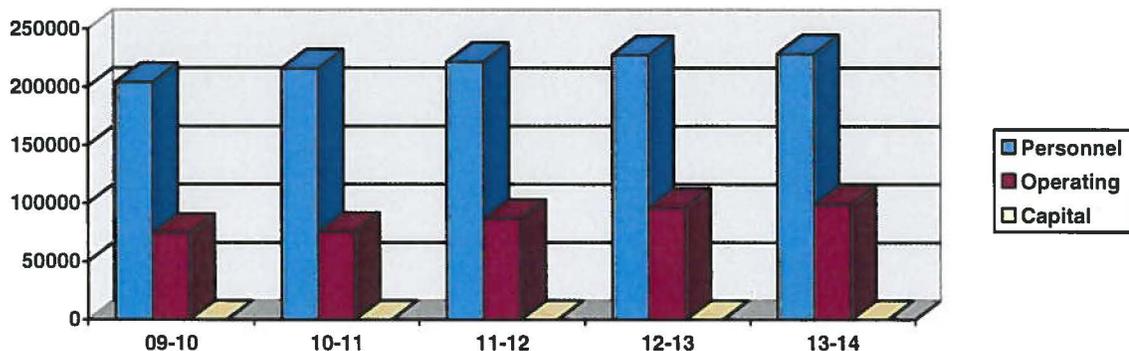
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	204,087	215,812	221,657	227,501	228,345	228,639
Operating	74,320	75,396	86,953	96,302	98,100	98,640
Capital	0	0	0	0	0	0
Subtotal	278,407	291,208	308,610	323,803	326,445	327,279
Less Interfund Reimbursement	(49,659)	(55,279)	(64,576)	(67,018)	(71,790)	(71,790)
<b>Total</b>	<b>228,748</b>	<b>235,929</b>	<b>244,034</b>	<b>256,785</b>	<b>254,655</b>	<b>255,489</b>
Budgeted Employees	9	9	9	9	9	9

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$3,476 or 1% compared to **FY 12-13** budget prior to interfund reimbursements. Personnel costs reflect a 0.33% state mandated employer retirement contribution increase as well as a change in method of funding unemployment insurance. Cost of living or merit adjustments are not funded. Operating reflects an increase for additional funds required due to the election. **FY 12-13** personnel cost center reflects a 2.5% cost of living adjustment and a retirement contribution rate decrease of 0.14%. A 3% cost of living adjustment, a 9% health insurance increase as well as a state mandated retirement contribution rate increase of 0.53% are included in **FY 11-12** personnel cost center. **FY 11-12** operating cost center reflects funding for tourism brochures to market the City of Sanford as well as the purchase of iPads for council use. Increases within the **FY 10-11** personnel cost center are the result of a 2.5% cost of living adjustment, and the first year of the state mandated employer retirement contribution increase of 1.55%.



## 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	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To maintain and expand the governing body's knowledge of new programs and initiatives which will assist in the development of sound policy-making decisions on behalf of the citizens of our community

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

**Measures:**

Town Hall Day (members attending)	3	3	5
National League of Cities conferences (members attending)	2	4	4
NC League of Municipalities conferences (members attending)	2	3	4
Chamber of Commerce meetings	12	13	13
Lee County Economic Development meetings	18	12	12

**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	30	37	35
National Night Out awards received	17	18	19
Coordinate National Night Out events	30	40	40

**Performance Measures**

**11-12 Actual      12-13 Projected      13-14 Projected**

**Goal:** City Clerk – To provide for and ensure the accurate compilation and maintenance of the legislative history of the official actions and documents of the City of Sanford

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

**Measures:**

Law and Finance Committee meetings	24	24	24
Work sessions	6	6	6
City Council meetings	24	24	26
Prepare agendas and attend commission meetings	50	50	50
Adopted city ordinances and resolutions	70	101	110
Prepare applications for Boards and Commissions appointments	20	25	25

**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

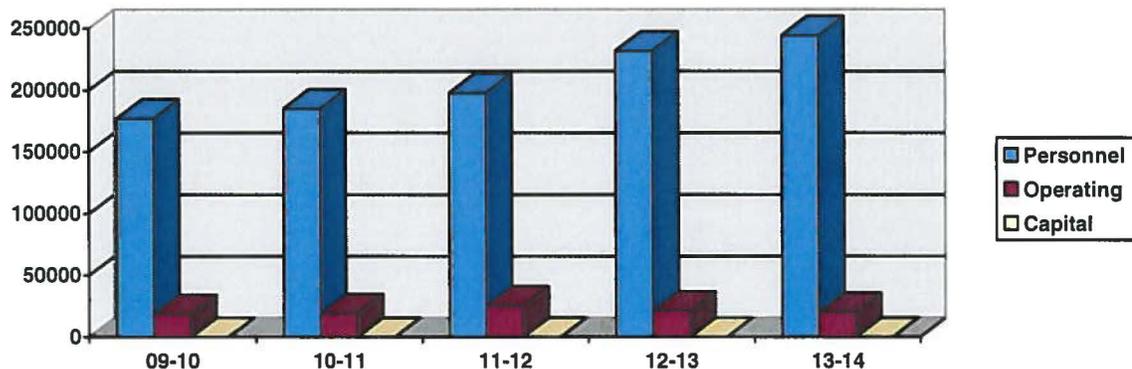
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	177,245	185,269	197,824	231,938	236,735	244,481
Operating	18,524	18,990	25,253	21,200	21,150	20,140
Capital	0	0	0	0	0	0
Subtotal	195,769	204,259	223,077	253,138	257,885	264,621
Less Interfund Reimbursement	(38,748)	(40,355)	(45,408)	(47,007)	(51,894)	(51,894)
Total	157,021	163,904	177,669	206,131	205,991	212,727
Budgeted Employees	2	2	3	3	3	3

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$11,483 or five percent (5%) compared to FY 12-13 budget prior to interfund reimbursements. Personnel costs reflect a 0.33% state mandated retirement increase, a change in method of funding unemployment insurance, and converting a part time employee into a full time position with benefits. Cost of living or merit adjustments were not funded. **FY 12-13** reflects 2.5% cost of living adjustment, a retirement contribution rate decrease of 0.14%, and additional hours for the public information officer. Operating reflects a decrease due to the purchase of iPads and other necessary supplies for the public information officer in FY 11-12. **FY 11-12** personnel cost center shows a 3% cost of living adjustment, state mandated retirement contribution increase of 0.53%, and a new part-time public information officer / grant writer position.



## 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	11-12 Actual	12-13 Projected	13-14 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	8	8	8
Congressional Action Committee meetings attended	12	12	12
Town Hall Day (members attending)	5	7	7
National League of Cities conferences (members attending)	6	6	4
NC League of Municipalities conferences (members attending)	4	4	1
Committee of 100 meetings	12	12	12
Chamber of Commerce meetings	13	13	13
Lee County Economic Development meetings	18	18	18
Airport Authority meetings	12	12	12

## 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

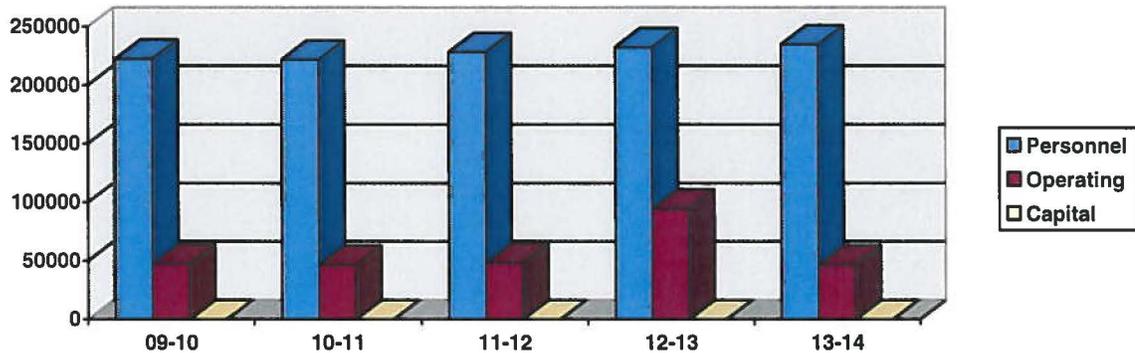
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	222,487	221,683	228,132	232,234	233,882	234,737
Operating	47,493	46,368	48,281	94,409	96,514	46,654
Capital	0	0	0	0	0	0
Subtotal	269,980	268,051	276,413	326,643	330,396	281,391
Less Interfund Reimbursement	(47,404)	(55,867)	(62,757)	(61,823)	(62,974)	(62,974)
Total	222,576	212,184	213,656	264,820	267,422	218,417
Budgeted Employees	4	4	4	4	4	4

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$45,252 or fourteen percent (14%) compared to FY12-13 budget prior to interfund reimbursement. Personnel adjustments are related to a 0.33% state mandated retirement increase and a change in the method of funding unemployment insurance. Cost of living or merit adjustments were not funded. One receptionist position remains frozen resulting in a savings of \$39,093. A salary study was budgeted in prior year resulting in a substantial decrease shown within operating. Retirement celebrations and employee awards were not funded in **FY 13-14** and are reflected within the operating cost center as well. Personnel adjustments shown in **FY 12-13** are the result of a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel adjustments include a 3% cost of living increase, a 0.53% state mandated additional employer retirement contribution, and a 9% health insurance increase. Funded within **FY 11-12** operating cost center is an administrative fee for Blue Cross to serve as claims administrator for the Early Retiree Reinsurance Program (ERRP). This is a federally funded program designed to provide financial assistance to health plan sponsors that make coverage available to millions of early retirees and their families. **FY 10-11** funded a 2.5% cost of living adjustment for employees and a 1.55% employer retirement contribution increase.



## 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	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To continue to provide effective Human Resources Management by developing and implementing programs and services which contribute to the attainment of city and employee goals

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

**Measures:**

Service Award employees honored (calendar year)	59	61	60
Wellness Program / Lunch-n-Learn sessions	46	40	40

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

**Measures:**

Newsletter Publications	5	6	6
City Webpage	1	1	1

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

**Objective:** To provide monthly cost effective technical, interpersonal, and career development training and coaching for employees

**Measures:**

Management Educational Sessions	2	2	2
Employee Educational Sessions	1	1	1

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

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
<b>Measures:</b>			
US DOL / ESC Monthly Employment Statistics Report	12	12	12
Personnel hired – full time regular	14	16	12
Personnel hired – temporary	6	1	3
Personnel changes – promotions	18	20	19
Personnel changes – promotions / transfers	2	1	1
Personnel changes – transfers	2	2	2
Personnel separated – all personnel	17	16	15
Personnel separated – excluding retirees	12	7	11
Turnover rate – all personnel	5.43%	5.40%	5.40%
Turnover rate – excluding retirees	3.32%	3.30%	3.30%

**Goal:** To ensure that the city remains compliant with all applicable federal, state, and local laws and city policies

**Objective:** To ensure compliance with COBRA regulations

**Measures:**

COBRA notices to new employees	15	16	15
COBRA election forms to eligible employees / dependents	25	20	20

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

**Measures:**

Review and revise City of Sanford Personnel Policy	10	5	5
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## RISK MANAGEMENT

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

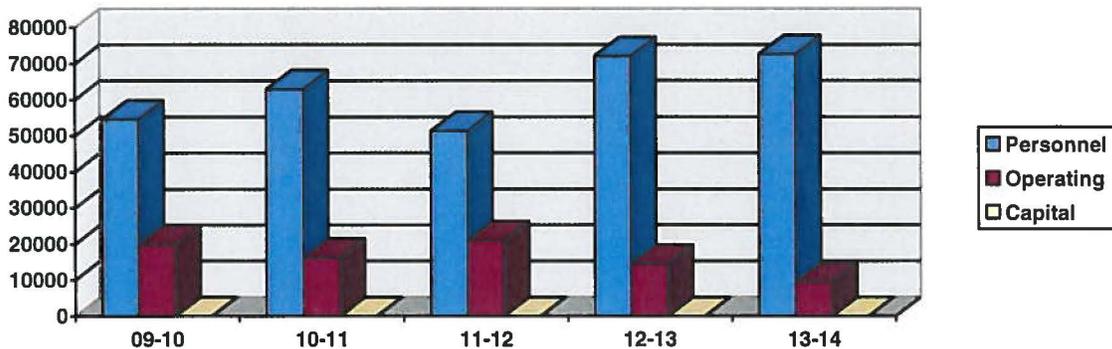
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	54,605	62,933	51,365	72,061	72,295	72,580
Operating	19,889	16,200	20,954	14,434	17,634	9,506
Capital	0	0	0	0	0	0
Subtotal	74,494	79,133	72,319	86,495	89,929	82,086
Less Interfund Reimbursement	(30,533)	(29,237)	(32,129)	(33,843)	(30,942)	(30,942)
Total	43,961	49,896	40,190	52,652	58,987	51,144
Budgeted Employees	1	1	1	1	1	1

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$4,409 or five percent (5%) compared to FY 12-13 budget prior to interfund reimbursement. Personnel cost center reflects a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded this fiscal year. Training of employees has been transferred into the Public Works Administration department for the safety officer to oversee resulting in the decrease shown within operating. **FY 12-13** personnel cost center shows a 2.5% cost of living adjustment and an employer retirement contribution rate decrease of 0.14%. Operating reflects a decrease due to the purchase of a defibrillator and computer in prior year. Also, flu shots were inadvertently budgeted in Human Resources and Risk Management departments. Human Resources have paid for these shots in the past; therefore, Risk Management's budget was reduced to reflect this change. **FY 11-12** personnel costs reflect a 3% cost of living adjustment as well as a state mandated employer retirement contribution rate increase of 0.53%. The increase shown within operating is mainly due to funding a defibrillator and walkie-talkie. **FY 10-11** reflects a 2.5% cost of living adjustment and an additional employer retirement contribution of 1.55%. **FY 09-10** reflects funding of pre-employment drug testing. Cost of living and merit adjustments were not funded as a result of current economic conditions.



## 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	11-12 Actual	12-13 Projected	13-14 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	16	10	16
Field inspections related to employee and public safety	28	20	20
Workers' comp claims administered per calendar year	26	26	26
Recordable cases	14	13	15
Lost Work Days (LWD)	144	181	163
Medical and indemnity annual loss incurred	\$417,641	\$100,591	\$259,116
Auto / general liability claims administered	240	24	24
Auto / general liability annual loss incurred	\$101,149	\$101,675	\$101,412

## ELECTIONS

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

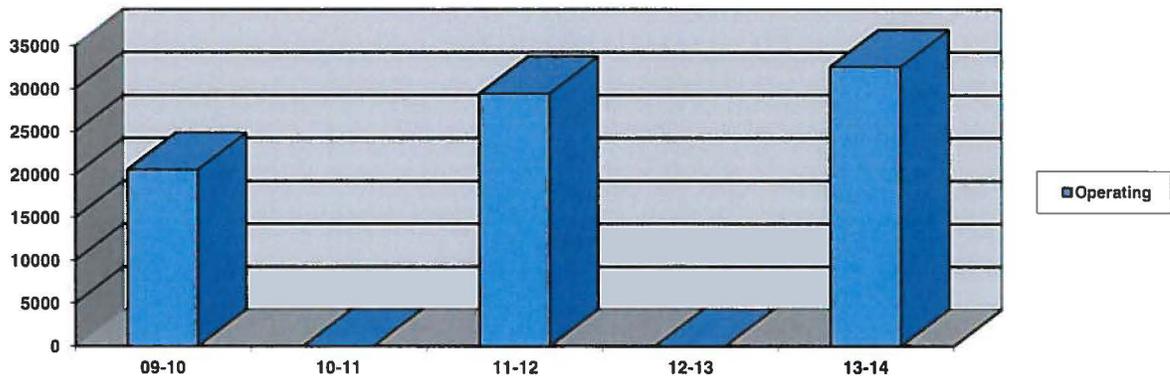
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	0	0	0	0
Operating	20,584	0	29,452	0	32,591	32,591
Capital	0	0	0	0	0	0
<b>Total</b>	<b>20,584</b>	<b>0</b>	<b>29,452</b>	<b>0</b>	<b>32,591</b>	<b>32,591</b>
Budgeted Employees	0	0	0	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. **FY 13-14** reflects a \$3,139 increase compared to FY 11-12. **FY 11-12** increase shown is mainly due to additional workers required for early voting polls.



## FINANCIAL SERVICES

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

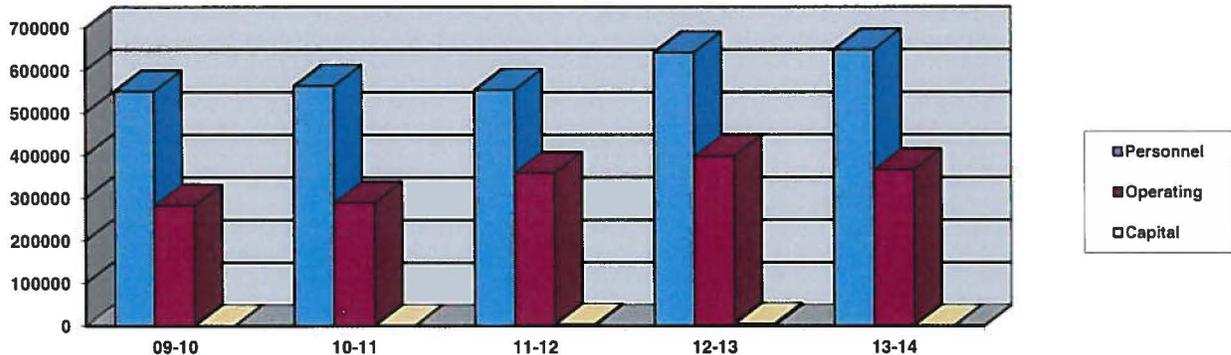
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	551,252	563,929	554,093	641,984	645,996	648,561
Operating	283,201	289,658	359,632	398,341	368,500	366,961
Capital	0	0	2,500	4,000	0	0
Subtotal	834,453	853,587	916,225	1,044,325	1,014,496	1,015,522
Less Interfund Reimbursement	(151,904)	(180,113)	(190,379)	(243,098)	(257,245)	(257,245)
Total	682,549	673,474	725,846	801,227	757,251	758,277
Budgeted Employees	8	8	8	9	9	9

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$28,803 or three percent (3%) compared to **FY 12-13** budget prior to interfund reimbursement. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. A decrease is shown within operating mainly due to additional funds required in **FY 12-13** for the employee computer purchase program. **FY 12-13** personnel cost center shows a 2.5% cost of living adjustment, a 0.14% employer retirement contribution decrease, and the addition of one computer systems administrator position. Seventy-five percent (75%) of this new position will be charged to the Utility Fund and is reflected through interfund reimbursement. **FY 11-12** personnel costs reflect a 3% cost of living adjustment as well as a state mandated employer retirement contribution rate increase of 0.53%. The employee computer purchase program budget of \$50,000 is reflected in **FY 12-13** and **FY 13-14**. However, it is not shown within Actual 09-10, 10-11 and 11-12 since these funds are returned to the city through payroll deduction. **FY 10-11** reflects a 2.5% cost of living adjustment and an additional employer retirement contribution of 1.55%. Increases within the operating cost center are related to Lee County collection fees. Economic conditions resulted in the lack of cost of living or merit adjustments for **FY 09-10**.



## 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	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To insure accountability of public funds, the department will have an annual independent audit conducted and issue a Comprehensive Annual Financial Report (CAFR)

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

**Measures:**

Submit CAFR to state treasurer no later than October 31	100%	100%	100%
Number of GFOA Certificate of Achievement for Excellence in Financial Reporting awards received	32	33	34
Publish financial statements within 10 days of month end	100%	100%	100%

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

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

**Measures:**

Provide quarterly budget reports within 20 days of quarter end	100%	100%	100%
Submit the budget to GFOA no later than 90 days after adoption date	100%	100%	100%
Number of GFOA Distinguished Budget Presentation awards received	26	27	28

**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 SYSTEMS

**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

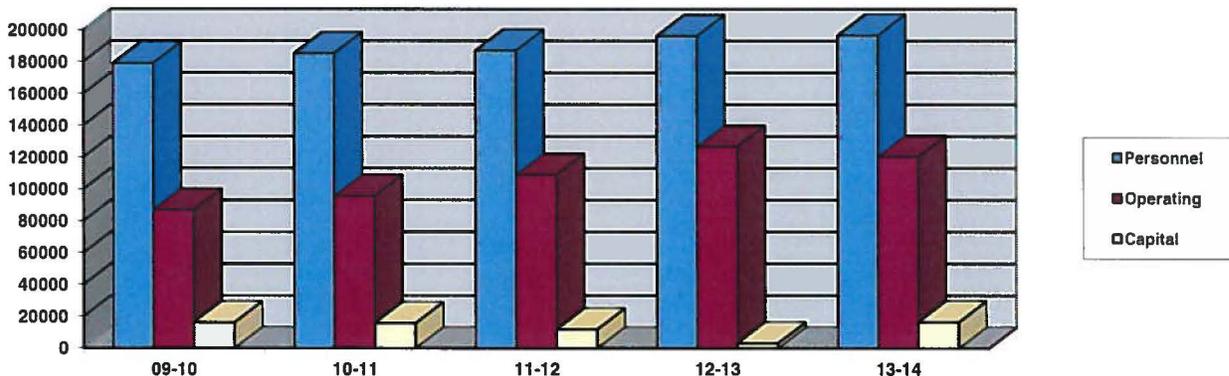
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	179,174	185,369	187,098	196,201	198,266	196,665
Operating	87,065	95,727	109,017	126,720	121,725	120,507
Capital	16,165	15,691	11,814	3,200	16,400	16,400
Subtotal	282,404	296,787	307,929	326,121	336,391	333,572
Less Interfund Reimbursements	(45,823)	(45,794)	(60,742)	(63,623)	(67,196)	(67,196)
Total	236,581	250,993	247,187	262,498	269,195	266,376
Budgeted Employees	2	2	2	2	2	2

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) firewall appliance, \$3,800; one (1) server, \$9,500; and one (1) projector, \$3,100.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$7,451 or two percent (2%) compared to the **FY 12-13** budget prior to interfund reimbursement. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. **FY 12-13** personnel adjustments reflect a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** and **FY 12-13** operating shows an increase mainly due to labor required while employee was on leave. **FY 11-12** personnel increases relate to a 3% cost of living adjustment for employees and also a 0.53% state mandated employer retirement contribution increase. **FY 10-11** shows a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. Increases shown within operating cost center are related to training, rental, contractual services, and public access television. **FY 09-10** shows an increase within operating attributed to the transfer of the copier contract into this department. Historically personnel adjustments contribute to increases shown within the cost center, however cost of living and merit adjustments were not funded during **FY 09-10** due to economic conditions.



## INFORMATION SYSTEMS

The Information Systems Department is responsible for computers, servers, and software at City Hall and eleven satellite locations. Our systems include: fiber optics, transceivers, network switches, routers, networked line printers, networked laser printers, fax devices, programs, tape devices, disk arrays, PCs, servers, and network operating systems. The department upgrades software and hardware systems to all areas of city government with necessary support to perform and accomplish job functions more efficiently. Information Systems will continue to upgrade software and hardware systems where as to provide all areas of city government with necessary support to perform and accomplish job functions more efficiently. Another major accomplishment, in addition to building the computer and fiber network, is the completion of the enhanced city website ([www.sanfordnc.net](http://www.sanfordnc.net)) for citizens and city employees to use for job postings, applications, meeting minutes, schedules, downloadable forms, departmental information, the 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	11-12 Actual	12-13 Projected	13-14 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	215	225	250
Number of computer systems in place	215	225	250
Number of network servers in place	17	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**

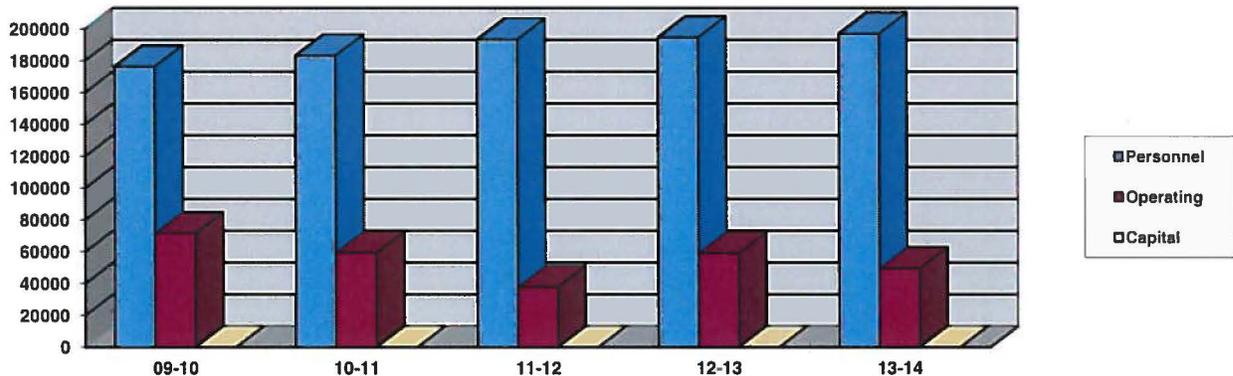
<b>Object of Expenditure</b>	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>REQUESTED 13-14</b>	<b>APPROVED 13-14</b>
Personnel	176,474	183,400	193,502	194,753	196,525	197,095
Operating	71,737	59,566	37,870	59,140	53,300	49,578
Capital	0	0	0	0	0	0
Subtotal	248,211	242,966	231,372	253,893	249,825	246,673
Less Interfund Reimbursement	(73,040)	(90,390)	(107,052)	(103,910)	(98,992)	(98,992)
Total	175,171	152,576	124,320	149,983	150,833	147,681
Budgeted Employees	2	2	2	2	2	2

**2013-2014 CAPITAL OUTLAY DETAIL**

No capital outlay funding was requested.

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriations reflect a decrease of \$7,220 or three percent (3%) compared to **FY 12-13** budget prior to interfund reimbursement. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Operating reflects a decrease mainly shown within contractual services. Staff anticipates reduced hiring of outside council. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel cost center shows a 3% cost of living adjustment for employees and a 0.53% state mandated employer retirement increase. A 2.5% cost of living adjustment and a 1.55% employer contribution retirement increase are shown in **FY 10-11**. **FY 09-10** reflects increase within personnel for the hiring of a new more experienced employee. Historically personnel adjustments contribute to increases shown within the cost center, however cost of living and merit adjustments were not funded during **FY 09-10** due to economic conditions. A substantial increase is reflected within the operating cost center due to additional legal fees. The document management program, a program that warehouses legal documents in searchable format, was purchased in **FY 09-10**.



**LEGAL**

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

<b>Performance Measures</b>	<b>11-12 Actual</b>	<b>12-13 Projected</b>	<b>13-14 Projected</b>
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**Goal:** To insure City Council business is conducted in accordance with requirements of law, the city attorney will furnish legal support at meetings of the council

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

**Measures:**

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

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

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

**Measures:**

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

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

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

**Measures:**

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

**PUBLIC BUILDING**

**Fund:** General

**Function:** General Government

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

**DEPARTMENTAL SUMMARIES**

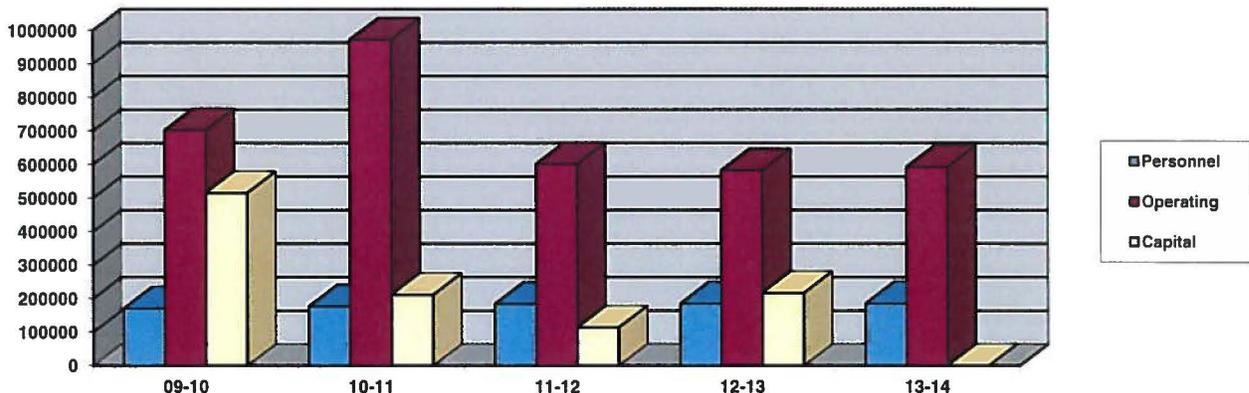
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	170,811	177,255	184,181	185,097	184,377	185,232
Operating	702,521	972,594	601,853	582,693	562,780	592,409
Capital	514,846	211,191	113,535	216,640	46,245	0
Subtotal	1,388,178	1,361,040	899,569	984,430	793,402	777,641
Less Interfund Reimbursements	(121,968)	(170,900)	(159,379)	(158,285)	(154,710)	(154,710)
Total	1,266,210	1,190,140	740,190	826,145	638,692	622,931
Budgeted Employees	3	3	3	3	3	3

**2013-2014 CAPITAL OUTLAY DETAIL**

No capital outlay funding was approved.

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriations reflect a decrease of \$206,789 or twenty-one (21%) percent compared to FY 12-13 budget prior to interfund reimbursement. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease; however, only a slight increase is shown due to the retirement of an employee in FY 11-12. Operating cost center includes \$35,000 for a space needs study. **FY 11-12** reflects a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. Operating decreases are attributed to outstanding debt payoff in prior year. **FY 10-11** personnel increases are due to a 3% cost of living adjustment and a 1.55% employer retirement contribution increase. Historically personnel adjustments contribute to increases shown within the cost center, however cost of living and merit adjustments were not funded during **FY 09-10** due to economic conditions. **FY 09-10** shows increases within operating mainly attributed to preliminary analysis of public safety facility and installment purchase payment for remodel of city hall. Increases within capital reflect a \$350,000 installment purchase to remodel city hall and \$75,000 for neighborhood / MLK parks.



## PUBLIC BUILDING

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

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To maintain all city buildings in a safe, structurally sound, and aesthetically pleasing condition for public and employee occupancy, in compliance with all city codes, through preventive maintenance and repairs

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

**Measures:**

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

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

**Measures:**

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

## GENERAL SERVICES

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

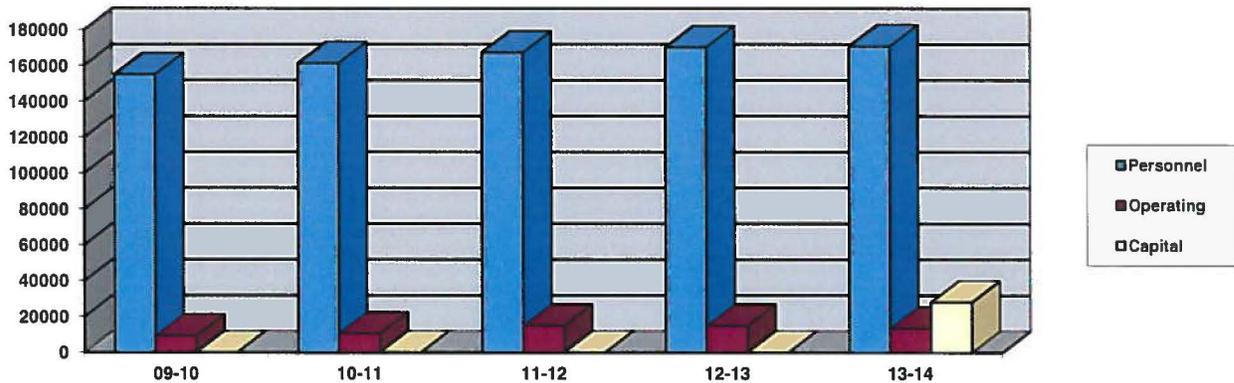
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	155,037	161,292	167,265	170,220	170,212	170,782
Operating	9,343	10,594	15,029	14,983	14,750	13,417
Capital	0	0	0	0	28,000	28,000
Subtotal	164,380	171,886	182,294	185,203	212,962	212,199
Less Interfund Reimbursement	(13,957)	(12,078)	(14,179)	(14,702)	(15,599)	(15,599)
Total	150,423	159,808	168,115	170,501	197,363	196,600
Budgeted Employees	2	2	2	2	2	2

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) SUV, \$28,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$26,996 or fifteen percent (15%) compared to **FY 12-13** budget prior to interfund reimbursement. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. The increase in capital is shown above. **FY 12-13** personnel adjustments are related to a 2.5% cost of living adjustment and a 0.14% employer retirement contribution decrease. **FY 11-12** reflects a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution. Operating reflects an increase mainly due to unexpected vehicle repairs.



## GENERAL SERVICES

The General Services Division is responsible for the effective management of the General Services Department. 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 General Services 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 routine record keeping, implementation of written policies, information literature for in-house and public use, special projects and public relations.

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** General Services maintains 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, efficient, and courteous manner possible

**Objective:** To provide constructive leadership to the General Services 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 and user departments

**Measures:**

Contact citizens that have a complaint within 24 hours	100%	100%	100%
Attend special meetings	100%	99%	100%
Provide competent, timely repair / service to user departments	95%	98%	100%
Manage special projects of the city in such a manner as to produce quality products in a timely manner	95%	97%	100%

**CENTRAL OFFICE**

**Fund:** General

**Function:** General Government

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

**DEPARTMENTAL SUMMARIES**

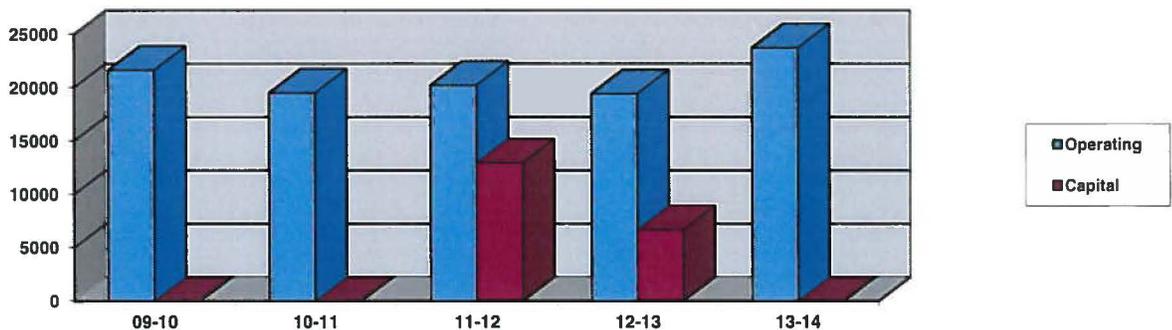
<b>Object of Expenditure</b>	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>REQUESTED 13-14</b>	<b>APPROVED 13-14</b>
Personnel	0	0	0	0	0	0
Operating	21,644	19,520	20,238	19,438	23,743	23,743
Capital	0	0	12,957	6,690	0	0
Subtotal	21,644	19,520	33,195	26,128	23,743	23,743
Less Interfund Reimbursement	(5,048)	(5,591)	(1,867)	(1,670)	(1,732)	(1,732)
Total	16,596	13,929	31,328	24,458	22,011	22,011
Budgeted Employees	0	0	0	0	0	0

**2013-2014 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 13-14** reflects a decrease of \$2,385 or nine (9%) percent compared to FY 12-13 budget prior to interfund reimbursement. This decrease is mainly due to the purchase of a shredder in prior year. **FY 11-12** reflects the purchase of a mail machine. Interfund reimbursement decreased substantially in **FY 11-12** as this distribution is based on actual fiscal year end numbers from two years prior.



## GENERAL FUND CONTRIBUTIONS

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

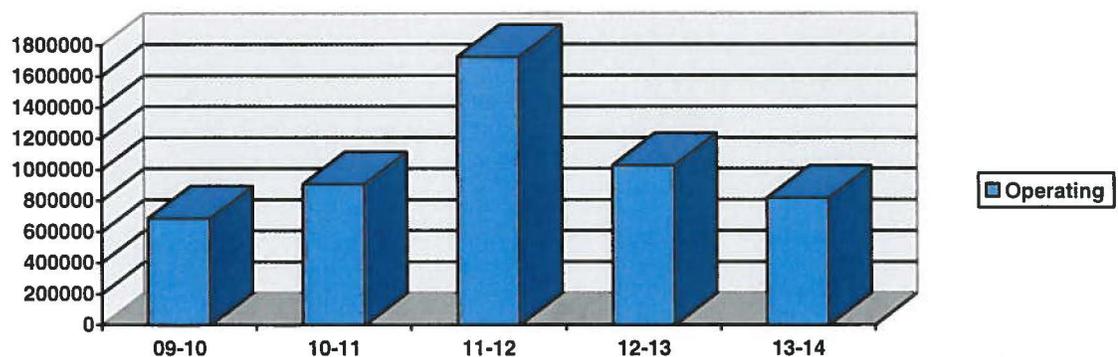
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	0	0	0	0
Operating	687,150	906,447	1,725,785	1,028,759	918,409	818,039
Capital	0	0	0	0	0	0
<b>Total</b>	<b>687,150</b>	<b>906,447</b>	<b>1,725,785</b>	<b>1,028,759</b>	<b>918,409</b>	<b>818,039</b>
Budgeted Employees	0	0	0	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$210,720 or twenty percent (20%) compared to FY 12-13 budget. Contributions are included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). No contributions were made to the Central Business Tax District, Other Post Employment Benefits (OPEB) Trust Fund, or for Animal Control. Strategic Services (\$79,695), and Economic Development incentives (\$151,817) are included. There is also a contribution made to support the Golf Fund in the amount of \$48,922. Contingency funds were reduced from \$100,000 funded in prior year to \$47,507. **FY 12-13** includes contributions for non-profits in the amount of \$26,000, Animal Control (\$70,535), Strategic Services (\$94,518), Economic Development incentives (\$134,733), Golf Fund (\$106,890), and contingency \$100,000). **FY 11-12** reflects a \$370,000 contribution for downtown improvements and a \$482,191 contribution made to support the Golf Fund which includes \$150,000 for paving cart paths. No contribution was made to the OPEB Trust Fund. Central Business Tax District includes a \$30,000 contribution for Christmas decorations. Contributions made to the Economic Development Corporation in the amount of \$84,684 are included. Animal control was funded at \$64,711 (\$50,000 prior years) which includes technology equipment that allows staff the ability to complete reports in field. **FY 10-11** shows a \$100,000 contribution made to the OPEB Trust Fund. A contribution to the OPEB Trust Fund was not funded in **FY 09-10** due to economic constraints; also contingency funds were reduced by \$50,000. Other annual expenditures include support for the League of Municipalities, Region, J, Institute of Government, Chamber of Commerce, Temple Theatre, and the Arts Council.



**GOLF**

**Fund:** General

**Function:** General Government

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

**DEPARTMENTAL SUMMARIES**

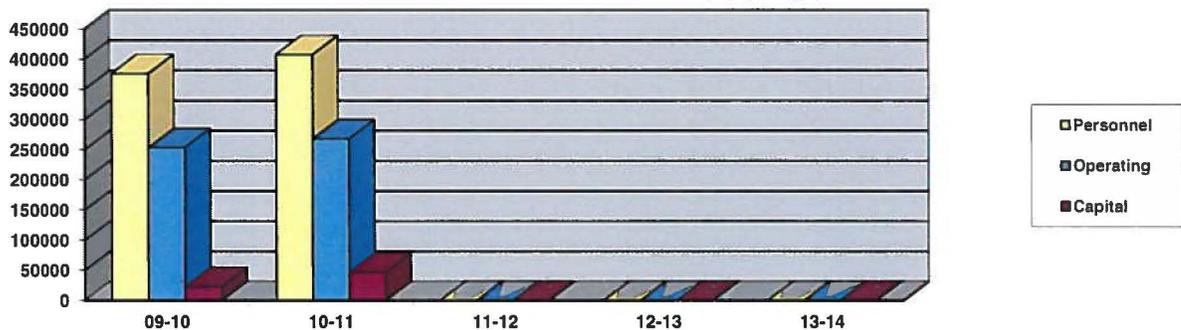
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	376,133	407,409	0	0	0	0
Operating	253,953	268,255	0	0	0	0
Capital	23,108	46,866	0	0	0	0
Total	653,194	722,530	0	0	0	0
Budgeted Employees	6	6	0	0	0	0

**2013-2014 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**This department was moved into an Enterprise Fund in FY 11-12.** FY 10-11 personnel cost center shows a 2.5% cost of living adjustment and an additional 1.55% employer retirement contribution. Operating increased due to concession and pro shop inventory. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions.



## 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 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	285,197	285,287	300,274	309,819	308,435	309,860
Operating	677,735	833,012	907,631	1,070,063	1,107,512	981,308
Capital	18,956	30,275	23,182	33,300	50,000	50,000
Subtotal	981,888	1,148,574	1,231,087	1,413,182	1,465,947	1,341,168
Less Interfund Reimbursement	(65,436)	(73,893)	(56,196)	(52,905)	(57,409)	(57,409)
Total	916,452	1,074,681	1,174,891	1,360,277	1,408,538	1,283,759
Budgeted Employees	5	5	5	5	5	5

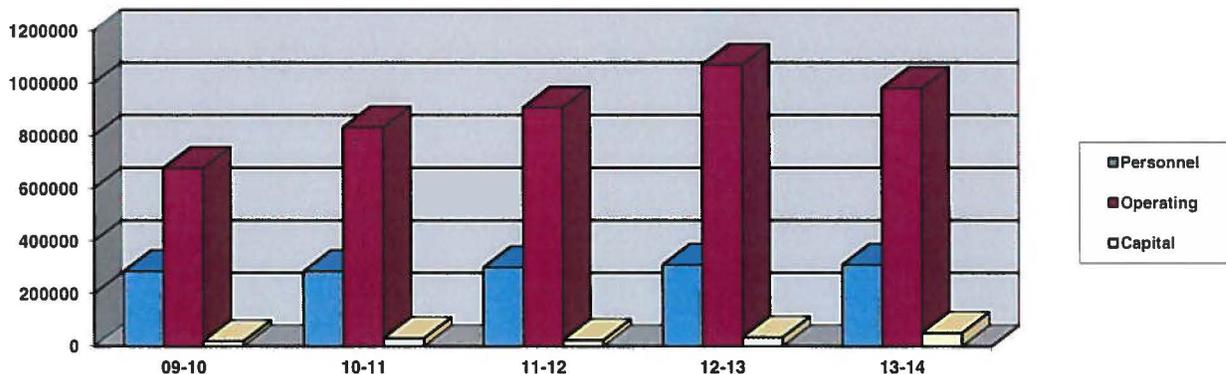
### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes roof replacement at shop, \$50,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$72,014 or five (5%) percent compared to FY 12-13 budget prior to interfund reimbursement. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. Operating changes are related to fluctuation in prices for fuel and parts. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement decrease. **FY 11-12** reflects a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. The city discontinued charging user departments for labor and markup on parts in **FY 09-10**. Cost of living and merit adjustments were not funded during **FY 09-10** due to the economic conditions.

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



## FLEET MAINTENANCE

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

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To provide maintenance and repair to the city's vehicle and equipment fleet in a timely manner so as to ensure adequate fleet availability

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

**Measures:**

Total number of vehicles and equipment	250	250	250
Average percent of fleet in service	95%	97%	98%
Complete minor repairs in house within 24 hours	95%	97%	98%
Complete major repairs in house within 3 days	95%	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	550	580	580
PMI's for Fire Rescue Emergency Response 2 times per year	100%	100%	100%
PMI's for police patrol every 3,000 miles	95%	95%	95%
PMI's for non-emergency vehicles every 3,000 miles	95%	95%	95%
PMI's for support equipment minimum 1 time per year	95%	95%	98%

## HORTICULTURE

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

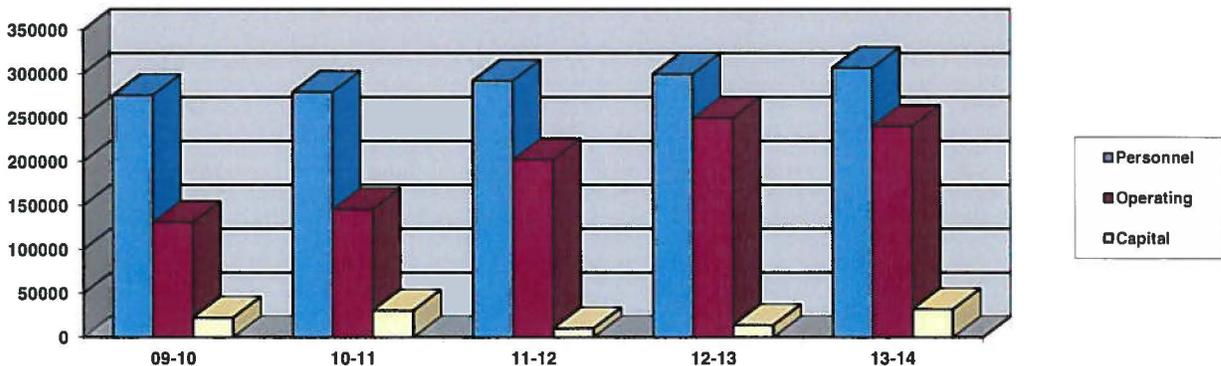
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	275,646	279,429	292,215	299,772	305,024	306,734
Operating	131,042	145,805	202,632	249,501	234,662	240,381
Capital	22,297	30,318	10,000	13,590	50,286	31,786
Total	428,985	455,552	504,847	562,863	589,972	578,901
Budgeted Employees	6	6	6	6	6	6

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) zero turn commercial mower, \$13,286; and one (1) ¾ ton truck, \$18,500.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriation reflects an increase of \$16,038 or three (3%) percent compared to **FY 12-13** budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. Operating reflects a decrease as funds were included in **FY 12-13** for improvements to the train at Depot Park. Increases are included within the operating cost center for additional areas to maintain (parks, greenway). **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Increases are shown within operating for improvements to the train at Depot Park (\$28,000). **FY 11-12** personnel increases are attributed to a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. **FY 10-11, FY 11-12, and FY 12-13** operating cost centers continue to increase for additional mowing and planting areas to be maintained. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. 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	11-12 Actual	12-13 Projected	13-14 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	66	67
Plant beds installed / renovated	3	3	3
Annuals grown and planted	50,000	53,000	50,000
Acres mowed	21	20	20
Litter removal	50,000	55,000	50,000
Interior plants maintained	150	150	150

## POLICE

**Fund:** General

**Function:** Public Safety

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

### DEPARTMENTAL SUMMARIES

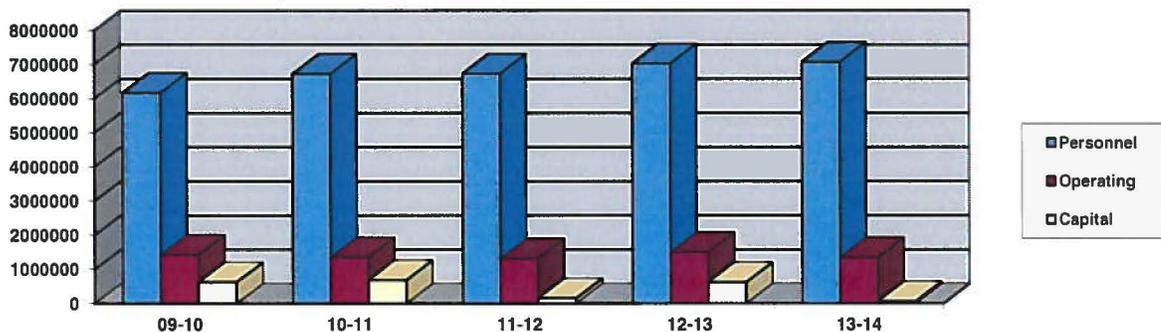
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	6,168,642	6,723,395	6,730,388	7,021,586	7,162,308	7,070,299
Operating	1,427,544	1,352,094	1,316,827	1,501,011	1,430,214	1,343,761
Capital	622,496	683,360	150,932	618,852	81,011	57,000
Total	8,218,682	8,758,849	8,198,147	9,141,449	8,673,533	8,471,060
Budgeted Employees	106	106	106	106	106	106

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) server, \$17,000; four (4) mobile data terminals, \$25,000; and rebuild berm backstop at the police training facility, \$15,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$670,389 or eight (8%) percent compared to FY 12-13 budget. Personnel adjustments are related to a 0.07% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and freezing one front desk position. Cost of living or merit adjustments were not funded. Operating reflects a decrease due to the purchase of bullet proof vests in prior year and other reductions made throughout this cost center. Capital reflects a substantial decrease for the purchase of patrol vehicles and an evidence collection vehicle in prior year. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. This is the final year the city will receive COPS Hiring Recovery Grant funds to partially offset the cost of four patrol officers. **FY 11-12** reflects personnel adjustments of 0.53% state mandated employer retirement contribution increase, a 3% cost of living adjustment, and a 9% health insurance increase. Funded within the operating cost center are mobile radios and new software to allow the public online access to police reports. Capital is showing a substantial decrease as patrol vehicles, mobile data terminals, and the E-911 backup system were funded in prior year. **FY 10-11** reflects a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **FY 09-10** personnel increases are the result of health insurance cost. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these were not funded during FY 09-10 due to economic constraints. Capital funding included 911 communication console and fiber optic installation.



**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.

<b>Performance Measures</b>	<b>11-12 Actual</b>	<b>12-13 Actual</b>	<b>13-14 Projected</b>
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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	34,619	33,663	34,000
Number of accident investigations	1,494	1,425	1,400

**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	270	167	200
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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	1,042	905	900
Property damage	\$4,732,041	\$4,904,622	\$4,800,000

**FIRE**

**Fund:** General

**Function:** Public Safety

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

**DEPARTMENTAL SUMMARIES**

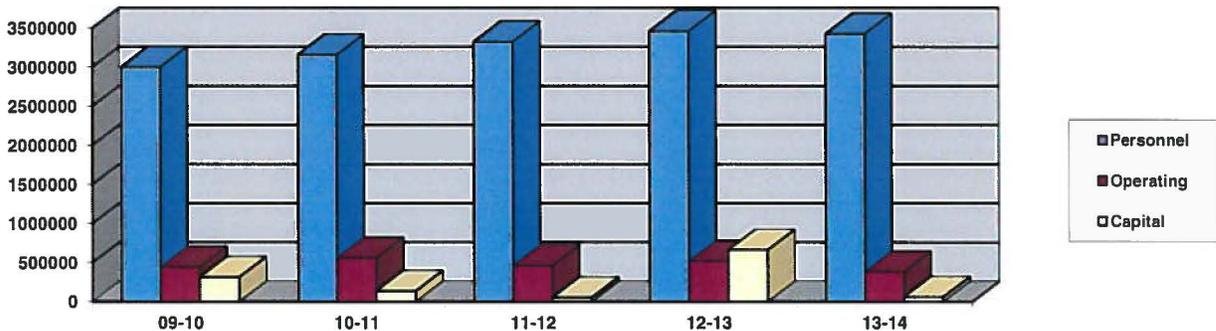
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	3,004,095	3,160,799	3,326,718	3,461,911	3,464,282	3,426,401
Operating	441,036	562,979	463,166	518,728	391,277	384,027
Capital	313,858	137,184	52,052	661,582	4,363,110	60,200
<b>Total</b>	<b>3,758,989</b>	<b>3,860,962</b>	<b>3,841,936</b>	<b>4,642,221</b>	<b>8,218,669</b>	<b>3,870,628</b>
Budgeted Employees	53	53	54	54	54	54

**2013-2014 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) data server, \$10,800; replace floor at No. 3 fire station, \$9,450; one (1) UHF portable radio, \$3,600; one (1) respirator fit test kit, \$8,350; and one (1) SUV, \$28,000.

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriations decreased \$771,593 or twenty percent (20%) compared to the **FY 12-13** budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and freezing one firefighter position. Cost of living or merit adjustments were not funded. The decrease reflected within operating is mainly due to the completion of the narrow banding project and the purchase of self-contained breathing apparatus (SCBA) equipment in prior year. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. A heavy duty equipment truck was funded within the capital cost center. **FY 11-12** personnel increases are reflective of a 3% cost of living adjustment and an additional 0.53% state mandated employer retirement contribution. Also funded within personnel is a part-time fire inspector to assist with meeting compliance of state mandated inspections. Funded within the operating cost center are data circuits, replacement of portable radios, and SCBA cylinder. Pay off of outstanding debt contributes to the increase shown within **FY 10-11** operating cost center. **FY 10-11** shows a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic constraints. Health insurance increases this cost center annually.



## 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	11-12 Actual	12-13 Projected	13-14 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	1,020	1,035	1,025
Number of structure fires	45	50	40
Number of vehicle fires	30	35	30
Number of motor vehicle accident responses	295	300	325
All other responses	650	650	640

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

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

**Measures:**

Number of fire safety inspections performed	1,100	1,200	1,250
Number of logged pre-incident plans	250	275	275
Number of State Certified Fire Inspectors	5	4	4

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

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

**Measures:**

Number of training hours per certified firefighters	240	240	240
Total number of training hours for department	15,193	15,200	15,200
Number of state certified firefighters (including part-time)	52	52	52
Number of state certified fire instructors	20	23	27

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** Identify factors of origin and cause of unintentional and intentional fires

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

**Measures:**

Number of investigations conducted (structural)	25	25	20
Number of fires deemed incendiary or still under investigation	5	5	10
Number of certified fire / arson investigators	5	5	5

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

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

**Measures:**

Number of smoke detectors installed – free service	25	35	30
Number of fire and life-safety education programs	425	425	430
Number reached by programs (school age > senior citizen)	7,900	7,900	8,230
Number of state certified fire and life safety educators	6	6	6
Number of child passenger safety seats installed or checked	50	50	60

## INSPECTIONS

**Fund:** General

**Function:** Public Safety

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

### DEPARTMENTAL SUMMARIES

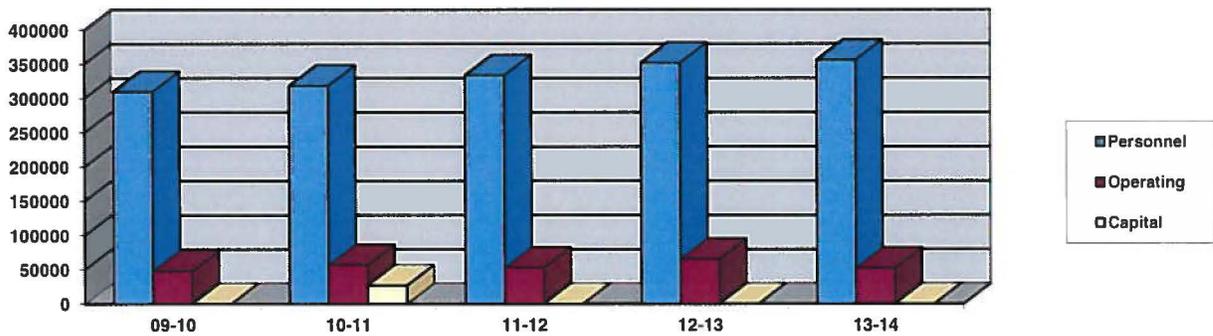
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	309,977	318,762	333,976	352,144	354,829	356,254
Operating	48,291	56,997	53,092	65,559	62,290	52,578
Capital	0	27,193	0	0	0	0
<b>Total</b>	<b>358,268</b>	<b>402,952</b>	<b>387,068</b>	<b>417,703</b>	<b>417,119</b>	<b>408,832</b>
Budgeted Employees	7	7	7	7	7	7

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$8,871 or two percent (2%) compared to the FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Due to current economic conditions, two vacant positions continue to remain frozen for a total savings of \$101,936. Cost of living or merit adjustments were not funded. Several items were reduced based on historical trend resulting in a substantial decrease shown within operating. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel cost center shows an increase for 3% cost of living adjustments, 0.53% state mandated employer retirement contribution increase, and insurance adjustments. Laptops and related items for Mobilegov, a software program to allow inspectors real time reporting from vehicles, were purchased in **FY 10-11**. **FY 10-11** also reflects a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **FY 09-10** shows decreases within personnel for two frozen positions and salary adjustments that were not funded.



## INSPECTIONS

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

Performance Measures	11-12 Actual	12-13 Projected	13-14 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	458	406	414
Number of electrical permits issued	1,157	1,178	1,202
Number of mechanical permits issued	714	731	746
Number of plumbing permits issued	382	361	368
Other permits issued	239	250	255
Revenue generated from permits	\$327,955	\$314,505	*\$437,604

**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	7,901	6,444	6,600
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\*Newly implemented fire permit fees / fines are included.

**STREET**

**Fund:** General

**Function:** Streets

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

**DEPARTMENTAL SUMMARIES**

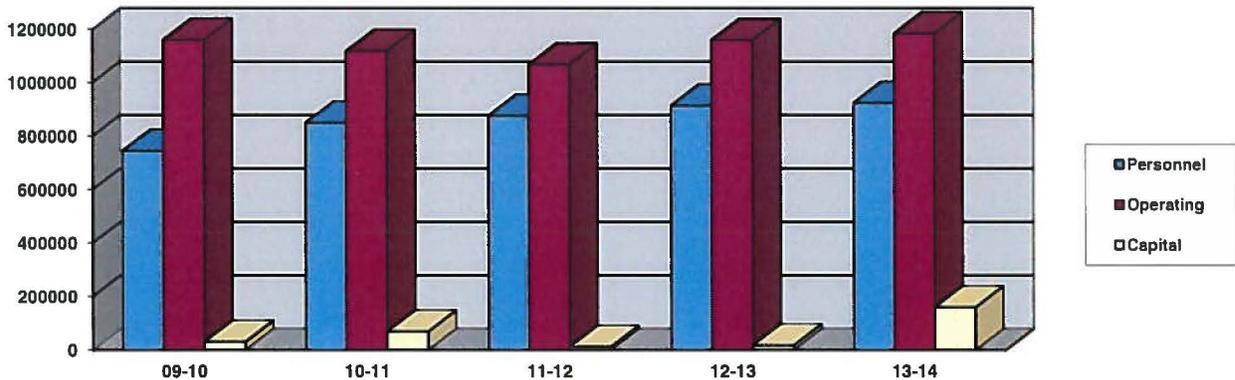
<b>Object of Expenditure</b>	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>REQUESTED 13-14</b>	<b>APPROVED 13-14</b>
Personnel	745,521	850,670	876,632	914,086	919,565	924,695
Operating	1,160,742	1,118,684	1,068,230	1,159,502	1,216,498	1,184,053
Capital	30,176	68,650	11,118	17,250	322,000	159,500
<b>Total</b>	<b>1,936,439</b>	<b>2,038,004</b>	<b>1,955,980</b>	<b>2,090,838</b>	<b>2,458,063</b>	<b>2,268,248</b>
Budgeted Employees	18	18	18	18	18	18

**2013-2014 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) roller, \$45,000; one (1) tack wagon, \$10,000; one (1) vinyl cutter / plotter, \$7,000; one (1) ½ ton truck, \$17,500; and one (1) backhoe, \$80,000.

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriations increased \$177,410 or eight (8%) percent compared to **FY 12-13** budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. Increases are shown within operating mainly due to additional funds required for utilities and departmental supplies. Capital items are shown above. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Included within operating is a street survey in the amount of \$20,000. City Council has put a hold on street lighting upgrades until further notice. Personnel adjustments, state mandated retirement contribution, and insurance all attribute to the increase shown within **FY 11-12** personnel cost center. **FY 11-12** operating reflects reductions within supplies, contractual services, and landfill based on historical trend. Jonesboro streetscape was funded in **FY 10-11**. Increased landfill charges for hauling street sweeping debris are reflected within the operating cost center as well. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic constraints.



## STREET

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

Performance Measures	11-12 Actual	12-13 Projected	13-14 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	2,259	2,380	2,800
Feet of curb and gutter installed / repaired	1,067	1,060	1,170
Feet of sidewalk installed / repaired	1,898	2,200	2,200
Cutbacks for site distance	525	440	500
Feet of on-street ditches cleaned	5,220	2,600	3,000
Hours of street cleaning	1,490	1,390	1,400
Feet of shoulder work repair	17,328	30,160	18,000

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

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

**Measures:**

Feet of lines painted	1,970	5,600	2,000
Traffic sign installation	184	245	190
Street markers installed / replaced / repaired	204	340	300

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

**Objective:** 1) To ensure we promptly correspond with 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

**Measures:**

Number of lights within city	3,280	3,500	3,500
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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

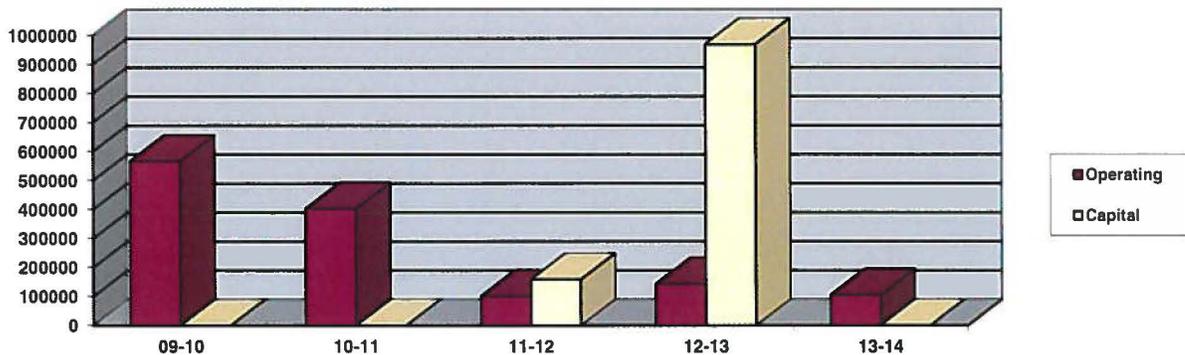
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	0	0	0	0
Operating	566,658	403,135	101,666	143,152	1,755,521	105,521
Capital	0	0	158,274	968,836	100,000	0
<b>Total</b>	<b>566,658</b>	<b>403,135</b>	<b>259,940</b>	<b>1,111,988</b>	<b>1,855,521</b>	<b>105,521</b>
Budgeted Employees	0	0	0	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$1,006,467 or ninety-one (91%) percent compared to FY 12-13 budget. Street resurfacing as well as sidewalk curb and gutter repair are not funded. Debt payments in the amount of \$105,521 are included to repay funds borrowed in FY 12-13 for street resurfacing. **FY 11-12** and **FY 12-13** reflect increases within capital for street resurfacing funded with new debt. Retirement of debt contributes to the decrease shown within **FY 11-12** operating. Street paving was not funded in **FY 10-11**.



## 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

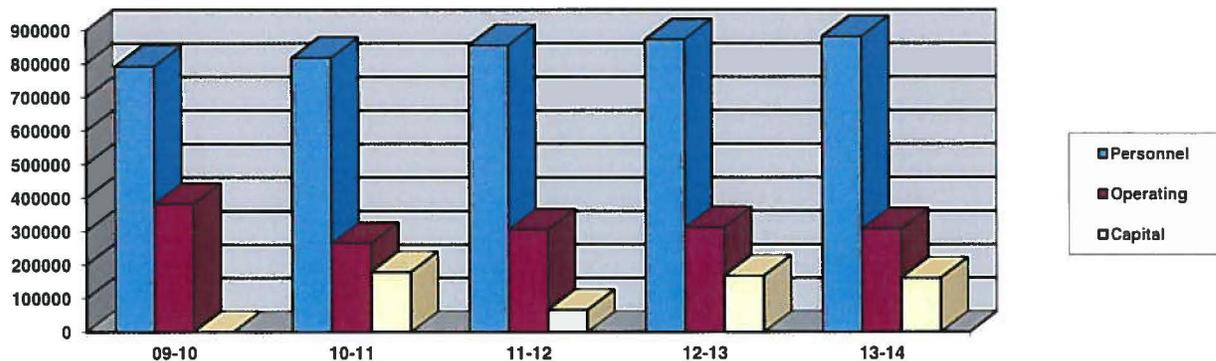
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	791,961	817,830	854,876	871,938	875,901	880,746
Operating	382,405	265,369	305,741	311,640	319,890	307,938
Capital	0	178,803	65,510	167,000	487,000	160,500
Total	1,174,366	1,262,002	1,226,127	1,350,578	1,682,791	1,349,184
Budgeted Employees	18	18	18	18	18	18

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton 4X4 truck, \$19,500; and one (1) leaf vac truck, \$141,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$1,394 compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. One maintenance worker position remains frozen resulting in a savings of \$39,093. There are no significant changes within operating. Capital is shown above. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. There are no significant changes within operating. **FY 11-12** funded within the personnel cost center a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. The initial startup of electronic recycling began in January of 2011 resulting in a decline in bulk trash pickup. **FY 10-11** funded a one ton dump truck required for the state mandated recycling of televisions and computers. The city received a \$20,000 grant to assist in funding this vehicle. The personnel cost center reflects a 2.5% cost of living adjustment, 1.55% state mandated employer retirement contribution, and one frozen position. The decrease within the operating cost center reflects retirement of debt. **FY 09-10** shows decreases in capital outlay; one frozen position within personnel; and operating reduction in installment purchase expense as well as declining fuel prices. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to economic constraints. Health insurance increases this cost center annually.



## SOLID WASTE

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

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To develop and provide residents of the City of Sanford with the cost-effective debris collection program consisting of yard waste and bulk trash pick-up that will insure a better appearance within our city

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

**Measures:**

Number of loads of limbs and leaves hauled	2,031	2,100	2,120
Number of loads of bulk trash hauled	489	500	510

**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	544	500	510
Equipment hours mowing	1,116	1,200	1,210
Equipment hours cleaning sidewalk	406	410	410
Pounds of litter collected by inmates	27,069	27,500	28,500

## 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

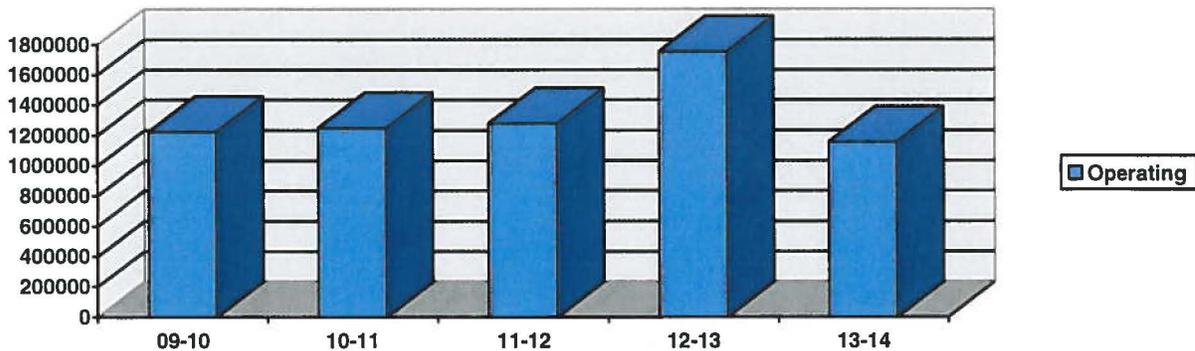
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	0	0	0	0
Operating	1,223,755	1,248,660	1,277,952	1,753,938	1,156,350	1,156,350
Capital	0	0	0	0	0	0
<b>Total</b>	<b>1,223,755</b>	<b>1,248,660</b>	<b>1,277,952</b>	<b>1,753,938</b>	<b>1,156,350</b>	<b>1,156,350</b>
Budgeted Employees	0	0	0	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$597,588 or thirty-four percent (34%) compared to FY 12-13 budget. A newly awarded waste collection contract results in a savings of \$174,588 and is shown within the operating cost center. The additional decrease shown is the result of the purchase of recycling carts (\$423,000) in **FY 12-13**. **FY 12-13** reflects a 3.3% C.P.I. adjustment; **FY 11-12** reflects a 2.2% C.P.I. adjustment; and **FY 10-11** reflects a 2.3% C.P.I. adjustment.



## SANITATION

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

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** Provide timely, efficient, and cost effective services to all residential customers being responsive to residents concerns and desired level of performance

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

**Measures:**

Number of units	8,800	8,840	8,782
Solid waste fees collected	\$1,099,761	\$1,100,000	*\$1,302,000

**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	781	1,185	1,500
Number of tons of residential waste	7,136	7,138	7,500

\* The city increased the annual waste management fee from \$125 to \$150 resulting in additional projected revenue.

## COMMUNITY DEVELOPMENT

**Fund:** General

**Function:** Community Development

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

### DEPARTMENTAL SUMMARIES

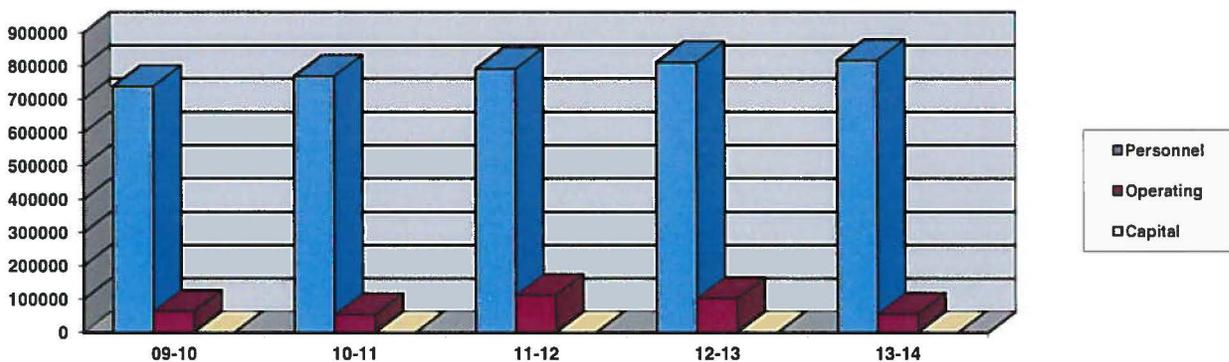
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	739,256	770,487	791,926	811,059	814,678	817,528
Operating	64,500	54,358	111,983	103,152	66,025	56,220
Capital	0	0	0	0	0	0
<b>Total</b>	<b>803,756</b>	<b>824,845</b>	<b>903,909</b>	<b>914,211</b>	<b>880,703</b>	<b>873,748</b>
Budgeted Employees	10	10	10	10	10	10

### 2013-2014 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$40,463 or four percent (4%) compared to the **FY 12-13** budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. Engineering services for the Endor Iron Trail Greenway are included in **FY 12-13** resulting in a decrease shown within the operating cost center. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel cost center includes a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and health insurance adjustments. A \$50,000 appropriation is included for the design of the Greenway Project within the operating cost center. **FY 10-11** includes a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **FY 09-10** shows increases within personnel due to Board of Adjustment and Planning Board members fees transferred from operating expense. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic constraints. Health insurance increases this cost center annually.



## 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 and Lee County; developing, maintaining and providing compliance review of the city's comprehensive plan; preparation and maintenance of the city's base map; providing technical assistance and staff support to the City of Sanford and County of Lee Planning and Zoning Boards, Lee County Environmental Board, and the Planning Commission.

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	11-12 Actual	12-13 Projected	13-14 Projected
<b>Goal:</b> To develop administrative programs and procedures designed to provide efficient customer service in all functions of the department			
<b>Objective:</b> Respond to all correspondence items and/or requests for information within established timeframes			
<b>Measures:</b>			
Respond to all correspondence within five working days	98%	98%	98%
Return all phone calls same day	99%	99%	99%
<b>Goal:</b> To encourage and educate citizens on issues affecting zoning procedures and quality of life issues			
<b>Objective:</b> Plan, schedule, and facilitate community wide meetings directed at enhancing citizen input and participation in the decision making process			
<b>Measures:</b>			
Community wide meetings	4	6	5
<b>Goal:</b> To provide opportunities for low-to-moderate income households by rehabilitating existing homes			
<b>Objective:</b> Complete rehabilitation to owner occupied units in order to provide decent, safe, and standard housing units (funded via CDBG Programs)			
<b>Measures:</b>			
Historic preservation – Wicker School	100%	100%	100%
Residential rehabilitation	4	4	4
Youth Council Grant	50%	50%	50%

**Performance Measures**

**11-12  
Actual**

**12-13  
Projected**

**13-14  
Projected**

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**Goal:** To provide comprehensive land development growth management policies for development, redevelopment and preservation of Sanford and Lee County's land resources

**Objective:** To enforce the Watershed Protection Ordinance and the Unified Development Ordinance, which are compatible for Sanford, Lee County and Broadway, and all other related codes and ordinances

**Measures:**

Number of planning commission / board of adjustment cases processed	19	21	22
Number of preliminary subdivision plats approved	1	1	2
Number of commercial zoning approvals issued	168	179	185

**COMMUNITY ENHANCEMENT – 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**

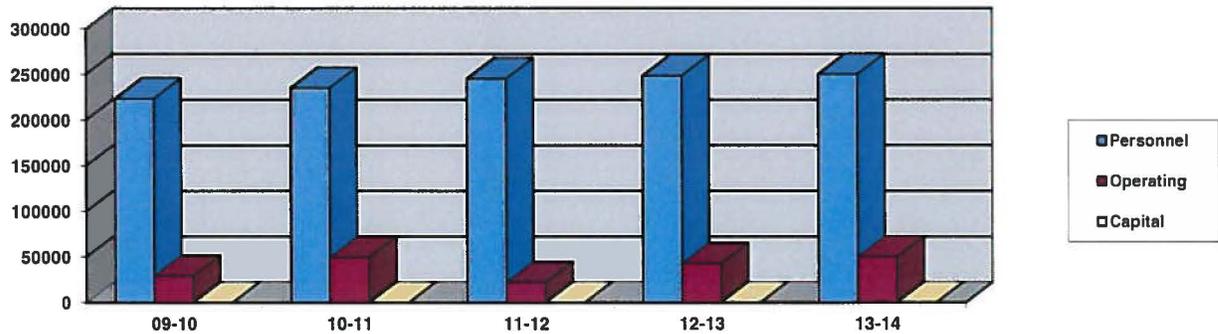
<b>Object of Expenditure</b>	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>REQUESTED 13-14</b>	<b>APPROVED 13-14</b>
Personnel	223,519	235,277	245,412	248,614	249,106	250,246
Operating	29,401	49,639	22,425	43,069	31,425	50,184
Capital	0	0	0	0	0	0
<b>Total</b>	<b>252,920</b>	<b>284,916</b>	<b>267,837</b>	<b>291,683</b>	<b>280,531</b>	<b>300,430</b>
Budgeted Employees	4	4	4	4	4	4

**2013-2014 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriations reflect an increase of \$8,747 or three percent (3%) compared to **FY 12-13** budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. Operating reflects an increase for laptops and software budgeted to improve efficiency in the field. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel increase is attributed to 3% cost of living adjustment, 0.53% state mandated employer retirement contribution increase as well as insurance adjustments. Decreases within the operating cost center are reflective of demolition cost related to asbestos enforcement in prior year. **FY 10-11** includes a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. Personnel costs show an increase for board salaries which were previously included within operating cost center. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions.



**COMMUNITY ENHANCEMENT – CODE ENFORCEMENT**

The purpose of the Community Enhancement section of the Community Development Department is to provide protection, safety, and general welfare of the citizens of the City of Sanford by enforcing the Code of Ordinances. Security is accomplished through the process of performing inspections on nuisance violations (i.e. rodent, overgrown lots, trash / junk, health / fire hazard, junked / nuisance vehicles, animals). Inspections are conducted on structures that are substandard to insure that they are fit for human habitation. Community Enhancement is responsible for pre-occupancy inspections and field zoning enforcement.

<b>Performance Measures</b>	<b>11-12 Actual</b>	<b>12-13 Projected</b>	<b>13-14 Projected</b>
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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, and related North Carolina General Statutes, and to ensure fitness for human habitation, and safeguard the interest of the general public by investigating and bringing into compliance all nuisance violations

**Objective:** Investigate complaints of overgrown lots, trash / junk, junk / nuisance vehicles, rodents, animals, health / safety, and minimum housing within the City of Sanford

**Measures:**

Overgrown lot complaints	1,764	1,715	1,790
Trash / junk complaints	402	398	400
Abandoned vehicle complaints	121	109	130
Minimum housing complaints	87	61	85
Sewer / health / safety complaints	87	85	107
Other / animals	535	194	220
Historic preservation	22	20	32

**Objective:** To investigate zoning violation complaints pertaining to illegal signage within the City of Sanford

**Measures:**

Illegal banner sign complaints	1,275	1,250	1,225
Illegal pennant, flag and temporary sign complaints	40	40	35
Telephone complaints	328	362	400

**Objective:** To conduct pre-occupancy inspections for home buyers within the City of Sanford to insure minimum housing standards are met

**Measures:**

Pre-occupancy inspections	3	4	5
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**COMMUNITY ENHANCEMENT – DOWNTOWN / HPC**

**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**

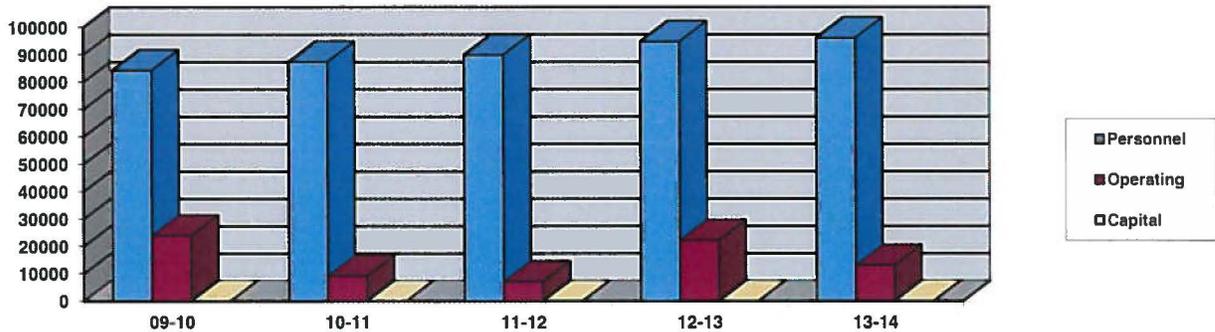
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	84,355	87,503	90,065	94,870	95,919	96,204
Operating	24,036	9,292	7,237	22,250	116,700	13,144
Capital	0	0	0	0	0	0
Total	108,391	96,795	97,602	117,120	212,619	109,348
Budgeted Employees	1	1	1	1	1	1

**2013-2014 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriations reflect a decrease of \$7,772 or seven percent (7%) compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. Operating reflects a decrease as signage was included in prior year. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Funded within operating is \$13,500 for historic entrance and welcome to Sanford signs. **FY 11-12** personnel increases are the result of a 3% cost of living adjustment, a 9% health insurance increase, and a 0.53% state mandated employer retirement contribution increase. **FY 10-11** personnel cost center reflects an increase for a 2.5% cost of living adjustment, a 1.55% employer retirement contribution increase, and a 2.8% insurance adjustment. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. Health insurance increases this cost center annually.



**COMMUNITY ENHANCEMENT – DOWNTOWN / HPC**

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.

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, prehistoric, architectural, or cultural importance

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

**Measures:**

Investigate and approve applications for minor works that do not interfere with the integrity of the property	64	70	72
Prepare formal applications for major works to the Historic Preservation Commission	8	10	10
Investigate design guideline violations	12	18	10
Number of National Registered Historic Districts	5	5	5

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

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

**Measures:**

Processed annexation applications	0	5	5
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## UTILITY FUND

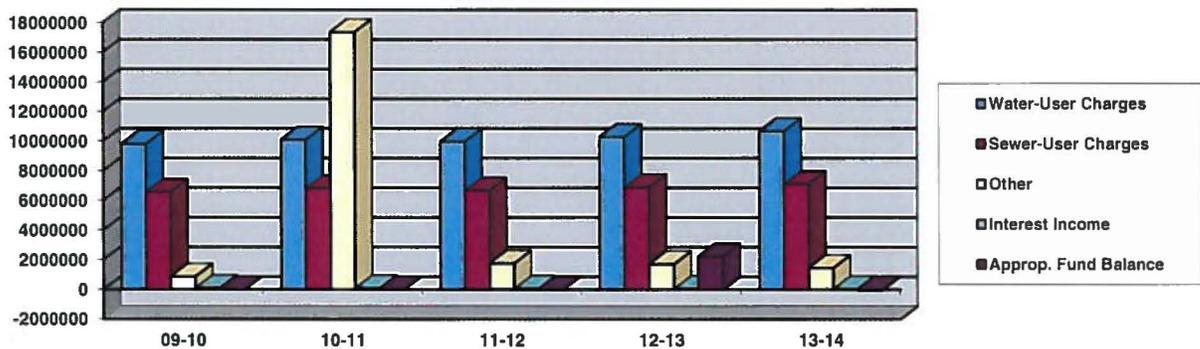
**Goal:** To account for the operations of the water treatment, wastewater treatment, and distribution systems.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Water-User Charges	9,809,234	10,097,230	9,973,786	10,300,000	10,674,976	10,674,976
Sewer-User Charges	6,570,034	6,827,124	6,675,393	6,900,000	7,119,305	7,119,305
Other	865,636	17,352,403	1,771,083	1,708,434	1,449,432	1,449,432
Interest Income	99,822	84,117	51,656	46,500	34,500	35,173
Appropriated Fund Balance	0	0	0	2,236,867	0	(45,747)
<b>Total</b>	<b>17,344,726</b>	<b>34,360,874</b>	<b>18,471,918</b>	<b>21,191,801</b>	<b>19,278,213</b>	<b>19,233,139</b>

### GRAPHIC REPRESENTATION

**FY 13-14** revenues decreased \$1,958,662 or nine (9%) percent compared to **FY 12-13** budget. The majority of this decrease is due to a reduction in fund balance appropriation. User charges reflect an increase of \$594,281 or three (3%) percent. The city increased water and sewer rates by two percent effective August 1, 2013. The average monthly impact on a city water/sewer account will be \$1.32 per month. Interest income continues to decline. **FY 12-13** user charges reflect a two percent water and wastewater rate increase. The majority of fund balance appropriated in **FY 12-13** is for improvements to the Hawkins Avenue waterline project. **FY 11-12** user charges reflect a two percent (2%) water rate increase and a three percent (3%) wastewater rate increase. **FY 10-11** shows a \$16,408,725 contribution to capital projects. This revenue is for the bonds issued pertaining to the Wastewater Treatment Plant expansion. **FY 10-11** shows water rate increases of 4% and sewer rate increases of 6%. The city added in **FY 10-11** a new bulk water customer with anticipated additional revenue of \$55,000 per year. These revenues are projected conservatively and based on historical data. **FY 10-11** also shows within other revenue anticipated market gains in the Other Post Employment Benefit (OPEB) Trust fund. **FY 09-10** also reflects water and sewer rate increases; interest income continues to fall due to a decline in interest rates.



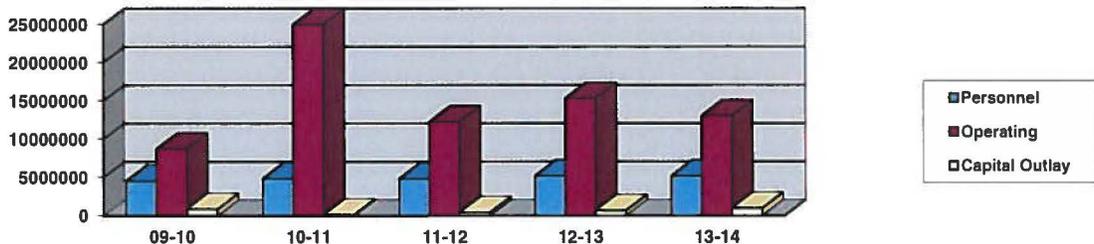
**UTILITY FUND**

**EXPENDITURE SUMMARIES**

<b>Object of Expenditure</b>	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>REQUESTED 13-14</b>	<b>APPROVED 13-14</b>
Personnel	4,564,053	4,867,883	4,860,545	5,212,384	5,163,818	5,202,696
Operating	8,733,845	24,941,410	12,287,481	15,292,860	13,292,596	13,040,324
Capital Outlay	872,174	133,905	427,131	686,557	1,163,319	990,119
<b>Total</b>	<b>14,170,072</b>	<b>29,943,198</b>	<b>17,575,157</b>	<b>21,191,801</b>	<b>19,619,733</b>	<b>19,233,139</b>
Budgeted Employees	87	88	88	89	89	89

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriation reflects a decrease of \$1,958,662 or nine percent (9%) compared to **FY 12-13** budget. Personnel costs represent twenty-seven (27%) percent of the total utility fund budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments are not funded. A total of three (3) positions remain frozen. They are included within the Engineering and Sewer Construction and Maintenance departments. For the second consecutive year, the city has avoided additional expense in health care by shifting the burden to its employees. Healthcare user fees that include co-pays and deductibles were increased to keep our premiums stable. The operating cost center is showing a substantial decrease due to a capital contribution made for the Hawkins Avenue waterline project (\$2,000,000) in prior year. The city funded \$1,000,000 for water and sewer rehabilitation as well as a Comprehensive Wastewater Master Plan in the amount of \$100,000. Capital reflects funds in the amount of \$250,000 for upgrade to Gaster's Creek Lift Station and other various items shown at the departmental level. **FY 12-13** personnel cost center reflects a 2.5% cost of living adjustment and a 0.14% employer retirement contribution decrease. The city elected to make changes to health plan copays and deductibles rather than increase health insurance premiums. Employees now have the option to choose between a Preferred Provider Organization (PPO) or a Consumer Driven Health Plan (CDHP). Capital outlay funding includes \$500,000 for utility improvements, \$90,000 for a control center, and \$88,750 for HVAC at the Water Plant. **FY 11-12** includes a 3% cost of living adjustment, an additional 0.53% state mandated employer retirement contribution, and a 9% health insurance adjustment. Three positions remain frozen. Funded within **FY 11-12** is a program that allows customers the option to pay their bills on-line as well as an internet service upgrade to allow real time alarm status from remote lift stations. The budget includes \$500,000 for sewer line rehabilitation. Capital funding includes diesel engine and components at the Water Treatment Plant, eight (8) Itron handheld units with charging cradle, Munis dashboard, server, SQL server, Tyler forms server, vehicles, and laboratory autoclave. **FY 10-11** includes a 2.5% cost of living adjustment, an additional 1.55% employer retirement contribution, and a 2.8% health insurance increase. The Wastewater Treatment Plant expansion began in **FY 10-11**. The city was issued bonds in the amount of \$52.8 million to boost capacity at the Wastewater Treatment Plant from 6.8 to 12 million gallons daily. A new emergency assistance fund (\$30,000) was set up in **FY 10-11** to assist citizens with their water and sewer bills facing financial hardships. NC Department of Transportation payments for utility relocates to accommodate the 421 bypass began in **FY 10-11**. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. It should be noted that an amount equal to \$128,440 has been included to offset administrative cost deficits within the Warehouse service operations.



**UTILITY FUND DEBT SERVICE**

**Fund:** Utility

**Function:** Debt Service

**Goal:** To account for the operations of debt service.

**DEPARTMENTAL SUMMARIES**

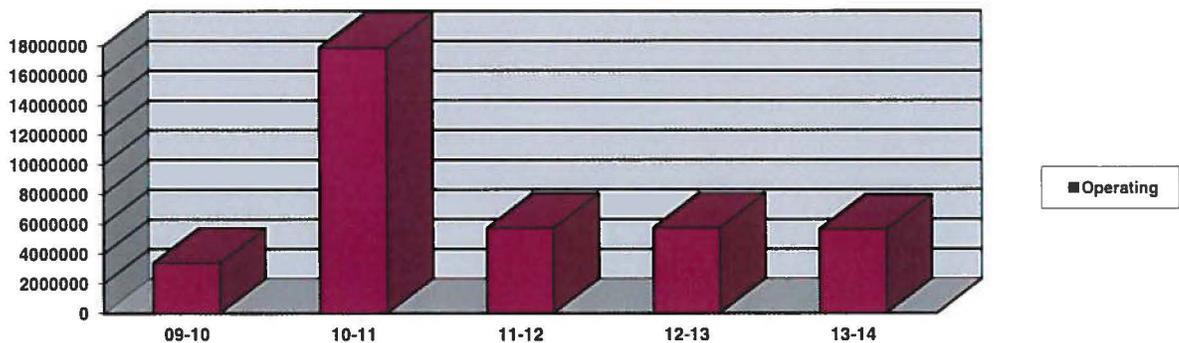
<b>Object of Expenditure</b>	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>REQUESTED 13-14</b>	<b>APPROVED 13-14</b>
Personnel	0	0	0	0	0	0
Operating	3,399,451	17,870,154	5,731,603	5,747,183	5,658,358	5,658,358
Capital	0	0	0	0	0	0
<b>Total</b>	<b>3,399,451</b>	<b>17,870,154</b>	<b>5,731,603</b>	<b>5,747,183</b>	<b>5,658,358</b>	<b>5,658,358</b>
Budgeted Employees	0	0	0	0	0	0

**2013-2014 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 13-14** appropriations reflect a \$88,825 or two (2%) percent decrease compared to FY 12-13 budget. **FY 10-11** shows initial debt for the Wastewater Treatment Plant expansion. This expansion will boost capacity from 6.8 to 12 million gallons daily. **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, capital projects and capital reserve fund.

### DEPARTMENTAL SUMMARIES

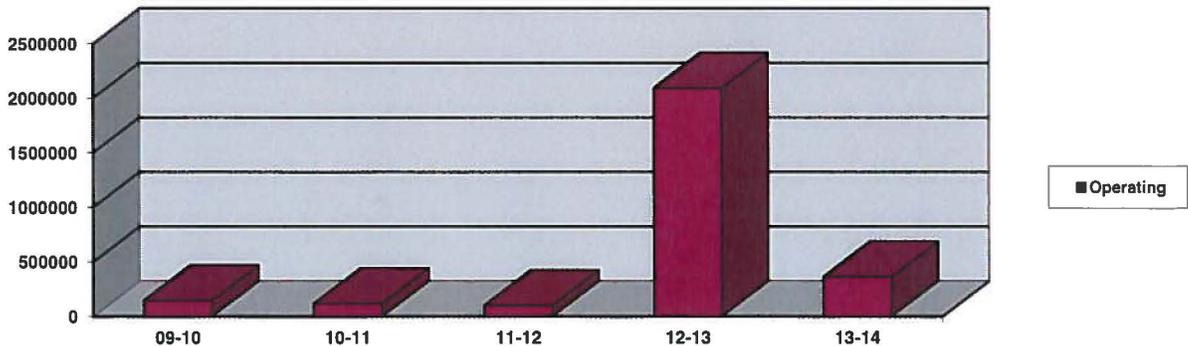
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	0	0	0	0
Operating	147,619	118,644	101,594	2,091,768	364,544	364,544
Capital	0	0	0	0	0	0
<b>Total</b>	<b>147,619</b>	<b>118,644</b>	<b>101,594</b>	<b>2,091,768</b>	<b>364,544</b>	<b>364,544</b>
Budgeted Employees	0	0	0	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$1,727,224 or eight-three (83%) percent compared to **FY 12-13** budget. This decrease is mainly due to a capital contribution for the Hawkins Avenue Waterline project (\$2,000,000) made in prior year. The contingency appropriation remains at \$300,000. These 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. Other Post Employment Benefit (OPEB) contribution was not funded in **FY 13-14**, **FY 12-13** or **FY 11-12**. **FY 10-11** shows a contribution in the amount of \$18,750 made to the Other Post Employment Benefit (OPEB) Trust Fund. The OPEB contribution was not funded in **FY 09-10** due to budget constraints.



## 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 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	45,054	48,483	50,583	51,348	51,469	51,754
Operating	251,858	242,499	244,336	260,060	262,325	261,686
Capital	0	0	0	0	0	0
Total	296,912	290,982	294,919	311,408	313,794	313,440
Budgeted Employees	1	1	1	1	1	1

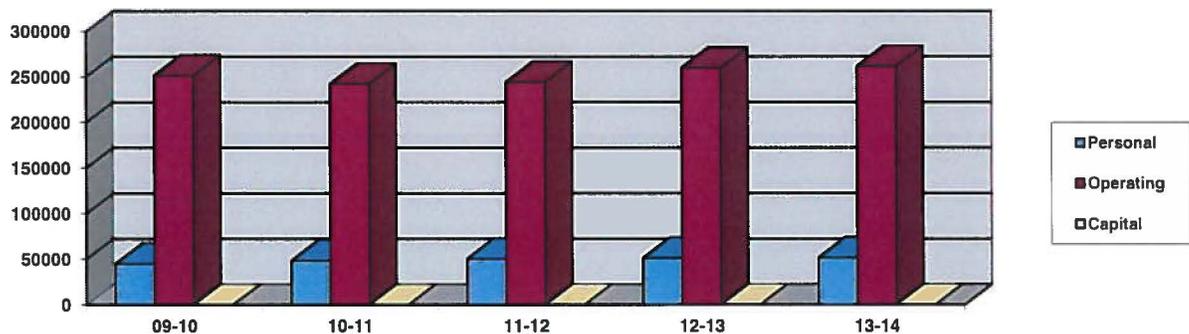
### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$2,032 or one (1%) percent compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Personnel adjustments shown within **FY 11-12** include a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions.

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	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** To provide user departments with materials which are required for departmental operations, a complete inventory program is established

**Objective:** Working with department personnel in identifying additional items that need to be added to warehouse room inventory for departmental operational use

**Measures:**

Additional materials added to actual warehouse room inventory	9	9	9
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**Goal:** To maintain accurate inventory records, a comprehensive computerized inventory system will be continued

**Objective:** To ensure accountability and accuracy in the inventory records, a monthly physical inventory will be performed, not to exceed a 2% discrepancy of physical inventory to actual inventory records reported

**Measures:**

Monthly average accuracy of physical inventory versus inventory reporting records for fiscal year	98%	99%	98%
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**Goal:** To ensure that all materials are purchased at the most economical cost, a process of acquiring competitive bids on supplies and materials will be maintained

**Objective:** Secure competitive bids on purchases for water and sewer department's brass and copper parts, which consist of approximately 80% of actual warehouse room inventory; these bid quotes should not exceed more than 10% of purchasing the same materials from previous fiscal year

**Measures:**

Bid quotes obtained for water and sewer warehouse materials by approved vendors on a yearly basis	3	3	3
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## UTILITY FUND ADMINISTRATION

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To organize a systematic procedure of collecting and record keeping for water and sewer user charges.

### DEPARTMENTAL SUMMARIES

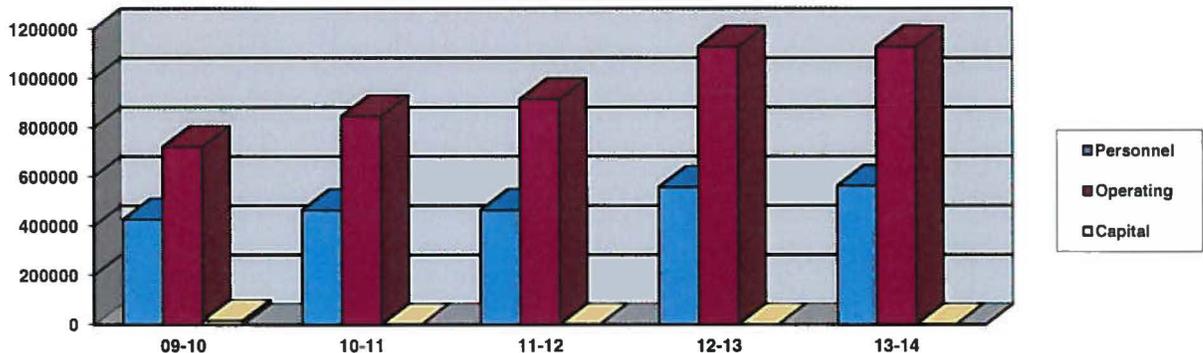
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	427,659	465,015	465,486	558,882	560,516	563,651
Operating	722,038	846,431	915,375	1,127,741	1,128,028	1,128,700
Capital	15,956	0	0	0	0	0
<b>Total</b>	<b>1,165,653</b>	<b>1,311,446</b>	<b>1,380,861</b>	<b>1,686,623</b>	<b>1,688,544</b>	<b>1,692,351</b>
Budgeted Employees	8	9	9	11	11	11

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$5,728 compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. For more efficient management, this department was combined with the Billing department in **FY 12-13**, therefore increases are shown throughout. **FY 12-13** personnel adjustments reflect a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. Also funded within the operating cost center is a program to allow customers the ability to pay their water and/or sewer bill on line. A part time collections clerk was funded in **FY 10-11**. **FY 09-10** reflects personnel increases for the addition of a new accountant position. Operating reflects increases within professional services, training, supplies, and GF reimbursement.



## UTILITY FUND ADMINISTRATION

Utility Fund Administration is responsible for the accurate and timely collection and billing of water and sewer charges as well as billing any other fees generated in the utility function.

Performance Measures	11-12 Actual	12-13 Projected	13-14 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	93%	93%	93%
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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 – 91+ days overdue	\$817,770	\$908,180	\$925,380
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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	17,200	17,390	17,430
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## UTILITY BILLING

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To invoice water and sewer customers monthly in an accurate and timely manner.

### DEPARTMENTAL SUMMARIES

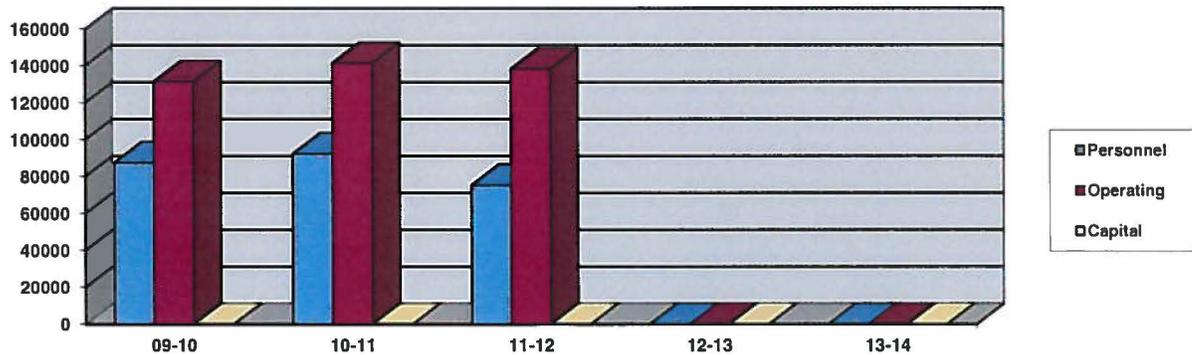
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	87,650	92,443	75,429	0	0	0
Operating	131,523	141,478	138,285	0	0	0
Capital	0	0	0	0	0	0
<b>Total</b>	<b>219,173</b>	<b>233,921</b>	<b>213,714</b>		<b>0</b>	<b>0</b>
Budgeted Employees	2	2	2	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

This department has been combined with the Utility Fund Administration department to increase efficiency of management. **FY 11-12** reflects a 3% cost of living adjustment, a 0.53% employer retirement contribution increase, and a 9% health insurance adjustment. **FY 09-10** personnel cost center reflects a staffing change. Operating cost center included postage and printing for second notices and privilege licenses and contractual services for outsource billing.



## 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

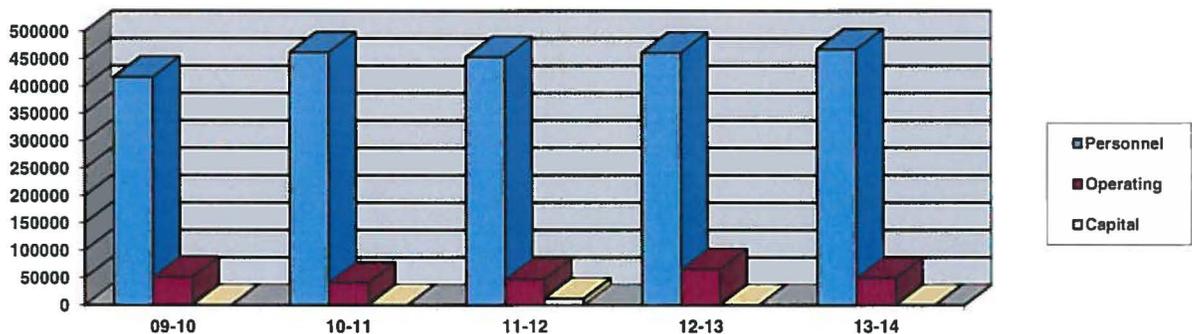
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	416,493	461,416	452,926	460,909	450,914	466,992
Operating	51,177	40,749	46,926	65,398	49,650	49,680
Capital	0	0	12,037	0	0	0
<b>Total</b>	<b>467,670</b>	<b>502,165</b>	<b>511,889</b>	<b>526,307</b>	<b>500,564</b>	<b>516,672</b>
Budgeted Employees	8	8	8	8	8	8

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$9,635 or two percent (2%) compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. Two positions remain frozen within this department for a savings of \$115,979. A Chatham County engineering study was funded in **FY 12-13** resulting in a substantial decrease shown within operating. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. A decrease is shown within the personnel cost center due to overtime for special projects required in prior year. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions.



## ENGINEERING

The department provides technical support to all division 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	11-12 Actual	12-13 Projected	13-14 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	97%	97%	100%
Provide technical advice within 5 days	98%	98%	100%
Attend special meetings	99%	99%	100%

**Goal:** Communicate with developers, engineers, etc. to provide quality developments that are constructed to city standards

**Objective:** To provide construction and engineering support that results in products of the highest possible quality

**Measures:**

Provide construction inspection daily and within 24 hours of special requests	100%	100%	100%
Provide technical specifications to consulting engineers within 3 days	96%	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%
Make contact with citizens that have a complaint within 24 hours of first contact	100%	99%	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

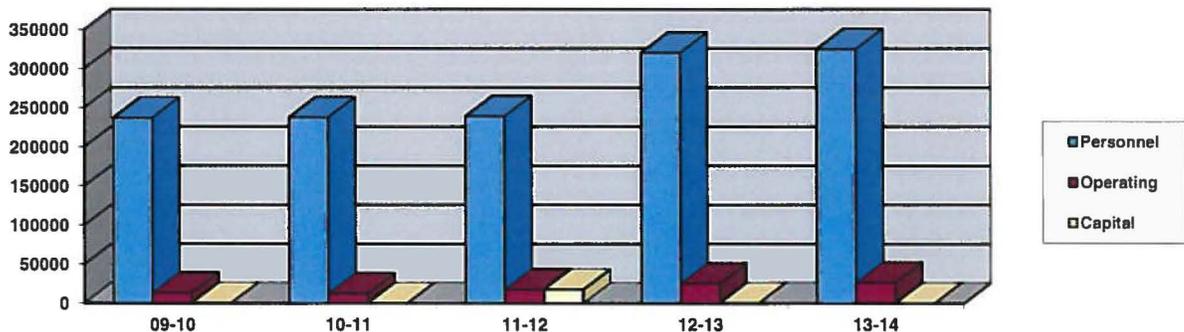
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	237,246	237,800	239,328	320,542	324,087	325,227
Operating	13,331	12,290	17,842	27,760	25,315	26,635
Capital	0	0	17,535	0	17,700	0
<b>Total</b>	<b>250,577</b>	<b>250,090</b>	<b>274,705</b>	<b>348,302</b>	<b>367,102</b>	<b>351,862</b>
Budgeted Employees	3	3	3	4	4	4

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$3,560 or one percent (1%) compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments were not funded. No significant changes within operating. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase, a 0.14% employer retirement contribution decrease, and the addition of a new safety officer position. Operating reflects an increase for Jordan Lake Partnership dues (\$7,500). **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. **FY 11-12** reflects an increase within operating for the first year of Jordan Lake Partnership dues (\$2,500).



## 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.

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Performance Measures	11-12 Actual	12-13 Projected	13-14 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	98%	98%	100%
Attend special meetings	99%	99%	100%
Schedule meetings to provide adequate communication	100%	100%	100%
Training opportunities to ensure staff is adequately trained	96%	98%	100%

## SEWER CONSTRUCTION AND MAINTENANCE

**Fund:** Utility

**Function:** Public Utilities

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

### DEPARTMENTAL SUMMARIES

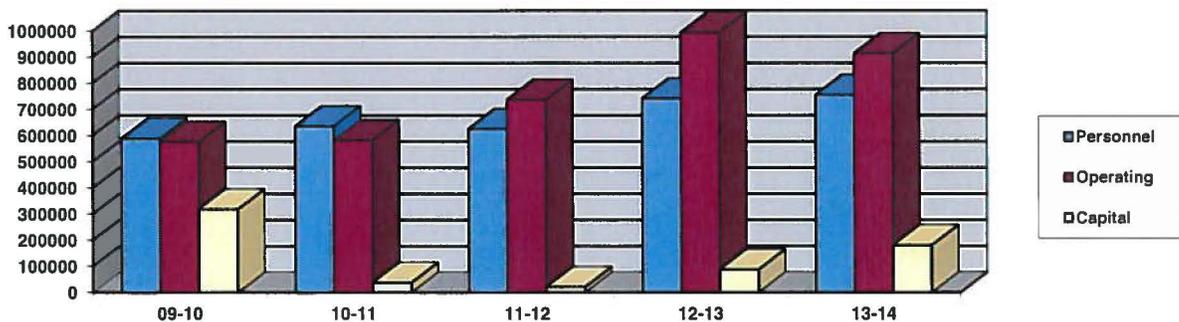
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	588,390	635,511	625,670	741,862	751,649	755,354
Operating	575,496	581,660	736,473	992,956	916,365	913,855
Capital	317,862	37,370	20,703	87,390	283,000	180,000
<b>Total</b>	<b>1,481,748</b>	<b>1,254,541</b>	<b>1,382,846</b>	<b>1,822,208</b>	<b>1,951,014</b>	<b>1,849,209</b>
Budgeted Employees	13	14	14	14	14	14

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) sewer pipe cleaning easement machine, \$41,500; one (1) 2 ton dump truck, \$85,000; one (1) trench shield, \$7,000; one (1) ½ ton truck, \$17,500; and one (1) ton utility truck, \$29,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$27,001 or one percent (1%) compared to FY 12-13. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase and a change in method of funding unemployment insurance. One position remains frozen resulting in a savings of \$39,093. Cost of living or merit adjustments were not funded. Paving charges in the amount of \$150,000 is funded within operating. Occasionally, before the end of a fiscal year contingency funds will be transferred for emergency purposes only (sewer main break, etc.). **FY 12-13** reflects these changes within the operating budget. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Paving in the amount of \$150,000 is included within operating. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. The operating cost center reflects a significant increase due to the transfer of two lift stations from the Wastewater Treatment Plant. Paving charges are included in the amount of \$150,000, a \$20,000 increase from prior year budget. This was increased due to prices of asphalt and concrete. **FY 10-11** reflects one position being transferred from the Water Construction and Maintenance department due to a shift in duties and one position was reclassified. Operating reflects the addition of odor control at Patterson's Creek lift station. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. Capital reflects the purchase of a jet vac.



## SEWER CONSTRUCTION AND MAINTENANCE

The Sewer Construction and Maintenance 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 190.4 miles of gravity wastewater lines, 17 miles of pressurized force mains, 10,000 service laterals, 4,436 manholes, 8 wastewater lift stations, and 1 potable water booster station. 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	11-12 Actual	12-13 Projected	13-14 Projected
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**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) To provide proper maintenance of sanitary sewer systems; 2) to continue TV inspection and smoke testing programs; 3) to continue manhole rehabilitation and inflow / infiltration efforts to reduce flow and cost at the treatment plant; 4) repair and replace sanitary sewer lines to reduce inflow and infiltration

**Measures:**

Stoppage complaints	225	230	250
New taps installed	19	21	12
Rights-of-Way mowed (feet)	229,526	235,526	200,000
Sewer line jetted (feet)	275,800	278,726	175,000
Sewer retaps	81	95	55
Priority outfall line inspection (feet)	416,225	406,525	350,000
Collections system line inspection (feet)	247,845	258,445	175,000
Manhole Adjustments	50	52	50

## WATER CONSTRUCTION AND MAINTENANCE

**Fund:** Utility

**Function:** Public Utilities

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

### DEPARTMENTAL SUMMARIES

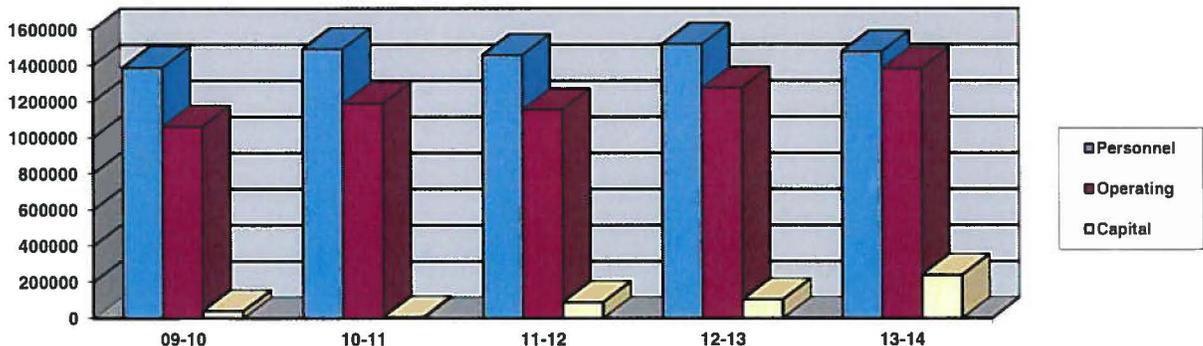
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	1,387,923	1,490,469	1,457,574	1,517,983	1,468,737	1,476,432
Operating	1,061,124	1,189,224	1,155,744	1,276,164	1,386,955	1,382,325
Capital	39,132	5,120	87,516	102,856	460,000	238,500
<b>Total</b>	<b>2,488,179</b>	<b>2,684,813</b>	<b>2,700,834</b>	<b>2,897,003</b>	<b>3,315,692</b>	<b>3,097,257</b>
Budgeted Employees	28	27	27	27	27	27

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) backhoes, \$156,000; one (1) ½ ton truck, \$17,500; one (1) ½ ton 4X4 truck, \$19,500; one (1) truck, \$16,500; and one (1) one ton utility truck, \$29,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$200,254 or seven percent (7%) compared to **FY 12-13** budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution increase, a change in method of funding unemployment insurance, and reduced overtime funding. Cost of living or merit adjustments are not funded. Operating reflects an increase shown within contractual services and supplies for fluctuation in price of materials. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase, a 0.14% employer retirement contribution decrease, and additional funds required for overtime. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated retirement contribution increase, and health insurance adjustments. **FY 10-11** reflects the transfer of one position into the Sewer Construction and Maintenance department due to a shift in duties and one position was reclassified. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions.



## WATER CONSTRUCTION AND MAINTENANCE

The basic function of the Water Construction and Maintenance Department is to distribute adequate, clean and safe water to residential, commercial and industrial users. This includes the monthly reading of meters, performing cut-on, cut-offs, taps and replacement of still meters. A comprehensive maintenance program is performed by departmental personnel which includes cutting all right-of-ways, prompt repairing of broken lines with immediate notification to the public on service interruptions, maintenance of water tanks and operation of a meter repair shop. This department inspects all water lines installed by contractors, raises covered valve boxes and checks and maintains all fire hydrants and valves. This department also has a Backflow Prevention Program to ensure water quality and eliminate cross connections as well as a Fats, Oils and Grease Program to help minimize entry of fats, oils and grease into the city's sanitary sewer system.

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
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**Goal:** Ensure the reliable distribution of drinking water to the residents of the City of Sanford and Lee County compliant with all current and future federal, state, and local requirements of system pressure, integrity, and water quality

**Objective:** 1) Perform leak investigations and respond to water main failures; 2) Install new taps and retaps and perform utility locates

**Measures:**

Miles of distribution lines maintained	590	595	599
Leak investigations	365	331	320
Major water line repairs (6" or greater)	143	143	143
Minor water line repairs (4" or smaller)	69	61	60
New water taps made	103	95	90
Water retaps	184	215	225

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

**Measures:**

New meters installed	2	62	62
Water meters read	225,676	227,400	229,400
Large water meters tested (3" or greater)	31	25	20
Small meters tested (2" or smaller)	3	20	28
Replace old meters	278	73	34

**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	2,243	2,200	2,200
Valves inspected / exercised	3,104	2,725	2,224

**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	19	27	32
Privately owned backflow devices inspected	506	375	278

## WATER TREATMENT PLANT

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To treat and maintain an adequate and safe supply of water for our citizens.

### DEPARTMENTAL SUMMARIES

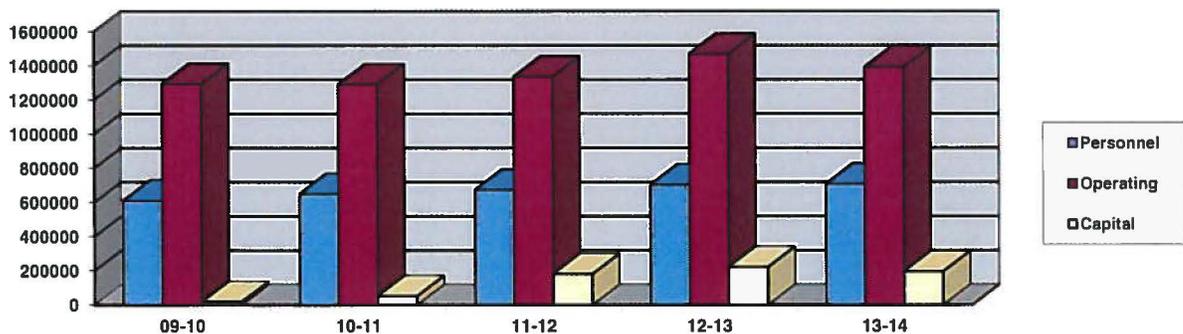
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	611,308	650,437	673,778	704,260	705,419	708,554
Operating	1,294,700	1,290,974	1,354,729	1,468,765	1,390,416	1,392,416
Capital	17,474	51,905	180,258	220,900	227,619	195,119
Total	1,923,482	1,993,316	2,208,765	2,393,925	2,323,454	2,296,089
Budgeted Employees	11	11	11	11	11	11

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) variable frequency drive, \$96,808; two (2) flocculator gear boxes, \$41,000; one (1) tractor mower, \$20,811; two (2) programmable logic controllers, \$10,500; carpet replacement at the water plant, \$6,500; and one (1) ½ ton 4X4 truck, \$19,500.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations decreased \$97,836 or four percent (4%) compared to **FY 12-13** budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments are not funded. The decrease shown within operating is due to a coagulant study budgeted in prior year. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Increases shown within operating are mainly due to utilities, chemicals, and sludge removal. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. Also included within personnel is the addition of an intern position (\$2,500). New to the operating cost center in **FY 10-11** is a bench test to analyze the effectiveness of chemicals to remove contaminants. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions.



## WATER TREATMENT PLANT

The Water Treatment Plant provides the citizens of Sanford, Lee County, the Town of Broadway and Chatham County utilities with potable drinking water through chemical treatment and distribution.

Performance Measures	11-12 Actual	12-13 Projected	13-14 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	100%	100%	100%
SCADA computer records of system pressure	100%	100%	100%

**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	90%	88%	92%
Maintain a heterotrophic plate count below 500	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 certified operators of plant staff	100%	100%	100%
Reduce employee turnover	100%	100%	100%

## WASTEWATER TREATMENT PLANT

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To provide an effective recycling of domestic and industrial wastewater.

### DEPARTMENTAL SUMMARIES

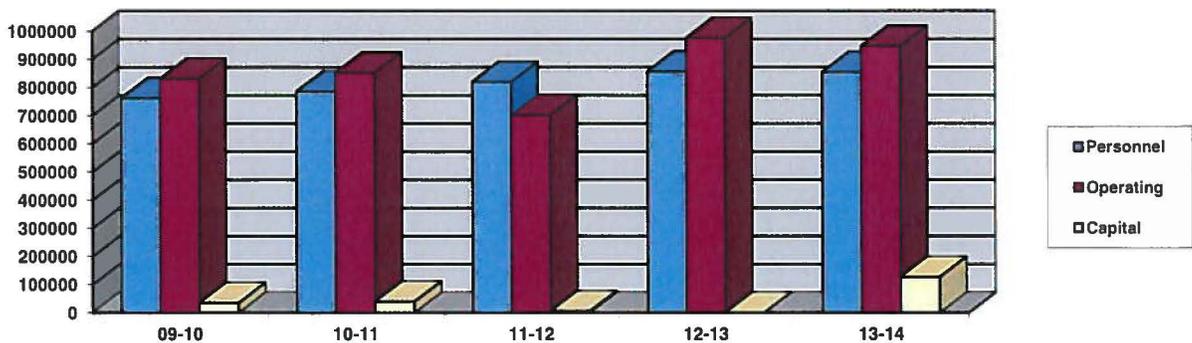
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	762,329	786,310	819,770	856,598	851,027	854,732
Operating	831,135	852,932	701,363	975,549	945,640	947,125
Capital	34,807	39,510	5,047	0	175,000	126,500
Total	1,628,271	1,678,752	1,526,180	1,832,147	1,971,667	1,928,357
Budgeted Employees	13	13	13	13	13	13

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) lachat quickchem system, \$80,000, one (1) ½ ton 4X4 truck, \$19,500; and one (1) electric utility vehicle, \$27,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations increased \$96,210 or five (5%) percent compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution increase and a change in method of funding unemployment insurance. Cost of living or merit adjustments are not funded. The operating cost center reflects a decrease mainly due to the utility budget increase in FY 12-13 to cover the new equipment and buildings coming on line in regards to the expansion. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Operating reflects an increase in utilities. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. Included in **FY 10-11** is a compensatory stream mitigation fee for the Wastewater Treatment Plant expansion, Patterson Creek water quality monitoring, and additional chemicals for odor control at Gaster's Creek lift station. The transfer of two lift stations into the Sewer Construction and Maintenance department was completed in FY 11-12. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions.



## WASTEWATER TREATMENT PLANT

The Wastewater Treatment Plant 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. Current operations of the new bio-solids handling facility has enhanced efficiency and reduced operating cost.

Performance Measures	11-12 Actual	12-13 Projected	13-14 Projected
<b>Goal:</b> Comply with state and EPA regulations for Industrial Pretreatment Program and plant			
<b>Objective:</b> Monitor industries with an aggressive sampling program to ensure compliance with their permits and test daily influent and effluent at the plant			
<b>Measures:</b>			
Number of samples taken from industries and at the plant	7,996	8,646	9,000
<b>Goal:</b> Comply with state and EPA regulations for Land Application Program			
<b>Objective:</b> Permit additional acreage for application of bio-solids			
<b>Measures:</b>			
Number of acres permitted for Land Application Program	1,200	1,200	1,200
<b>Goal:</b> Operate the plant with skilled and certified personnel for efficient operation			
<b>Objective:</b> Certify all personnel to NC Biological Operator Certification grade I			
<b>Measures:</b>			
Percent of certified operators of plant staff	100%	100%	100%

## 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

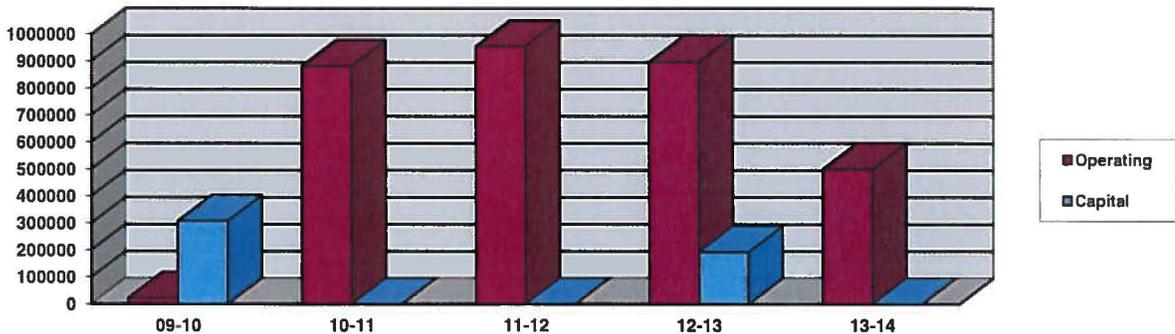
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	0	0	0	0
Operating	22,814	881,064	954,750	897,006	500,000	500,000
Capital	308,314	0	0	193,170	0	0
<b>Total</b>	<b>331,128</b>	<b>881,064</b>	<b>954,750</b>	<b>1,090,176</b>	<b>500,000</b>	<b>500,000</b>
Budgeted Employees	0	0	0	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$590,176 or fifty-four (54%) percent compared to **FY 12-13** budget. Major project approved within the operating cost center is water rehabilitation in the amount of \$500,000. **FY 12-13**, **FY 11-12** and **FY 10-11** reflect NC Department of Transportation utility relocate payments totaling \$1,045,904. **FY 09-10** capital cost center reflects utility relocates in the amount of \$240,311 pertaining to the US 421 bypass. Items previously budgeted within the capital cost center have been moved to the operating cost center due to the threshold increase for capital requirements. 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

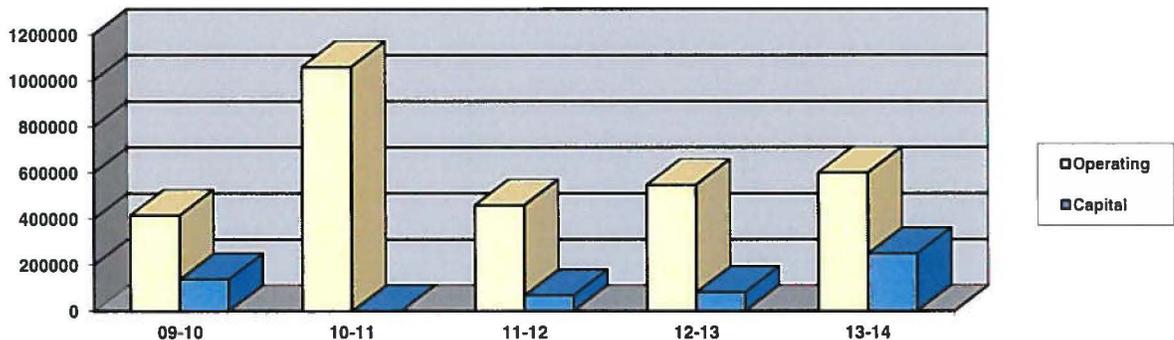
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	0	0	0	0
Operating	415,795	1,059,662	459,230	547,510	850,000	600,000
Capital	138,629	0	68,811	82,241	0	250,000
<b>Total</b>	<b>554,424</b>	<b>1,059,662</b>	<b>528,041</b>	<b>629,751</b>	<b>850,000</b>	<b>850,000</b>
Budgeted Employees	0	0	0	0	0	0

### 2013-2014 CAPITAL OUTLAY DETAIL

Capital outlay funding includes Gaster's Creek Lift Station upgrade and force main relocate, \$250,000.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect an increase of \$220,249 or thirty-five percent (35%) compared to FY 12-13 budget. This increase is mainly attributed to the capital item described above. Sewer rehabilitation is funded at \$500,000 as well as \$100,000 for a Comprehensive Wastewater Master Plan. **FY 12-13** included \$547,510 for sewer rehabilitation. **FY 12-13** reflects capital for a 24" steel encasement pipe related to the 421 bypass utility relocates. **FY 11-12** shows sewer rehabilitation in the amount of \$459,230. Capital items include the installation of generators at two lift stations (\$68,811). **FY 10-11** reflects funds for sewer rehabilitation, dry creek basin sewer rehabilitation, and the installation of flow and monitoring at Patterson's Creek. **FY 09-10** reflects capital for a 24" steel encasement pipe related to the 421 bypass utility relocates. Items previously budgeted within the capital cost center have been moved to the operating cost center due to the city policy change in capital requirements. 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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## GOLF FUND

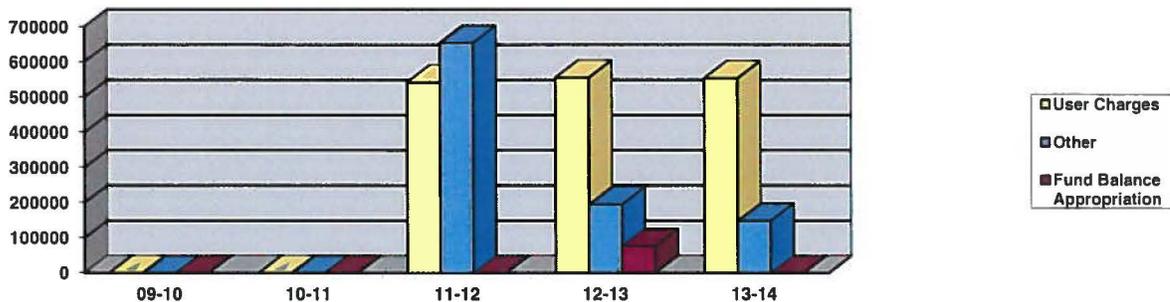
**Goal:** To account for the activities of the City of Sanford Golf Course.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
User Charges	0	0	541,917	555,087	553,345	553,345
Other	0	0	654,343	195,353	147,297	148,722
Interest Income	0	0	69	0	0	0
Fund Balance Appropriation	0	0	0	76,525	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,196,329</b>	<b>826,965</b>	<b>700,642</b>	<b>702,067</b>

### GRAPHIC REPRESENTATION

**FY 13-14** golf revenue decreased \$124,898 or fifteen percent (15%) compared to FY 12-13 budget. This decrease is due to a reduced contribution from the general fund, shown within other, and fund balance appropriation budgeted in prior year. User charges represent seventy-nine (79%) percent of total golf fund revenue. The Golf Department was transferred into the Enterprise Fund in **FY 11-12** and is now referred to as the Golf Fund. Actual revenues for FY 09-10 and FY 10-11 are shown within the General Fund.



## GOLF FUND

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

### EXPENDITURE SUMMARIES

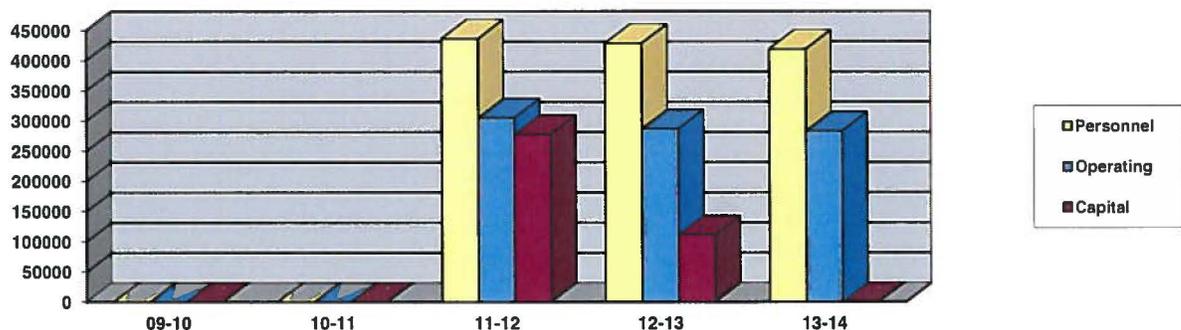
Object of Expenditure	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Personnel	0	0	436,061	428,423	417,238	418,663
Operating	0	0	305,330	287,017	283,404	283,404
Capital	0	0	277,750	111,525	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,019,141</b>	<b>826,965</b>	<b>700,642</b>	<b>702,067</b>
Budgeted Employees	0	0	6	6	6	6

### 2013-2014 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 13-14** appropriations reflect a decrease of \$124,898 or fifteen (15%) percent compared to FY 12-13 budget. Personnel adjustments are related to a 0.33% state mandated employer retirement contribution increase and a change in method of funding unemployment insurance. However, a reduction is shown within personnel due to a shift from one full time position to a part time position. Cost of living or merit adjustments are not funded. **FY 12-13** personnel adjustments include a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Operating cost center shows a reduction due to retirement of debt in FY 11-12. Cart paths, a fairway mower, and an HVAC unit were funded in **FY 12-13** and shown within capital. **FY 11-12** personnel costs include a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. Golf carts, a turbine blower, and a utility cart were purchased in FY 11-12. This department was transferred from the General Fund into the Enterprise Fund in FY 11-12 and is now referred to as Golf Fund.



## GOLF FUND

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	11-12 Actual	12-13 Projected	13-14 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	2	2	2
Aerate tees	2	2	2
Fertilize fairways	2	3	3
Fertilize greens	27	28	30
Top dress greens	14	14	15
Spray for foreign grass	4	4	5
Overseed tees	2	2	2
Edge sand traps	3	3	3
Paint greens (winter)	1	1	1

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

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

**Measures:**

Rounds of golf	31,961	32,000	32,500
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## SPECIAL TAX DISTRICT FUND

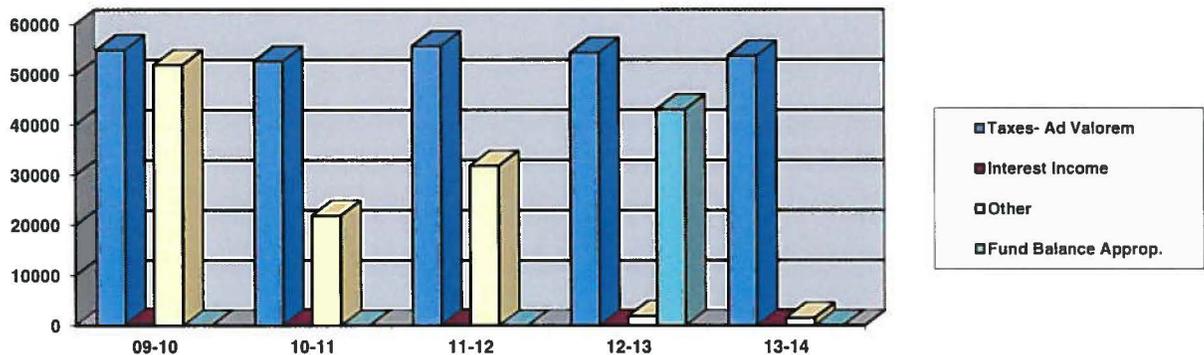
**Goal:** To account for the activities of the Central Business Tax District established to assist in revitalization of the downtown area.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 09-10	ACTUAL 10-11	ACTUAL 11-12	BUDGET 12-13	REQUESTED 13-14	APPROVED 13-14
Taxes- Ad Valorem	54,944	52,705	55,682	54,391	0	53,753
Interest Income	379	238	230	125	0	135
Other	51,925	21,900	31,825	1,900	0	1,500
Fund Balance Appropriation	0	0	0	43,049	0	0
<b>Total</b>	<b>107,248</b>	<b>74,844</b>	<b>87,737</b>	<b>99,465</b>	<b>0</b>	<b>55,388</b>

### GRAPHIC REPRESENTATION

**FY 13-14** Special Tax District revenue decreased \$44,077 or forty-four percent (44%) compared to FY 12-13 budget. The tax rate remains level at 13 cents per \$100 valuation. The majority of fund balance appropriated in **FY 12-13** is for improvements to the McIver Street sidewalk. The general fund contribution to downtown was eliminated in **FY 12-13** resulting in the reduction shown within other.



**SPECIAL TAX DISTRICT FUND**

**EXPENDITURE SUMMARIES**

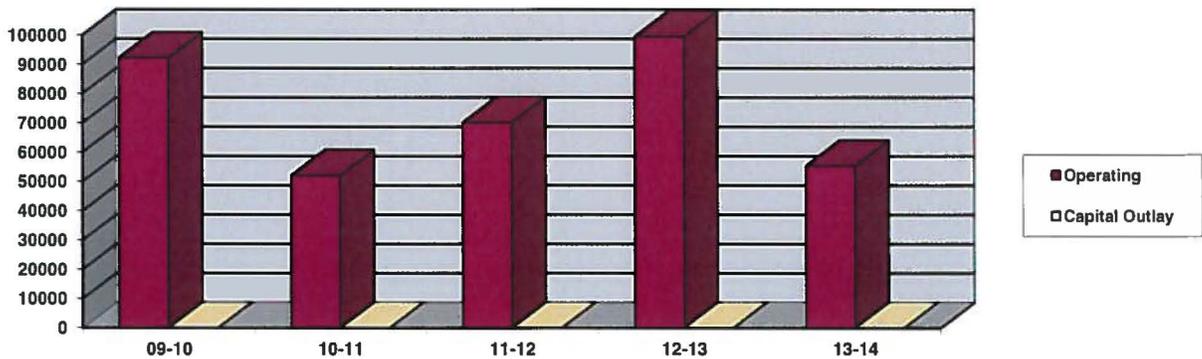
<b>Object of Expenditure</b>	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>REQUESTED 13-14</b>	<b>APPROVED 13-14</b>
Personnel	0	0	0	0	0	0
Operating	92,277	52,096	70,162	99,465	58,715	55,388
Capital Outlay	0	0	0	0	650,000	0
<b>Total</b>	<b>92,277</b>	<b>52,096</b>	<b>70,162</b>	<b>99,465</b>	<b>708,715</b>	<b>55,388</b>

**2013-2014 CAPITAL OUTLAY DETAIL**

No capital outlay funding was approved.

**GRAPHIC REPRESENTATION**

**FY 13-14** Special Tax District expenditures reflect decreases totaling \$44,077 or forty-four percent (44%) compared to **FY 12-13** budget. A \$40,000 contribution is included in **FY 12-13** for improvements to McIver Street sidewalk. **FY 11-12** includes funding of \$30,000 for Christmas decorations. The debt service for Depot Park expired in **FY 10-11** resulting in a reduction in the operating cost center.



**FUND BALANCE GOVERNMENTAL FUNDS**

	<b>ACTUAL 09-10</b>	<b>ACTUAL 10-11</b>	<b>ACTUAL 11-12</b>	<b>BUDGET 12-13</b>	<b>BUDGET 12-13</b>
<b>SPECIAL TAX</b>					
BEGINNING BALANCE	\$ 48,111	\$ 63,082	\$ 85,829	\$ 103,404	\$ 60,355
REVENUES					
AD VALOREM TAXES	54,944	52,705	55,682	54,391	53,753
OTHER	52,304	22,138	32,055	2,025	1,635
TOTAL	<u>107,248</u>	<u>74,843</u>	<u>87,737</u>	<u>56,416</u>	<u>55,388</u>
EXPENDITURES					
DOWNTOWN REVITALIZATION	<u>92,277</u>	<u>52,096</u>	<u>70,162</u>	<u>99,465</u>	<u>55,388</u>
TOTAL	<u>92,277</u>	<u>52,096</u>	<u>70,162</u>	<u>99,465</u>	<u>55,388</u>
<b>ENDING BALANCE</b>	<b><u><u>\$ 63,082</u></u></b>	<b><u><u>\$ 85,829</u></u></b>	<b><u><u>\$ 103,404</u></u></b>	<b><u><u>\$ 60,355</u></u></b>	<b><u><u>\$ 60,355</u></u></b>

## SPECIAL TAX

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	11-12 Actual	12-13 Projected	13-14 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	\$200,000	\$75,000	\$125,000
Private funds attained	\$5,149	\$9,985	\$10,000

**Objective:** Advocate on behalf of DSI to various civic groups and the general public to create a downtown awareness and solicit funding for various projects

**Measures:**

Conduct speaking engagements advocating DSI	6	5	5
Represent DSI on various local boards	3	3	3

**Goal:** To improve the district's overall appearance

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

**Measures:**

Streetscape implemented on a number of downtown blocks	0	0	1
Building improvement grants awarded	9	7	7
Art project	0	1	1

**Goal:** To add to the quality of life of local residents

**Objective:** Sponsor events that add to the quality of life to local residents while at the same time exposing them to other opportunities that downtown has to offer

**Measures:**

Summer concert series	1	1	1
Holiday tree lighting	1	1	1
Movie series	2	2	2
Downtown festival	1	1	1
Merchant open house	2	2	2

## 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

** FUNDING SOURCE	PROJECT DESCRIPTION	BUDGET YEAR 2013-2014	PLANNING YEAR 2014-2015	PLANNING YEAR 2015-2016	PLANNING YEAR 2016-2017	PLANNING YEAR 2017-2018
	<b><u>GENERAL FUND</u></b>					
	<b>GENERAL SERVICES:</b>					
5	Roof Replacement at Shop	50,000	-	-	-	-
3,5	Parking Expansion at Service Center	-	15,000	135,000	-	-
4	Renovate / Remodel City Hall	-	-	-	2,500,000	2,500,000
4	Vehicle, Salt, Sand, Rock Storage Buildings	-	1,000,000	-	-	-
3	Greenway System Development	-	-	1,500,000	1,500,000	1,500,000
	<b>TOTAL GENERAL SERVICES</b>	<b>50,000</b>	<b>1,015,000</b>	<b>1,635,000</b>	<b>4,000,000</b>	<b>4,000,000</b>
	<b>PUBLIC SAFETY:</b>					
4	No. 4 Fire Station	-	-	1,715,000	-	-
4	No. 5 Fire Station	-	-	-	-	1,840,000
4	Public Safety Facility	-	3,735,000	6,110,000	2,905,000	-
5	Equipment Storage Building	-	150,000	-	-	-
4	Renovation - #2 Fire Station	-	640,000	-	-	-
5	Land Acquisition for Future Fire Stations	-	225,000	-	100,000	-
3,5	Construct Police Facility	-	500,000	7,000,000	-	-
	<b>TOTAL PUBLIC SAFETY</b>	<b>-</b>	<b>5,250,000</b>	<b>14,825,000</b>	<b>3,005,000</b>	<b>1,840,000</b>
	<b>TOTAL GENERAL FUND</b>	<b>50,000</b>	<b>6,265,000</b>	<b>16,460,000</b>	<b>7,005,000</b>	<b>5,840,000</b>
	<b><u>UTILITY FUND</u></b>					
	<b>WATER:</b>					
3,4	Erection of Elevated Storage Facility for Potable Water	-	-	1,500,000	-	-
6,9	Hawkins Avenue Waterline	500,000	2,250,000	2,250,000	-	-
	<b>TOTAL WATER</b>	<b>500,000</b>	<b>2,250,000</b>	<b>3,750,000</b>	<b>-</b>	<b>-</b>
	<b>SEWER:</b>					
3,4	Replace Gum Fork Branch Forced Main	-	-	-	1,000,000	-
6	Gasters Creek Lift Station Upgrade	250,000	-	-	-	-
2	Wastewater Plant Expansion 6.8 to 12 mgd	3,418,000	-	-	-	-
	<b>TOTAL SEWER</b>	<b>3,668,000</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>
	<b>TOTAL UTILITY FUND</b>	<b>4,168,000</b>	<b>2,250,000</b>	<b>3,750,000</b>	<b>1,000,000</b>	<b>-</b>
	<b><u>GOLF FUND</u></b>					
4	Cart Storage Facility	-	-	-	200,000	-
4	Club House Renovations	-	-	950,000	300,000	-
4	Renovation of Cart Paths	-	-	150,000	-	-
	<b>TOTAL GOLF</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>	<b>500,000</b>	<b>-</b>
	<b>TOTAL ALL FUNDS</b>	<b>4,218,000</b>	<b>8,515,000</b>	<b>21,310,000</b>	<b>8,505,000</b>	<b>5,840,000</b>

**\*\*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 REVENUES – Budgeted within Annual Operating Budget
- 6 = ENTERPRISE FUND OPERATING REVENUES – Budgeted within Annual Operating Budget
- 7 = SPECIAL TAX FUND OPERATING REVENUES – Budgeted within Annual Operating Budget
- 8 = STATE FUNDING – Budgeted within Annual Operating Budget
- 9 = GRANTS/LOAN FORGIVENESS – Budgeted within Capital Projects Ordinances

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2013-2018  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> General Services				<b>Project Title:</b> Roof Replacement at Shop			
<b>PROJECT DESCRIPTION:</b> Replace original roof on shop which was built in 1975.							
<b>PROJECT JUSTIFICATION:</b> Current roof has been repaired over the past 10 years and is deteriorating and causing damage to items in the shop.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
<b>PROJECTED STATUS as of JUNE 30, 2013:</b>				<b>PROJECTED DATES:</b>			
<b>2013 Appropriation:</b>			\$0	<b>Projected Begin:</b>		September, 2013	
Current Budget Amt:	\$50,000			<b>Est. Completion:</b>		December, 2013	
Total Expenditures:							
Projected Balance:	\$50,000						
<b>Appro/Expenditure Plan</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	50,000						50,000
Other							0
<b>Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund	50,000						50,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>Operating Budget Impact</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense		-2,500	-2,500	-2,500	-2,500		-10,000
Capital Outlay (Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>	<b>0</b>	<b>-10,000</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>	<b>Explanation: How &amp; Why</b>						
<b>Department/Division Impacted</b>							
<b>Fleet Maintenance</b>	The city may see a slight reduction in electrical bills due to energy efficient materials used to replace roof.						

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2013-2018  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Water		<b>Project Title:</b> Hawkins Avenue Waterline					
<b>PROJECT DESCRIPTION:</b> Install 16" transmission main from Weatherspoon to Deep River Road along Hawkins Avenue and 15 / 501 Highway.							
<b>PROJECT JUSTIFICATION:</b> This will augment our water supply distribution system to that area, especially the industrial park which will support additional growth.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	Yes		
<b>PROJECTED STATUS as of JUNE 30, 2013:</b>				<b>PROJECTED DATES:</b>			
<b>2013 Appropriation:</b>		\$0		Projected Begin:		July, 2013	
Current Budget Amt:	\$500,000			Est. Completion:		June, 2016	
Total Expenditures:							
Projected Balance:	\$500,000						
<b>Appro/Expenditure Plan</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design	100,000						100,000
Acquisition							0
Construction	400,000	2,250,000	2,250,000				4,900,000
Other							0
<b>Total</b>	<b>500,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund	500,000	1,500,000					2,000,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts		750,000	2,250,000				3,000,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>500,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>
<b>Operating Budget Impact</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>	<b>Explanation: How &amp; Why</b>						
<b>Department/Division Impacted</b>							
Water	Additional water revenue anticipated for growth.						

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2013-2018  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Sewer				<b>Project Title:</b> Gasters Creek Lift Station Upgrade			
<b>PROJECT DESCRIPTION:</b> Installation of a jockey pump at the lift station with supporting equipment, extend the forcemain and install gravity sewer at the outfall.							
<b>PROJECT JUSTIFICATION:</b> The jockey pump will provide for more uniform, continuous flow through the force main at a lower rate.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
<b>PROJECTED STATUS as of JUNE 30, 2013:</b>				<b>PROJECTED DATES:</b>			
<b>2013 Appropriation:</b>		\$0		Projected Begin:		July, 2013	
Current Budget Amt:	\$250,000			Est. Completion:		June, 2014	
Total Expenditures:							
Projected Balance:	\$250,000						
<b>Appro/Expenditure Plan</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	250,000						250,000
Other							0
<b>Total</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
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
<b>Total</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>Operating Budget Impact</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense		-5,000	-5,000	-5,000	-5,000		-20,000
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>-5,000</b>	<b>-5,000</b>	<b>-5,000</b>	<b>-5,000</b>	<b>0</b>	<b>-20,000</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>		<b>Explanation: How &amp; Why</b>					
<b>Department/Division Impacted</b>							
<b>Sewer</b>		Anticipate decreased maintenance for existing pumps which will remain in service, decreased energy costs, decreased maintenance to the gravity outfall by decreasing the generation of hydrogen sulfide gasses. It may also decrease the amount of biocide used resulting in decreased chemical cost.					

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2013-2018  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Engineering / Public Works		<b>Project Title:</b> Wastewater Treatment Facility Expansion					
<b>PROJECT DESCRIPTION:</b> Expansion of the existing WWTP facility from 6.8 mgd to 12 mgd.							
<b>PROJECT JUSTIFICATION:</b> At the current rate of growth, it is anticipated the existing facility will reach its capacity prior to 2015. State requirements demand that at 90% of permit capacity, construction be underway. It will take in excess of three years to design, permit and construct the new facility.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	No		
<b>IMPACT IF CANCELLED OR DELAYED:</b> The city would not be capable of providing wastewater service for anticipated growth. A moratorium would be applied.							
<b>PROJECTED STATUS as of JUNE 30, 2013:</b>				<b>PROJECTED DATES:</b>			
<b>2013 Appropriation:</b>		\$75,304,096		Projected Begin:		September, 2007	
Current Budget Amt:	\$75,304,096			Est. Completion:		June, 2014	
Total Expenditures:	\$71,886,096						
Projected Balance:	\$3,418,000						
<b>Appro/Expenditure Plan</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design							0
Acquisition							0
Construction	3,418,000						3,418,000
Other							0
<b>Total</b>	<b>3,418,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,418,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund							0
Revenue Bonds	3,418,000						3,418,000
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
<b>Total</b>	<b>3,418,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,418,000</b>
<b>Operating Budget Impact</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel		51,000	56,000	60,000	64,000	185,000	416,000
Operating Expense		8,400	8,400	8,400	8,400	8,400	42,000
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>59,400</b>	<b>64,400</b>	<b>68,400</b>	<b>72,400</b>	<b>193,400</b>	<b>458,000</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>	<b>Explanation: How &amp; Why</b>						
<b>Department/Division Impacted</b>							
<b>WWTP</b>	Expanded plant will require an additional mechanic in the first year, then two additional operators (depending on how quickly volumes increase). Operating expenses will increase with additional flows (unable to anticipate at this time). The operating expense shown is due to the addition of a 4,200 square foot administrative 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:

<b>APPROPRIATION</b>	<b>PROJECT/ PROGRAM BUDGET</b>	<b>CURRENT YR. ACTIVITY</b>	<b>PRIOR YRS. ACTIVITY</b>	<b>TOTAL TO JUNE 30, 2012</b>
<b>SPECIAL REVENUES</b>				
<b>Community Development</b>				
Revenues	4,056,127	570,668	2,778,071	3,348,739
Expenditures	4,056,127	518,864	2,349,756	2,868,620
Project Fund Balance				<u>\$ 480,119</u>
<b>GENERAL FUND CAPITAL PROJECTS</b>				
<b>Downtown Improvements</b>				
Other financing sources	370,000	370,000	0	370,000
Expenditures	370,000	101,384	0	101,384
Project Fund Balance				<u>\$ 268,616</u>
<b>UTILITY CAPITAL PROJECTS</b>				
<b>Water &amp; Sewer Capital Improvements</b>				
Revenues	3,174,906	155,783	2,431,327	2,587,110
Other financing sources	60,668,937	20,290	54,631,717	54,652,007
Expenditures	63,843,843	30,680,481	10,921,495	41,601,976
Project Fund Balance				<u>\$ 15,637,141</u>

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**2013-2014  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>GOVERNING BODY (9)</b>		
Mayor	1	*
City Council Members	7	*
City Clerk/Asst. to City Manager	1	\$46,000 - \$69,994
<b>DEPARTMENT OF ADMINISTRATION (3)</b>		
City Manager	1	*
Staff Assistant (Part-time)	1	\$30,993 - \$47,159
Public Information Officer/Grant Writer	1	Part-time
<b>DEPARTMENT OF HUMAN RESOURCES (5)</b>		
<i>HUMAN RESOURCES</i>		
Human Resources Director	1	\$68,282 - \$103,899
Human Resources Analyst	1	\$41,669 - \$63,403
Human Resources Assistant	1	\$34,196 - \$52,034
Receptionist	1	\$25,429 - \$38,694
<i>RISK MANAGEMENT</i>		
Risk Management Officer	1	\$48,331 - \$73,540
<b>DEPARTMENT OF LEGAL (2)</b>		
City Attorney	1	\$75,391 - \$114,715
Paralegal	1	\$35,938 - \$54,685
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT (22)</b>		
<i>COMMUNITY DEVELOPMENT</i>		
Comm. Development Director	1	\$75,391 - \$114,715
Asst. Comm. Dev. Director	1	\$58,897 - \$89,619
Administrative Services Coord.	1	\$37,766 - \$57,467
Comm. Development Manager	1	\$56,059 - \$85,300
Planner II	3	\$48,331 - \$73,540
Planning Technician	2	\$37,766 - \$57,467
Staff Assistant	1	\$30,993 - \$47,159

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

**2013-2014  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (22)</b>		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$56,059 - \$85,300
Field Superintendent	1	\$50,777 - \$77,264
Building Inspector	3	\$41,669 - \$63,403
Permit Coordinator	2	\$28,071 - \$42,714
<i>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</i>		
Code Enforcement Supervisor	1	\$46,000 - \$69,994
Code Enforcement Officer	2	\$39,677 - \$60,373
Staff Assistant	1	\$28,071 - \$42,714
<i>COMMUNITY ENHANCEMENT – DOWNTOWN/HPC</i>		
Downtown Development Manager II	1	\$56,059 - \$85,300
<b>DEPARTMENT OF INFORMATION SYSTEMS (2)</b>		
Information Systems Director	1	\$68,282 - \$103,899
Program Analyst/Webmaster	1	\$48,331 - \$73,540
<b>SANFORD GOLF COURSE (6)</b>		
Golf Course Manager	1	\$58,897 - \$89,619
Golf Course Superintendent	1	\$48,331 - \$73,540
Asst. Golf Course Manager	1	\$39,677 - \$60,373
Lead Turfgrass Technician	1	\$30,993 - \$47,159
Turfgrass Technician	1	\$28,071 - \$42,714
Turfgrass Technician	1	Part-time

**2013-2014  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF POLICE (106)</b>		
Chief of Police	1	\$75,391 - \$114,715
Assistant Chief	1	\$61,876 - \$94,152
Administrative Support Asst.	1	\$34,196 - \$52,034
Staff Assistant	1	\$30,993 - \$47,159
Police Records Supervisor	1	\$37,766 - \$57,467
Records Clerk	1	\$30,993 - \$47,159
Major	1	\$58,897 - \$89,619
Internal Affairs / Training Officer	1	\$53,361 - \$81,194
Patrol Captain	6	\$50,777 - \$77,264
Narcotics Sergeant	1	\$46,000 - \$69,994
Detective Sergeant	1	\$46,000 - \$69,994
Sergeant	6	\$43,778 - \$66,615
Detective Captain	1	\$53,361 - \$81,194
Narcotics Captain	1	\$53,361 - \$81,194
Detective	10	\$41,669 - \$63,403
Narcotics Agent	4	\$41,669 - \$63,403
Police Officer III	36	\$39,677 - \$60,373
Police Officer II	5	\$37,766 - \$57,467
Police Officer I	10	\$35,938 - \$54,685
Telecomm. Supervisor	1	\$39,677 - \$60,373
Telecommunicator	12	\$32,574 - \$49,566
Receptionist	4	\$25,429 - \$38,694
<b>DEPARTMENT OF FIRE (54)</b>		
Chief	1	\$71,738 - \$109,158
Division Commander / Fire Marshal	1	\$50,777 - \$77,264
Battalion Commander	3	\$50,777 - \$77,264
Staff Assistant	1	\$30,993 - \$47,159
Company Captain	9	\$43,778 - \$66,615
Firefighter III	19	\$37,766 - \$57,467
Fire Inspector	1	\$41,669 - \$63,403
Fire Inspector	1	Part-time
Firefighter III/Driver Operator	9	\$37,766 - \$57,467
Firefighter II	2	\$35,938 - \$54,685
Firefighter I	6	\$34,196 - \$52,034
Firefighter Trainee	1	\$32,574 - \$49,566

2013-2014

DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF FINANCIAL SERVICES (20)</b>		
<i>FINANCE</i>		
Director of Financial Services	1	\$75,391 - \$114,715
Asst. Director of Financial Services	1	\$58,897 - \$89,619
Financial Services Support Assistant	1	\$30,993 - \$47,159
Accountant II	1	\$39,677 - \$60,373
Accountant I	2	\$35,938 - \$54,685
Budget Analyst	1	\$41,669 - \$63,403
Accounting Technician	1	\$30,993 - \$47,159
Computer Systems Administrator	1	
<i>UTILITY FUND ADMINISTRATION</i>		
Revenue Manager	1	\$50,777 - \$77,264
Assistant Revenue Manager	1	\$46,000 - \$69,994
Senior Accountant	1	\$43,778 - \$66,615
Collections Clerk	4	\$28,071 - \$42,714
Collections Clerk	1	Part-time
Lead Customer Service Representative	1	\$30,993 - \$47,159
Revenue Assistant	1	\$30,993 - \$47,159
Billing Clerk	1	\$30,993 - \$47,159

**2013-2014  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF PUBLIC WORKS (130)</b>		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$79,183 - \$120,486
Public Works Administrator	1	\$46,000 - \$69,994
Public Works Safety Officer	1	\$39,677 - \$60,373
Administrative Support Asst.	1	\$34,196 - \$52,034
<i>STREET</i>		
Street Superintendent	1	\$50,777 - \$77,264
Crew Supervisor I	3	\$34,196 - \$52,034
Equipment Operator III	1	\$30,993 - \$47,159
Equipment Operator II	4	\$28,071 - \$42,714
Equipment Operator I	2	\$26,720 - \$40,658
Maintenance Worker II	5	\$26,720 - \$40,658
Lead Maintenance Worker	1	\$28,071 - \$42,714
Traffic Services Technician	1	\$32,574 - \$49,566
<i>SOLID WASTE</i>		
Solid Waste Superintendent	1	\$50,777 - \$77,264
Crew Supervisor I	3	\$34,196 - \$52,034
Equipment Operator II	8	\$28,071 - \$42,714
Equipment Operator I	1	\$26,720 - \$40,658
Lead Maintenance Worker / Graffiti	1	\$28,071 - \$42,714
Maintenance Worker II	3	\$26,720 - \$40,658
Maintenance Worker I	1	\$25,429 - \$38,694
<i>HORTICULTURE</i>		
Horticulturist	1	\$43,778 - \$66,615
Lead Groundskeeper	1	\$28,071 - \$42,714
Groundskeeper II	2	\$26,720 - \$40,658
Groundskeeper I	2	\$25,429 - \$38,694

**2013-2014  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF PUBLIC WORKS CON'T (130)</b>		
<i>FLEET MAINTENANCE</i>		
Fleet Maint. Superintendent	1	\$50,777 - \$77,264
Mechanic II	3	\$34,196 - \$52,034
Garage Clerk	1	\$30,993 - \$47,159
<i>ENGINEERING</i>		
City Engineer	1	\$64,993 - \$98,895
Civil Engineer II	1	\$53,361 - \$81,194
Civil Engineer I	1	\$48,331 - \$73,540
Drafting Technician	2	\$32,574 - \$49,566
Engineering Technician	1	\$37,766 - \$57,467
Construction Inspector	2	\$37,766 - \$57,467
<i>SEWER CONST. &amp; MAINT.</i>		
Sewer Utilities Superintendent	1	\$50,777 - \$77,264
Public Works Coordinator	1	\$43,778 - \$66,615
Utility Connection Coordinator	1	\$43,778 - \$66,615
Crew Supervisor I	1	\$34,196 - \$52,034
Utility Technician	1	\$32,574 - \$49,566
Utility Maint. Worker II	2	\$26,720 - \$40,658
Utility Maint. Worker I	4	\$25,429 - \$38,694
Lead Utility Maint. Worker	1	\$28,071 - \$42,714
Equipment Operator III	1	\$30,993 - \$47,159
Equipment Operator II	1	\$28,071 - \$42,714
<i>WATER CONST. &amp; MAINT.</i>		
Water Utilities Superintendent	1	\$50,777 - \$77,264
Crew Supervisor I	4	\$34,196 - \$52,034
Lead Utility Maint. Worker	4	\$28,071 - \$42,714
Utility Maintenance Worker II	5	\$26,720 - \$40,658
Utility Maintenance Worker I	1	\$25,429 - \$38,694
Meter Reading Supervisor	1	\$34,196 - \$52,034
Meter Reader	8	\$28,071 - \$42,714
Equipment Operator II	3	\$28,071 - \$42,714

**2013-2014  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
<b>DEPARTMENT OF PUBLIC WORKS CON'T (130)</b>		
<i>WATER PLANT</i>		
WTP Superintendent	1	\$56,059 - \$85,300
Chief WTP Operator	1	\$39,677 - \$60,373
WTP Operator III	4	\$34,196 - \$52,034
WTP Operator II	2	\$30,993 - \$47,159
Utility Mechanic II	1	\$34,196 - \$52,034
Lab Supervisor	1	\$46,000 - \$69,994
Lab Technician II	1	\$37,766 - \$57,467
<i>WASTEWATER TREATMENT PLANT</i>		
WWTP Superintendent	1	\$56,059 - \$85,300
Chief WWTP Operator	1	\$39,677 - \$60,373
Pretreatment Coordinator	1	\$41,669 - \$63,403
Lab Supervisor	1	\$46,000 - \$69,994
Lab Technician II	1	\$37,766 - \$57,467
Utility Mechanic II	1	\$35,938 - \$54,685
Utility Mechanic I	1	\$34,196 - \$52,034
WWTP Operator III	2	\$34,196 - \$52,034
WWTP Operator II	4	\$30,993 - \$47,159
<i>WAREHOUSE</i>		
Maintenance/Inventory Tech.	1	\$30,993 - \$47,159
<i>PUBLIC BUILDING</i>		
Bldg./Grounds Superintendent	1	\$50,777 - \$77,264
Maintenance/Inventory Tech.	1	\$30,993 - \$47,159
Staff Assistant	1	\$30,993 - \$47,159
<i>GENERAL SERVICES</i>		
General Services Director	1	\$68,282 - \$103,899
Staff Assistant	1	\$30,993 - \$47,159

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

**1.0 GENERAL**

It is the City of Sanford's policy to fairly compensate each employee for the value of his contribution to the success of the city through his assigned work. The employee wage and salary program will promote the goals of the City of Sanford and individual employees by optimizing employee performance and contributions. It is our intention to use a compensation system that will determine the current market value of a position based on the skills, knowledge and behaviors required of a fully competent incumbent. The system used will be objective and non-discriminatory in theory, application and practice.

The program includes the basic "salary schedule" and the "positions listed by salary grade". The salary schedule consists of steps for minimum, maximum, and intervening rates of pay for all classes of positions. The salaries and wages shall be adopted within the annual budget ordinance.

**2.0 ADMINISTRATION AND MAINTENANCE**

The City Manager shall be responsible for the administration and maintenance of the pay plan. The plan is intended to provide equitable compensation for all positions, reflecting differences in duties and responsibilities, the comparable rates of pay for positions in private and public employment in the area, changes in cost of living, the financial conditions of the City, and other factors.

To assist the City Manager in evaluating pay levels and benefits, the Human Resources department will conduct and/or participate in periodic wage surveys of local businesses, industrial establishments and other North Carolina municipalities. The information obtained from such surveys, in conjunction with other economic indicators, is the basis for the Manager's proposed salary recommendations for maintaining a pay plan that is current, competitive, and promotes the attainment of the city's goals and objectives.

**3.0 NEW EMPLOYEES – STARTING SALARIES**

Under normal circumstances, a qualified but inexperienced new employee starts at the minimum salary for the classification in which they are employed; however, exceptionally well qualified applicants may be employed above the minimum of the established salary range upon approval by the City Manager.

New employees will be given written performance appraisals as they complete milestone points following date of hire based on the following schedule:

- a. Six (6) months - performance appraisal with salary adjustment, if approved

An employee appointed for less than full-time service will be paid an equitable compensation for the position assumed. The wage-rate must be approved by the City Manager.

**4.0 TRAINEE DESIGNATION AND PROVISIONS**

Applicants being considered for employment or City employees who do not meet the established minimum requirements for the position which they are being considered may be hired or engaged in a "trainee" status and appointed a rate of pay below the minimum established for the position. "Trainee" salaries shall be one grade below the minimum salary established for the position for which the person is being trained. A new employee designated as "trainee" shall concurrently serve a probationary period. However, probationary periods shall be no less than six months and trainee periods may extend from three to eighteen months. A trainee shall remain a probationary employee until the trainee period is satisfactorily completed. If the

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

training is successfully completed, the employee shall be paid at least the minimum rate established for the position for which the employee was trained.

#### **5.0 PROBATIONARY PAY INCREASES**

Employees hired, promoted, or reclassified may receive a pay increase within the range of up to approximately 5% upon successful completion of the probationary period. Employees serving a twelve-month probationary period are eligible for consideration of approximately a 2.5% increase after six months of successful employment and up to approximately an additional 5% upon successful completion of twelve months. The Human Resources Director must recommend and the City Manager must approve any exception.

#### **6.0 MERIT PAY**

Employees may be considered for advancement within the established salary range based on the quality of their overall performance. Guidelines for determining performance levels and performance pay increases shall be established and approved by the City Manager.

Merit increases are given at the discretion of City Council based upon available funds. When provided, a merit increase shall be given at the employee's anniversary/evaluation date, which is generally 12-months from the employee's probationary date, and shall accompany a written performance appraisal. Performance appraisals will be conducted for all employees in accordance with COS-PP-303, Employee Performance Appraisal, and forwarded to the Human Resources Department at least fourteen (14) days prior to the effective date. The salary increase should be in accordance with approved guidelines. The City Manager must approve any exception.

If the performance and salary review date for an employee occurs during a leave of absence, the employee should be reviewed within two (2) weeks of the employee's return to work unless an adjustment to the performance evaluation due date is approved. If a salary adjustment is recommended and approved, the adjustment will be effective at the beginning of the payroll period following the employee's return to work or adjusted performance evaluation due date.

#### **7.0 MERIT/PERFORMANCE PAY BONUS**

Employees who are at the maximum of their salary range for their position classification are eligible to be considered for a merit/performance pay bonus. Merit/performance pay bonuses shall be awarded in a lump sum payment and do not become part of the employee's base salary. The performance appraisal rating required for bonus consideration and the amount of the performance pay bonus will be determined by the City Manager with recommendation from the department head and the Human Resources Department.

#### **8.0 SALARY EFFECT - PROMOTIONS/DEMOTIONS/TRANSFERS/RECLASSIFICATIONS**

**Promotions** – When an employee is promoted into a position to which he is qualified, the employee's salary shall normally be advanced to the minimum level of the new position, or to a salary which provides an increase of up to approximately 5% over the employee's salary before the promotion, provided, however, that the new salary may not exceed the maximum rate of the new salary range. The purpose of the promotion pay increase is to recognize and compensate the employee for taking on increased responsibility. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

At the discretion of the department head, a promoted employee may serve a six-month (6) probationary period in the new position. Upon satisfactory completion of the probationary period, the department head may recommend a probationary pay increase for the employee. A written performance appraisal must accompany the request and be submitted to the Human Resources Department. The increase must be recommended by the department head and Human Resources Director and approved by the City Manager.

**Demotions** – When an employee is demoted into a position to which he is qualified, the employee’s salary shall be adjusted as indicated below:

*Demotion initiated by management:*

- as a result of marginal or unacceptable performance or disciplinary reasons - the salary shall be decreased at least 5%, or to the maximum of the new range.
- due to reasons other than inadequate performance or discipline - the salary will not be reduced.

*Demotion requested by employee:*

- due to dissatisfaction with the job or for other personal reasons - the salary shall be set at a rate in the lower pay range based on the skills, knowledge, and abilities of the employee as compared to position requirements.

The demotion must be recommended by the department head, reviewed by the Human Resources Director and approved by the City Manager. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

**Transfers** – The salary of an employee reassigned to a position in the same class or to a position in a different class within the same salary range shall not be changed by the assignment. Exceptions require prior approval of the City Manager. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

**Reclassifications** – An employee whose position is reclassified to a class having a higher salary range shall receive a pay increase to the minimum of the new pay range or adjusted upward by at least 5.0% or an amount approved by the City Manager. If the employee is required to complete a probationary period, the employee’s salary may be advanced according to probationary pay guidelines. A written performance appraisal must accompany the request and be submitted to the Human Resources Department. The increase must be recommended by the department head and Human Resources Director and approved by the City Manager.

If the position is reclassified to a lower pay range, the employee’s salary shall remain the same. If the employee’s salary is above the maximum established for the new range, the salary of the employee shall be maintained at the current level until the range is increased above the employee’s salary.

**9.0 POSITION DESCRIPTION, RE-EVALUATION, & EFFECT ON SALARY**

Written position descriptions should be kept current and accurately reflect the responsibilities and requirements of the position. The Human Resources Department will maintain all position descriptions. Preparation of the position description is the responsibility of the employee’s supervisor. Supervisors may request an analysis of a new position or re-evaluation of a current position description through Human Resources.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

When re-evaluation results in a position class being assigned to a higher salary range, employees in that class shall receive a pay increase to the minimum step of the new range or at least 5.0% or an amount approved by the City Manager. When re-evaluation results in a position class being assigned to a lower salary range, the salaries of employees in that class will remain unchanged. If this assignment to a lower salary range results in an employee being paid at a rate above the maximum step established for the new class, the salary of the employee shall be maintained at the current level until such time the employee's salary range is increased above the employee's current salary. Changes/adjustments must be recommended by the department head and Human Resources and approved by the City Manager.

**10.0 CERTIFICATION**

Salary increases may be granted to incumbents after obtaining job-related tenure, education, or certification/licensure in specialized areas of up to approximately 5.0%. Failure to obtain job related certification by the required time period may result in disciplinary action up to and including termination.

**11.0 INTERIM ASSIGNMENT**

Salary increases may be granted to employees who are temporarily assigned to a position at a higher salary grade. The assignment must be for an extended period of time; a minimum of 30 consecutive days. The salary shall be adjusted to the minimum of the higher salary grade or up to approximately 10%; whichever is greater. The salary shall be adjusted back to the lower grade and step upon completion of the assignment. Any non-exempt employee temporarily assigned to an exempt position shall not be eligible for overtime pay or compensatory time during the assignment.

**12.0 EFFECTIVE DATE OF SALARY CHANGES**

Salary changes shall be effective on the first day of the payroll period containing the effective date of the change; unless otherwise noted or approved by the City Manager.

**13.0 AUTHORITY**

The City Manager shall have responsibility for approving the following salary actions for city employees:

- a) transactions outside established guidelines
- b) new hires
- c) merit/performance pay bonus
- d) equity adjustments
- e) promotions
- f) demotions
- g) position reclassifications

Other pay adjustments for city employees that are within the established percentage frequency guidelines may be approved by the City Manager's designee.

**14.0 SALARY INCREASE GUIDE**

A salary increase guide will be established and published by Human Resources prior to the beginning of each fiscal year and updated as conditions warrant.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

**15.0 OVERTIME PAY PROVISIONS**

Employees of the City can be requested and may be required to work overtime hours as necessitated by the needs of the City and determined by the department head. To the extent that local government jurisdictions are so required, the City will comply with the Fair Labor Standards Act (FLSA). The Human Resources Director shall determine which jobs are “non-exempt” and are therefore subject to the Act in areas such as hours of work and work periods, rates of overtime compensation, and other provisions.

Non-exempt employees will be paid at a straight rate for hours up to the FLSA established limit for their position (usually 40 hours in a 7-day period; 171 hours for police personnel in a 28-day cycle; and 159 hours for fire personnel in a 21-day cycle). Hours worked beyond the FLSA established limit will be compensated in either compensatory time off or pay at one and a half times the pay rate. In determining eligibility for overtime in a work period, hours actually worked shall be considered; in addition, vacation, sick, personal, and holiday leave will be included in the computation of hours worked.

Whenever practicable, departments may schedule time off on an hour-for-hour basis within the applicable work period for non-exempt employees, instead of paying overtime. When time off within the work period cannot be granted, overtime worked will be paid or compensatory leave granted in accordance with the FLSA.

Overtime will be distributed as equally as practical among qualified employees in the same job classification, department and shift, without regard to age, sex, race, color, creed, religion, national origin or physical handicap.

Employees in positions determined to be “exempt” from the FLSA (as Executive, Administrative, or Professional staff) will not receive pay for hours worked in excess of their normal work periods. These employees may be granted compensatory leave by their supervisor where the work is of an unusual, unscheduled or emergency nature. Where work activities are directed by the department head and approved by the City Manager as a result of a natural disaster, these employees may be granted compensatory leave or pay at straight time; paid time is not contingent upon Federal funding. Such compensatory pay or time is not guaranteed and ends without compensation upon separation from the organization.

No employee shall work overtime except as authorized by the manager; and the City Manager’s approval is required for any variances from this policy.

**16.0 CALL-BACK and ON-CALL PAY**

The City provides continuous twenty-four hour a day, seven day a week service to its customers. Therefore, it is necessary for certain employees to respond to any reasonable request for duty at any hour of the day or night. One of the conditions of employment with the City is the acceptance of a share of the responsibility for continuous service, in accordance with the nature of each job position. If an employee fails to respond to reasonable calls for emergency service, either special or routine, the employee shall be subject to disciplinary action up to and including dismissal.

**Call-Back Pay** - Non-exempt employees will be paid at a rate of one and a half times the pay rate for hours worked outside the normal working hours when called back to work and the hours worked are beyond the FLSA established limit for the work period.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

**On-Call Pay** - Non-exempt employees required to be “on-call” duty will be paid for five hours of work for each week of on-call time they serve plus any actual hours worked during the call. An additional two hours of overtime will be paid when the Service Center is closed for a holiday. Hours actually worked while on-call are calculated beginning when the employee leaves home to report to the work site and are added to the regular total hours worked for the week. On-call time is defined as that time when an employee must remain near an established telephone or otherwise substantially restrict personal activities in order to be ready to respond when called.

**17.0 PAYROLL DEDUCTIONS**

Deductions shall be made from each employee’s salary, as required by law. Additional deductions may be made upon request of the employee on determination by the City Manager as to the capability of payroll equipment and appropriateness of the deduction.

There are three (3) classes of payroll deductions:

1. Statutory deductions - mandatory for all full-time employees:
  - a) F.I.C.A.
  - b) Federal Income Tax
  - c) State Income Tax
  - d) Local Government Employees Retirement
  
2. Voluntary deductions - these deductions must be authorized in writing, by the employee:
  - a) Voluntary life insurance
  - b) Cancer insurance
  - c) Savings
  - d) Miscellaneous collections
  
3. Special Deductions - these deductions may be made as requested, but will not require the approval of the employee:
  - a) Tax garnishments
  - b) Overpayment of wages
  - c) Under deduction of statutory deductions
  - d) Court orders

<b>CITY OF SANFORD, NC</b>		
<b>PERSONNEL PROCEDURE</b>		
<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Performance Management Program	March 1, 2012	COS-PP-303

## **1.0 GENERAL**

Performance management is an ongoing process that helps managers and employees plan performance expectations for the upcoming year, communicate about those expectations during the year and review the results at the end of the year. Our employees benefit from a greater understanding of what is expected of them and the ongoing feedback and support that they need to be successful. The City benefits by having a skilled and knowledgeable workforce focused on achieving results.

The purpose of the performance management program is to:

- a) Provide for a formal method of communicating performance feedback to employees;
- b) Provide information upon which management can base personnel decisions;
- c) Provide a sound basis for compensation decisions;
- d) Standardize records for documenting employee performance;
- e) Provide for the establishment of specific job expectations and measurable and obtainable goals;
- f) Provide annual appraisal of on-the-job performance;
- g) Provide supervisors with a formal means of assessing what the employee accomplishes and how they accomplished it (i.e. customer focused, accountability, flexibility, collaboration, effective communication, etc.);
- h) Assist managers in assessing employee potential;
- i) Provide means for "raising the bar" on overall performance goals and expectations.

## **2.0 PERFORMANCE MANAGEMENT PROCESS**

The Performance Management Process consists of the following steps:

- Performance Planning – establish specific goals and standards required to meet job responsibilities (SMART).
- Performance Monitoring – ongoing process of observing performance and behaviors.
- Providing Feedback – both positive and constructive.
- Performance Review and Appraisal – formal documented system that includes discussion with employee.

The following actions are required:

- a) Within the first thirty (30) days of the new appraisal period, the supervisor must establish job expectations and performance standards, which should include measurable and obtainable goals. These will be discussed with the employee and recorded on the performance appraisal form.
- b) Monitor performance progress throughout the year, observing both performance and behaviors.
- c) Provide consistent feedback to employee (both positive and constructive).
- d) At the end of the appraisal period or prior to a promotion, a performance review is conducted. This performance review will consist of the following:
  1. Review of job expectations and measurable and obtainable goals by supervisor and employee;
  2. Preparation of appraisal form by supervisor;
  3. Conducting of performance appraisal discussion with employee;
  4. Forwarding of forms to Human Resources Department.

**CITY OF SANFORD, NC**  
**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Performance Management Program	March 1, 2012	COS-PP-303

**3.0 PERFORMANCE APPRAISAL GUIDELINES AND DISCUSSION**

Performance appraisals must be completed on all:

- Full-time employees at the end of the probationary period and then every 12 months thereafter;
- Transferring or promoted employees if more than six months have elapsed since the last appraisal was conducted.

The appraisal of performance should be based upon performance of the specific job expectations and measurement of completion of goals. The overall performance rating is measured on a scale of one (1) to ten (10) as shown and described on the appraisal form.

An employee with a rating of one (1) or two (2) will be re-appraised in three (3) months. If at that time performance has not improved enough to warrant a rating of three (3) or above, transfer or termination will be considered.

**4.0 APPROVALS**

Levels of approval for a performance rating will be as follows:

- a) Appraisals with a rating of three (3) through eight (8) require two (2) levels of approval;
- b) Appraisals with a rating of one (1), two (2), nine (9), or ten (10) require three levels of approval, one of which must be the department head with budgetary responsibility for the employee's department and one of which must be the City Manager.

All approval signatures must be obtained prior to the performance appraisal discussion. Each department may expand the approval process as desired.

The City Manager's signature will be required on all performance appraisal forms for those actions requiring approval in accordance with COS-PP-301, 13.0.

The employee performance appraisal discussion must be conducted so that all forms will arrive in the Human Resources Office at least fourteen (14) days prior to the effective date. During the discussion, the supervisor and employee will review the completed appraisal form and discuss goals for the new appraisal period. The employee may enter personal comments and then should sign the form. The employee's signature indicates only that they have reviewed the form and does not indicate agreement with the appraisal.

The supervisor and the employee should retain copies of the completed appraisal form and the original will be placed in the employee's personnel folder.

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Investment Policy	June 1, 2006	COS-FP-901

**PURPOSE**

Funds of the City will be invested in accordance with North Carolina General Statutes 159-30 and these policies and written administrative procedures. The City's investment portfolio shall be managed in a manner to attain a market rate of return while preserving and protecting capital in the overall portfolio.

**RESPONSIBILITY**

The Finance Director or his designee shall have the responsibility for the administration of the investment policy of the City of Sanford. The Finance Director will routinely monitor the contents of the portfolio, the available markets, and the relative values of competing instruments, and will adjust the portfolio accordingly.

**PORTFOLIO DIVERSIFICATION**

The City will diversify use of investment instruments to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities.

Diversification by Instrument:

Percent of Portfolio

U.S. Treasury obligations (bills, notes, bonds)	100%
U.S. Government Agencies (fully guaranteed)	100%
Bankers Acceptance (BAs)	40%
Commercial Paper	40%
Repurchase Agreements	25%
Certificates of Deposit (CDs) Commercial Banks	100%
North Carolina Cash Management Trust	95%
RBC Centura Public Fund Account	30%

Diversification by Financial Institution:

**Bankers' Acceptance (BAs):**

No more than 25% of the total BA portfolio with any one institution.

**Commercial Paper:**

No more than 30% of the total commercial paper portfolio with any one issuer.

**Repurchase Agreements:**

No more than 15% of the total repurchase agreement portfolio with any one institution.

**Certificates of Deposit (CDs)**

No more than 60% of the total CD portfolio with one institution.

Maturity Scheduling:

Investment maturities shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures, as well as considering sizable blocks of anticipated revenue (tax receipts, etc.). Maturities shall be timed to comply with the following guidelines:

Under	1 year	80%
Under	2 years	100%

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Investment Policy	June 1, 2006	COS-FP-901

**A. Strategy**

The City invests funds by using a specific, but flexible, investment strategy. The City formulates its investment strategy by monitoring the performance of current economic indicators and current economic projections. The criteria for selecting investments are ranked as to: legality, safety, liquidity, yield, ease and cost of handling. Obvious profit opportunities are taken when market conditions shift (swaps). Long-term investments (over one year) are limited to maturities of two years or less. Maturities are selected to coincide with the periods when funds will be needed to meet expenditures.

**B. Market Trading Procedures**

The City monitors the investment market daily. It is the city's policy to contact the banks in Sanford for bids and offerings to receive the best pricing/yield possible. Other North Carolina based financial institutions may also be contacted when appropriate. All purchases, sales, swaps, and commitments are verified and documented as to the settlement date, interest rate, maturity date, and price. All transactions are recorded in complete detail. Investments are frequently settled by a bank wire transfer.

**C. Collateralization of Deposits**

North Carolina General Statute 159-31 (b) requires that sufficient collateral be pledged for all public funds. For demand deposits and time deposits, FDIC and FSLIC protection is available for \$100,000. However, once the City's demand or time deposits exceed \$100,000, specific eligible securities must be pledged as collateral for the City's funds. The Finance Director or his designee will ensure that sufficient and proper collateral exists for all demand and time deposits in excess of \$100,000.

**D. Third-Party Safekeeping**

The City uses third-party safekeeping for all investments not covered by collateralization requirements. Third-party safekeeping arrangements will be bid as part of the banking services contract. Third-party safekeeping provides the City with the safest category of credit risk for these investments.

**REPORTING REQUIREMENTS**

The Finance Director shall generate monthly reports for management purposes. In addition, the Law and Finance Committee of the City Council will be provided quarterly reports which include data on investment instruments being held and a statement that the portfolio conforms to these policies.

Extracted from Comprehensive Annual Financial Report  
 Fiscal Year Ended June 30, 2012

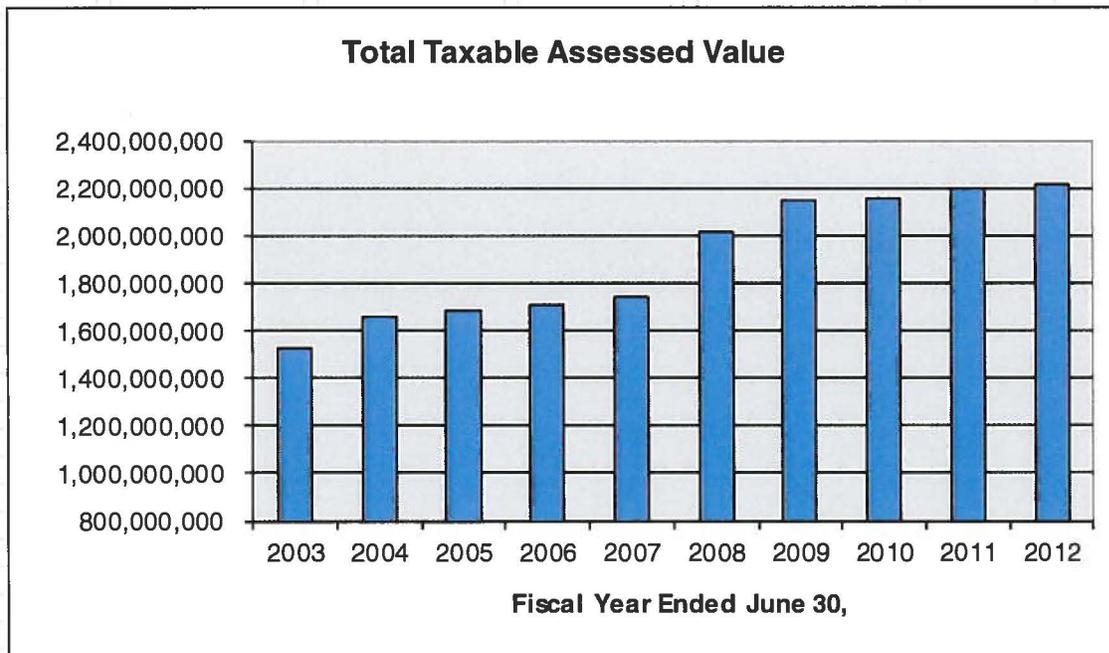
CITY OF SANFORD, NORTH CAROLINA DEMOGRAPHIC AND ECONOMIC STATISTICS LAST TEN FISCAL YEARS						
Calendar Year	Population	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2002	23,409	\$ 624,552,120	\$ 26,680	36.07	8,438	7.7%
2003	23,530	634,909,990	26,983	36.13	8,472	6.7%
2004	23,625	622,486,150	27,669	36.18	8,924	5.8%
2005	23,832	664,531,488	26,455	36.22	8,958	5.2%
2006	25,864	721,191,776	27,884	36.40	9,021	5.4%
2007	26,633	625,103,143	23,471	38.00	9,125	5.1%
2008	27,271	643,131,993	23,583	38.00	9,304	7.0%
2009	27,806	636,117,862	22,877	38.00	9,579	14.8%
2010	28,178	632,229,786	22,437	38.00	9,545	12.5%
2011	28,249	N/A	N/A	N/A	9,565	11.9%
2012	28,198	N/A	21,035	37.20	9,871	11.8%

Sources of Information:  
 Population information provided by the North Carolina Department of Revenue  
 Personal income, median age and school enrollment all provided by North Carolina Department of Commerce  
 Unemployment rate provided by Employment Security Commission of North Carolina

Extracted from Comprehensive Annual Financial Report  
 Fiscal Year Ended June 30, 2012

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
2003	959,056,544	526,922,020	37,788,739	1,523,767,303	0.57	75.25%
2004	1,148,068,689	461,678,958	45,914,539	1,655,662,186	0.56	100.00%
2005	1,175,515,025	456,056,792	47,308,731	1,678,880,548	0.59	95.58%
2006	1,219,464,773	444,276,889	46,020,518	1,709,762,180	0.59	88.75%
2007	1,257,811,445	432,756,813	52,686,614	1,743,254,872	0.61	91.13%
2008	1,520,181,596	441,051,810	56,121,257	2,017,354,663	0.54	100.00%
2009	1,590,534,730	502,030,951	56,571,637	2,149,137,318	0.54	93.94%
2010	1,596,056,195	503,155,504	53,650,278	2,152,861,977	0.54	95.77%
2011	1,617,354,027	524,799,038	51,607,449	2,193,760,514	0.54	96.60%
2012	1,608,945,658	553,086,452	50,526,305	2,212,558,415	0.54	98.50%



Source: Lee County Tax Office

Extracted from Comprehensive Annual Financial Report  
 Fiscal Year Ended June 30, 2012

CITY OF SANFORD, NORTH CAROLINA PRINCIPAL PROPERTY TAX PAYERS JUNE 30, 2012 COMPARED TO JUNE 30, 2002						
Taxpayer	2012			2002		
	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Coty, Inc.	\$ 102,388,524	1	4.62%	\$ 19,726,100	6	1.32%
Frontier Spinning Mills	72,619,307	2	3.28%	76,131,599	1	5.08%
Simpson & Simpson	63,854,619	3	2.88%	17,639,451	8	1.18%
Moen, Inc.	32,279,810	4	1.46%	43,043,934	2	2.87%
Magneti Marelli USA, INC.	29,601,031	5	1.33%	26,345,915	4	1.76%
The Pantry	29,517,415	6	1.33%			
Static Control	26,098,585	7	1.18%			
Pentair	22,197,474	8	1.00%			
AMI/ Central Carolina Hospital	22,003,115	9	0.99%			
Widstream	21,333,223	10	0.96%			
Parkdale				27,583,736	3	1.84%
Coty US LLC				20,350,704	5	1.36%
Wachovia Capital Markets				18,185,000	7	1.21%
Eaton				17,577,073	9	1.17%
Alltel Carolina				17,370,108	10	1.16%
<b>Total</b>	<b>\$ 421,893,103</b>		<b>19.03%</b>	<b>\$ 283,953,620</b>		<b>18.95%</b>

Source: Lee County Tax Office  
 Note: Cumulative information is only available for the past 6 years. The table will be comparative by a ten year span as the information becomes available.

Extracted from Comprehensive Annual Financial Report  
 Fiscal Year Ended June 30, 2012

CITY OF SANFORD, NORTH CAROLINA						
PRINCIPAL EMPLOYERS						
JUNE 30, 2012 COMPARED TO JUNE 30, 2006						
Employer	2012			2006		
	Employees	Rank	Percentage of Total Lee County Employment	Employees	Rank	Percentage of Total Lee County Employment
Static Control	1,250	1	5.33%	1,400	1	5.49%
Pilgrims Pride	1,100	2	4.69%			
Coty	795	3	3.39%	750	2	2.94%
Pentair	600	4	2.56%	420	6	1.65%
Frontier Spinning	470	5	2.00%	345	8	1.35%
Arden	457	6	1.95%	384	7	1.51%
Pfizer	450	7	1.92%			
Tyson	443	8	1.89%	460	5	1.80%
Moen	375	9	1.60%	725	3	2.84%
Catepillar	374	10	1.60%			
Magneti Marelli				585	4	2.29%
Parkdale Mills				220	9	0.86%
National Textiles				165	10	0.65%
<b>Total</b>	<b>6,314</b>		<b>26.93%</b>	<b>5,454</b>		<b>21.38%</b>

Source: Lee County Economic Development

Note: Cumulative information is only available for the past 7 years. The table will be comparative by a ten year span as the information becomes available.

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## BUDGET GLOSSARY

**ABC Revenues** - Contributions from the local Alcoholic Beverage Control Board. The City is appropriated a portion of the net operating revenue derived from the operation of the local liquor stores.

**ADA** – American Disability Act

**Accrual Accounting** - A basis of accounting in which revenues and expenses are recorded at the time they are incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**Activity** – Departmental efforts which contribute to the achievement of a specific set of program objectives.

**Ad Valorem Taxes** - Revenue accounts showing taxes paid on real property, personal property to include property of public service companies allocated by the Ad Valorem Tax Division of the State Department of Revenue.

**Annualize** – Taking activities that occurred mid-year and calculating their cost for a full year.

**Appropriation** - An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

**ARRA** – American Recovery and Reinvestment Act (stimulus funds)

**Assessed Valuation** - A value that is established for real or personal property for use as a basis to levy property taxes.

**Assessment Roll** - An official list of real and personal property containing legal descriptions, ownerships and assessed values.

**Attrition** – A method to achieve a reduction in employees by not refilling the positions vacated through resignation, reassignment, transfer, retirement or other means excluding layoffs.

**Authority (Airport)**- A municipal or public agency which performs a specific function and is usually financed from fees or service charges. The agency could be independent from government, but rely on government for financial support.

**Balanced Budget** – North Carolina General Statute 159-8(a) states a budget is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

**Basis of Accounting** - A term used to refer to when revenues, expenditures, expenses, and transfers--and the related assets and liabilities--are recognized in the accounts and reported in the financial statements; the City of Sanford uses the modified accrual basis of accounting for budget preparation, as required by the North Carolina Local Government Budget and Fiscal Control Act.

**Basis of Budgeting** – Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles (GAAP), applicable to governmental units. Budget ordinances are adopted annually for all funds, except project ordinance budgets which are adopted on a multi-year basis. All annual appropriations lapse at fiscal year end, except for project ordinance budgets which continue the length of the project.

**Bond** - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

**Bond Anticipation Notes (BANs)** - Short-term interest-bearing notes issued by the City in anticipation of bonds to be issued at a later date; the notes are retired from proceeds of the bond issue to which they are related.

**Budget** - A statement in dollar terms of the City's program of service delivery for the ensuing fiscal year.

**Budget Amendment** - A legal procedure utilized by the City staff and City Council to revise a budget appropriation.

**Budget Calendar** - The schedule of key dates which the City's departments follow in the preparation, adoption and administration of the budget.

**Budget Document** - The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

**Budget Message** - The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

**Budget Ordinance** - The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Capital Outlays** - Expenditures for the acquisition of capital assets. Includes the cost of land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment.

**Capital Improvement Program (CIP)** - A plan for major capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

**Cash Accounting** - A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**Cash Management** - The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships.

**CAV**- Community Assistance Visit

**Classification** - Assignment of a position title and an associated pay range based on the job skills required for a particular position.

**COBRA** – Consolidated Omnibus Budget Reconciliation Act

**CDHP** – Consumer Driven Health Plan

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of increase in the cost of living (i.e., economic inflation).

**Contingency Account** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies. (Examples would be maintenance agreements, rent and/or profession consulting services)

**Cost of Living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Services** - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Deficit** - An excess of expenditures over revenues or expense over income.

**Delinquent Taxes** - Taxes that remain unpaid on and after the due date on which a penalty for non-payment is attached.

**Department** - An organizational unit responsible for carrying out a major governmental function.

**DENR** – Department of Environment and Natural Resources

**Depreciation** - The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed assets lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Disbursement** - Payment for goods and services in cash or by check.

**Distinguished Budget Presentation Awards Program** – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Downtown / HPC (Historic Preservation Commission)** – A department established to restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, pre-historic, architectural, or cultural importance.

**Downtown Sanford, Inc. (DSI)** – A group of downtown businesses established to focus on revitalization efforts in Sanford's business tax district.

**ESTC** – Emergency Service Training Center

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for social security, and the various pension, medical and life insurance plans.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside or commit funds for future expenditures.

**Enterprise Fund** - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in Sanford are established for services such as water and sewer and golf course.

**EPA** – Environmental Protection Association

**EPZ** – Emergency Processing Zone – A 10 mile area located around the Shearon Harris Nuclear Power Plant.

**ERRP** – Early Retiree Reinsurance Program

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the City Council.

**Expenditure** - This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

**Expenses** - Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

**FLSA** – Fair Labor Standards Act

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as they relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - The time period designating the beginning and ending period for recording financial transactions. The City of Sanford's fiscal year begins July 1st and ends June 30th.

**Fixed Assets** - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**FMLA** – Family and Medical Leave Act

**401K** – Reference to Internal Revenue Code – Section 401, paragraph K which allows establishment of tax-deferred retirement savings plans for employees. Contributions can be made by an employee as well as their employer.

**Full Faith and Credit** – A pledge of a government's taxing power to repay debt obligations.

**Function** - A group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or accomplishing a major service.

**Fund** - An accounting entity that has a set of self balancing accounts and that records all financial transactions for specific activities or government functions.

**Fund Balance** - Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statute declares that a portion of fund balance is not available for appropriation.

**General Accepted Accounting Principles (GAAP)** - Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices.

**General Fund** - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenue includes property taxes, licenses and permits, local taxes and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, public works, and general administration.

**General Ledger** - A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

**General Obligation Bonds** - Bonds that finance a variety of public projects such as streets, buildings and improvements; the repayment of these bonds is usually made from the General Fund and these bonds are backed by the full faith and credit of the issuing government.

**Geographic Information System (GIS)** - A project which will link the City to a county-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by the City departments.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

**GFOA** – Government Finance Officers Association

**Governmental Accounting Standards Board (GASB)** – A board created to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

**Governmental Funds** – Governmental funds are used to account for those functions reported as governmental activities in the government-wide financial statements. Most of the City's basic services are accounted for in governmental funds. These funds focus on how assets can readily be converted into cash flow in and out, and what monies are left at year-end that will be available for spending in the next year.

**Grant** - A contribution by a government or other organizations to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed by the grantee.

**Indirect Cost** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one department or one cost center.

**Infrastructure** – The basic facilities, equipment, and installations needed for the functioning of a system.

**Interfund Activity** - Amounts transferred from one fund to another. Transfer from General Fund to Special Tax District (\$50,000) in support of Streetscape.

**Interfund Reimbursements** – Funds due from one fund to another as a result of charges for services shared. (Sewer Const. \$65,000; Water Const. \$65,000; Utility Fund Administration \$269,500)

**Intergovernmental Revenue** - Revenue received from another government for a specified purpose.

**Internal Service Fund** - Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

**Inventory** - A detailed listing of property currently held by the government.

**Investment Revenue** - Revenue earned on investments with a third party. The City uses a pooled cash system. We pool all funds' cash and invest it in total. The interest earned is then allocated back to individual funds by average cash balance in that fund.

**LAN**- Local Area Network

**Lapsing Appropriation** – An appropriation made for a certain period of time generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Lease-Purchase Agreement** - An agreement that conveys the right to property or equipment for a stated period of item that allows the City to spread the cost of the acquisition over several budget years.

**LEED**- Leadership in Energy and Environmental Design

**Levy** - To impose taxes, special assessments, or service charges for the support of City activities.

**LIDAR**- Light Aerial Detection Radar

**Line Item Budget** - A budget that lists each expenditure category (salaries, material, telephone, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**Local Government Budget and Fiscal Control Act** - This act governs all financial activities of local Governments within the State of North Carolina.

**Long Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Mill** – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed valuations.

**Maturities** - The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

**Merit Program** - An established system to recognize and financially reward employee performance that exceeds the City's standards for a classification.

**Modified Accrual Accounting** - The accounting approach under which revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period, and expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due.

**NFPA** – National Fire Protection Association

**Objectives** - A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objective should imply a specific standard of performance for a given program.

**Object Code** - An expenditure category, such as salaries, supplies or vehicles.

**Operations** - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as supplies, utilities, materials and travel. Generally, all expenses that do not meet the personal services and capital outlay criteria.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, service fees, interest earnings and/or grant revenues. Operating revenues are used to pay for day to day services.

**Operating Expenses** – The cost for personnel, materials and equipment required for a department, function or cost center.

**OSHA** – Occupational Safety and Hazard Administration

**Other Post Employment Benefits (OPEB)** – Benefits that are provided to retired employees beyond those provided by their pension plans. Such benefits may include medical, prescription drug, life, dental, vision, disability, and long-term care insurance.

**PASS** – Personal Alert Safety System

**Pay-as-you-go Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Measures** - Descriptions of a programs effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

**Personal Services** - General category that includes salaries and wages, pensions, health insurance and other fringe benefits.

**PLC** – Programmable Logic Controller

**PPO** – Preferred Provider Organization

**Powell Bill Funds** - Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**Productivity** - A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**Program** - An organized set of related work activities which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**Property Tax** - Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**RAS** – Return Activated Sludge

**Reappropriation** - Appropriations which are not expended at the end of a fiscal year that were earmarked for a specific purpose and are funded in the subsequent year.

**Reclassification** - Change in a position title and /or the associated pay range based on changes in the job skills required for a given position.

**Requisition** - A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

**Restricted Reserve** - An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Retained Earnings** - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

**Reserve** - A portion of fund balance earmarked to indicate 1) that is not available for expenditure, or 2) is legally segregated for a specific future use.

**Resources** - Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**Revaluation** - Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Lee County Tax Assessor's Office; under State law, all property must be revalued no less frequently than once every eight years.

**Revenue** - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Revenue Bonds** - Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Funds. Such bonds sometimes also contain a mortgage on the fund's property.

**RIT** – Rapid Intervention Team

**SCBA** – Self Contained Breathing Apparatus

**Service Level** - Services(s) or product(s) which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Special Assessment** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund** - A fund used to account for the revenues from specific sources which are to be used for legally specified expenditures.

**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

## INDEX

- A**
- ABC Revenue, 13,57,70,199  
 Admin. Dept, vi,4,11,53,71,73,76,77,91,92,177  
 Ad Valorem, 2,9,12,50,57,66,69,75,85,87,165, 167,199
- B**
- Bonds, 44,81,170,199  
 Budget Calendar, 47  
 Budget Format, 48  
 Budget Ordinance, 11-41  
 Budget Overview, 1-9,65-83  
 Budget Process, 45-46  
 Building Code Enforcement, vi,viii,6,12,54,71,76,133-134,178  
 Building Permit Fees, 27-41
- C**
- CIP Summary, 169  
 Capital Imp. Schedule, 170  
 Central Bus. Dist., 7,16,48,49,55,57-63,65,75,165-168  
 Central Office, 4,11,49,71,109  
 City Profile, iii-v  
 COLA, 7,86,88,91,93,96,99,101,103,105,107,112,114,116,118,121,123,126,130,133,135,138,141,143,145,146,148,150,152,154,156,162,201  
 Communication 911, 116  
 Consolidated Budget, 65-68  
 Community Dev.,vi,viii,6,12,49,54,71,76,130-131,177  
 Comm.Enh-Code Enf., vi,viii,6,9,12,49,54,71,76,133-134,178  
 Comm.Enh-Downtown/HP, vi,viii,ix,6,12,49,54,71,135-136,178
- D**
- Debt Service, 14,44,55,67,73,81-83,139,201  
 Dist. Budget Award, xii,201
- E**
- Elections, 4,11,49,53,71,98  
 Engineering , vi,ix,x,14,49,55,73,77,146-147,182  
 Enhanced-911, 11,62,116  
 Enterprise Fund, 11,14,15,43,48,65,201
- F**
- Finance Dept., vi,xi,4,11,49,53,71,76,99-100,180  
 Financial Policies, 43  
 Fire Dept., vi,viii,5,9,11,49,53,71,76,78,79,118-119,170,179  
 Fiscal Control Act, 43,202  
 Fleet Maintenance, vi,x,4,11,49,53,71,76,78,112-113,182  
 Franchise Tax, 13,51,63,69  
 Fund Balance(Surplus), 3,4,13,15,43,57,65-66,70,72,74,75,85,87,137,161,165,167,202
- G**
- GAAFR, 43  
 General Fund,2-6,9,11-13,43,45,48,49,57-63,65,69-71,76,78-79,85-136,170,202  
 General Govern., 4,11,53,67,71,76,87,88-115  
 General Services, vi,x,4,11,49,53,71,76,107-108,183  
 GFOA Budget Award, xii,100,202  
 Glossary, 199-206  
 Golf, vi,7,15,24,49,55,57-63,71,74,76,77  
 Governing Body, vi,4,11,49,53,71,76,88-90,177
- H**
- Horticulture, vi,4,11,49,53,71,76,78,114-115,181  
 Human Resources, vi,xii,4,11,49,53,71,76,86,93-95,177
- I**
- Information Systems, vi,xii,4,11,49,53,71,76,78,101-102,177  
 Inspection Dept., vi,viii,5,11,49,53,71,76,86,121-122,178  
 Installment Purchase, 52,59,70  
 Interfund Activity, 65-68,203  
 Interfund Reimbursements,66,67,71,88,91,93,96,99,101,103,105,108,109,112,203
- J**
- Intergovern., 13,15,51,66,69,72,85,203  
 Investment Policy, 43,192-193
- L**
- Legal, vi,4,11,49,53,71,76,103-104,177
- M**
- Modified Accrual, 45,204  
 Monitoring Fee, 14,19,52,72
- N**
- Non-Compliance Fines, 15,60,72
- O**
- Operating Budget Policies, 43  
 Other Post Employment Benefits (OPEB), 44,52,60,110,137,140,204
- P**
- Personnel Procedure, 184-191  
 Police Dept., vi,5,11,49,53,71,76,78-79,116-117,179  
 Powell Bill, 13,51,61,69,204  
 Privilege License, 12,51,61,69  
 Public Building, vi,4,11,49,53,71,76,78,105-106,183  
 Public Safety, 5,11,53,67,71,76,87,116-122  
 Public Utilities, 14,55,67,73,77,141-159  
 Public Wk.. Adm., vi,x,14,49,55,73,77,148-149,181
- R**
- Reserves, 45,205  
 Revenue Assumptions, 57-63  
 Revenue Policy, 43  
 Risk Mgmt., vi,viii,4,11,49,53,71,76,96-97,177

## INDEX

### S

Salaries and Wages, 56,177-189  
Sales Tax, 1,12,51,60,69,87  
Sanitation, 6,9,12,49,71,76,128-129  
Sewer Rates, 18,42  
  
Sewer Capital Imp., 12,49,55,73,159,  
169,170,172,173,174,175  
Sewer Const., vi,xi,14,49,55,73,77,  
80,150-151,182  
  
Solid Waste (Refuse), vi,ix,6,12,54,  
71,76,78,79,126-127,181  
Special Tax District, 7,11,16,48,49,  
55,57-63,65,75,165-169  
Street Capt. Imp., 6,9,12,49,54,71,  
125  
Street, vi,ix,6,12,49,54,67,71,76,78,  
79,123,124,181

### T

Taxes Levied, 7,8,16,57  
Transmittal Letter, 1-8

### U

UF Adm., vi,xi,14,49,55,73,77,143,  
144,180  
User Charges, 14,15,18,24,52,59,66,  
69,72,74,85,137,161,206  
Utility Billing, 73,145  
Utility Fund, 6,7,14,43,45,49,  
57-63,72,73,77,80,137-159

### W

Warehouse, vi,14,49,55,73,77,  
141-142,183  
Waste Management, 6,17,19  
Wastewater Treatment Plant, vi,x,xi,  
7,14,44,49,55,73,77,83,156-157,183  
Water Capital Imp., 14,55,73,80,158,  
169-174  
Water Const., vi,xi,14,49,55,73,77,  
80,152-153,182  
Water Plant, vi,x,14,49,55,73,77,80,  
84,154-155,183  
Water Rates, 6,18,42

### Z

Zoning Enforcement, 21