



GOVERNING BODY

THE HONORABLE T. CHET MANN, MAYOR

MAYOR PRO TEM JAMES G. WILLIAMS

COUNCIL MEMBER SAMUEL P. GASKINS

COUNCIL MEMBER JIMMY HAIRE

COUNCIL MEMBER BYRON M. BUCKELS

COUNCIL MEMBER CHARLES TAYLOR

COUNCIL MEMBER REBECCA WYHOF

COUNCIL MEMBER NORMAN C. POST III

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

BY

**Hal Hegwer
City Manager**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Sanford
North Carolina**

For the Fiscal Year Beginning

July 1, 2014

A handwritten signature in cursive script, appearing to read 'Jeffrey R. Emer'.

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, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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CITY OF SANFORD HISTORY

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

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

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

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

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

During fiscal year 2004-05 the city purchased the county water system from Lee County. The city now provides water to more than 17,000 city and county residents as well as sewer service to approximately 9,300 city residents. The city expanded the Wastewater Treatment Plant in 2014 which increased capacity from 6.8 to 12 million gallons daily.

Voters approved a \$14.5 million bond referendum in 2013 for sidewalk, streetscape, greenway, and parks and recreation improvements within the city. The first phase of these bond projects include sidewalk and streetscape improvements within Downtown Sanford and Jonesboro in the amount of \$8.5 million. Construction should be complete by the end of 2015 and residents will be able to enjoy the amenities they chose to support. In the years to come, the city will issue another \$6 million in bond debt to complete the greenway and park projects.

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

2014 Census Estimates

City of Sanford	29,116
Town of Broadway	1,302
Lee County	59,662

Population Projections

Lee County in 2020	65,261
Lee County in 2030	72,988

Economic Characteristics

Median Age	38 years
Average Household Size	2.72 people
Gross Retail Sales (FY 2013)	
Lee County (including Sanford and Broadway)	\$672 million

Bond Rating for City of Sanford

- Fitch AA-
- Moody's Aa3
- NC Municipal Council ¹ 84

Bond Rating for Lee County

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

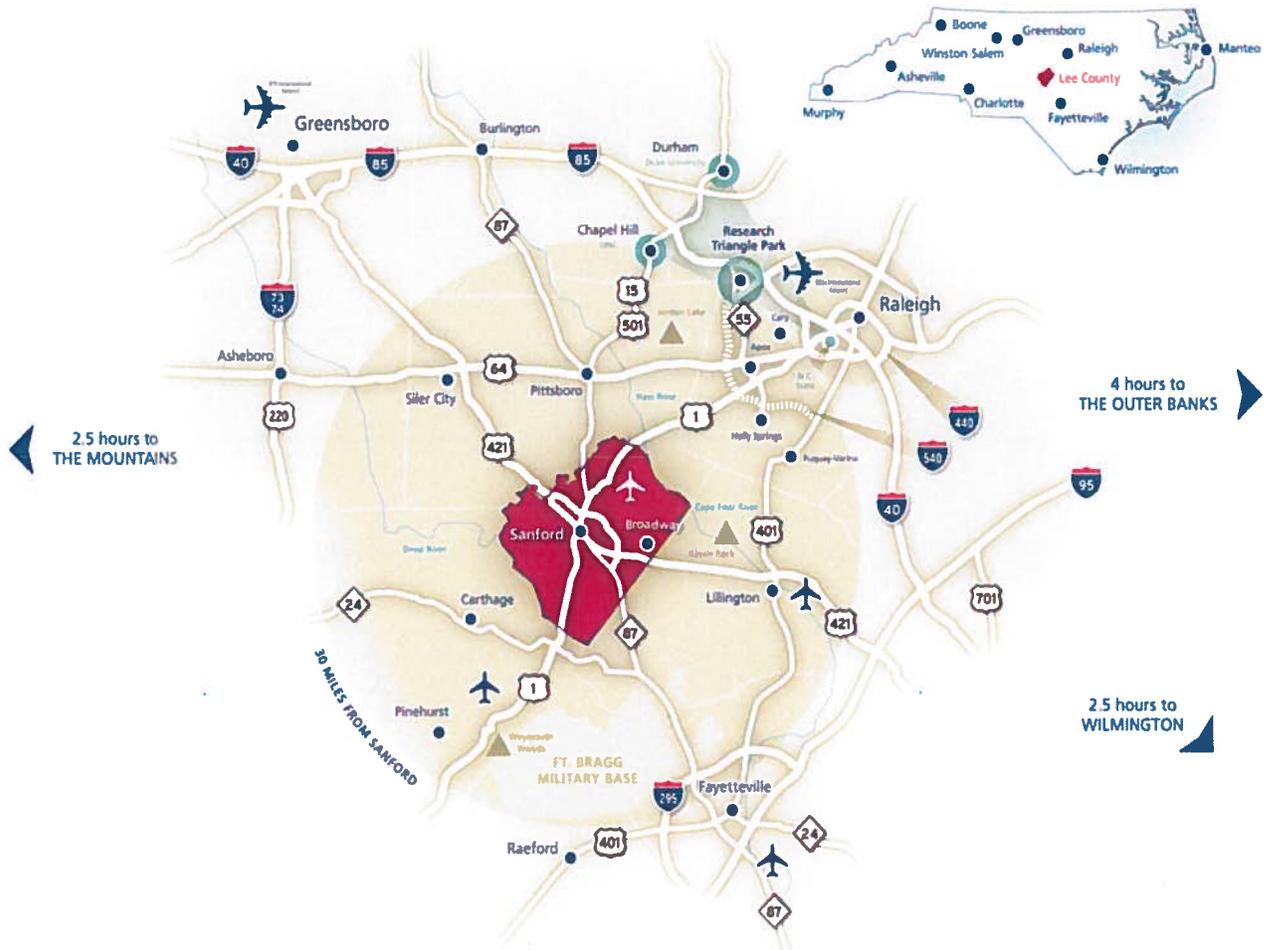
Family Income

Median Household	\$44,819
Per Capita	\$21,449
Median Family	\$53,375

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

Landscape

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



www.secondcentury.org

Climate

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

Current Tax Rates

Lee County	\$0.795 per \$100 valuation
Sanford	\$0.60 per \$100 valuation
Broadway	\$0.44 per \$100 valuation

Example: A house valued at \$100,000 would pay \$600 per year in city taxes and \$795 per year in county taxes.

Education

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

Central Carolina Community College

Access available to:

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

Hospital

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

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

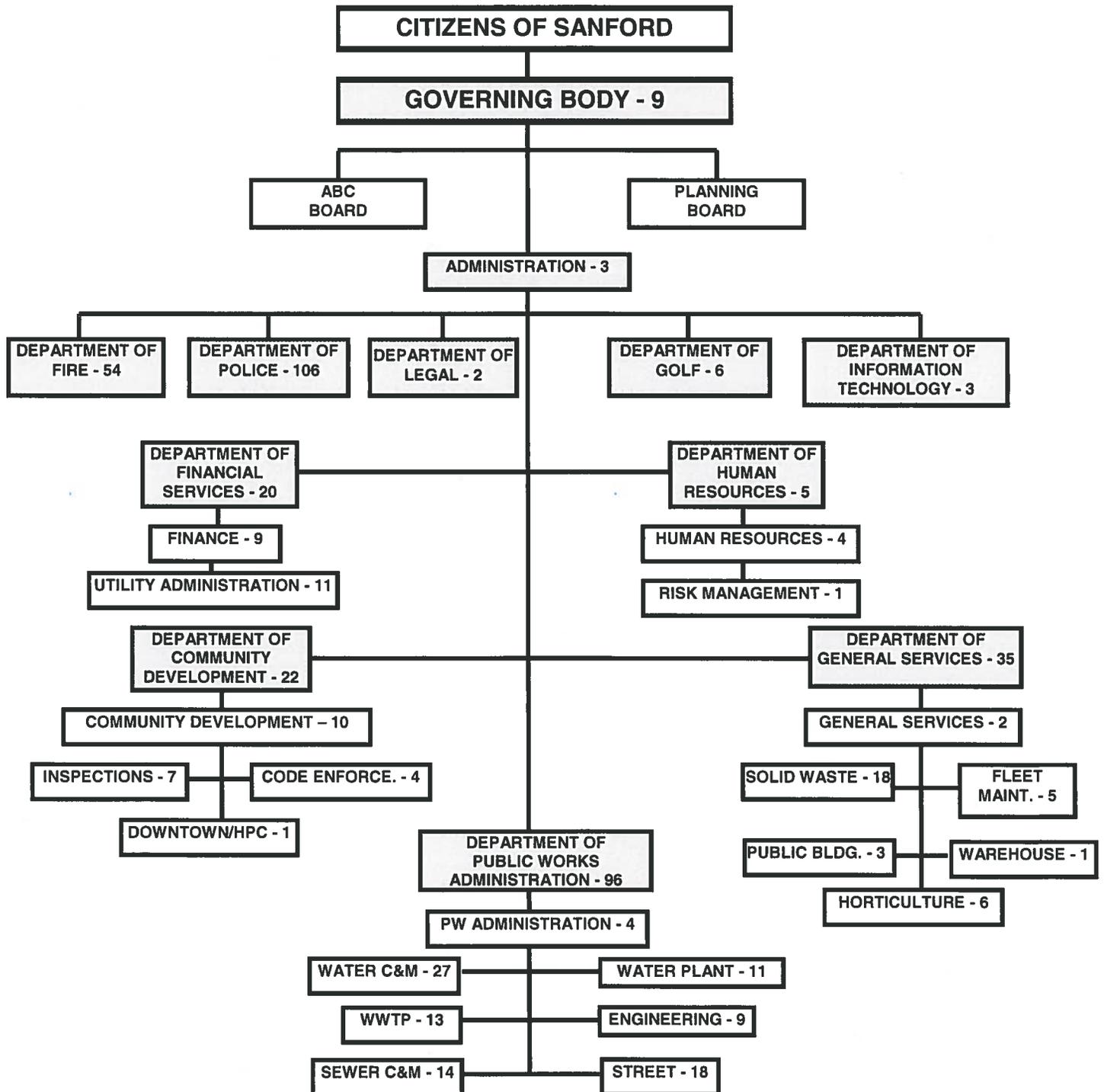
Sanford	12,000,000 gallons per day
Broadway	145,000 gallons per day

General Information

Power - Progress Energy and Central Electric Membership

Gas - PSNC Energy

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 2015-2016 MAJOR GOALS

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

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

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

NOTE: The City of Sanford major accomplishments for FY 14-15 are included in an appendix beginning on page 227.

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PO Box 3729

Sanford, NC 27331-3729

City of Sanford

(919) 777-1110

MEMORANDUM

TO: The Honorable Mayor Mann and City Council Members

FROM: Hal Hegwer, City Manager

DATE: May 13, 2015

SUBJECT: Proposed Annual Operating Budget Fiscal Year 2015-16

In accordance with Chapter 159-11 of the North Carolina General Statutes, I am pleased to submit the City of Sanford's proposed budget for Fiscal Year (FY) 2015-16.

The most significant change coming this year is new debt service for the sidewalk and streetscape projects approved by voters in the 2013 bond referendum. Originally, the projects were slated to begin in the 2016-17 budget; however, because these projects are a tangible, visible sign of revitalization, we chose not to delay them any longer. By the end of 2015, residents will be able to enjoy the amenities they chose to support. These projects will significantly improve Sanford's sense of place and quality of life, and they are expected to be a catalyst for economic development within the city.

The FY 2015-16 budget will include a full year's payment on the new debt, which our current revenue can support adequately. However, we must be cautious about adding other recurring expenditures. In the years to come, we will need to issue another \$6 million in bond debt to complete the greenway and park projects that were also approved in the 2013 bond referendum. The bond projects will require us to budget additional maintenance and operating expenses for perpetuity.

The Sanford/Lee County Partnership for Prosperity has successfully transformed into the Sanford Area Growth Alliance (SAGA) and has raised substantial revenue for an extensive plan of work. As per an agreement with Lee County, this proposed budget includes the cost of co-locating SAGA with the consolidated Sanford/Lee County Planning and Community Development Department and other stand-alone departments to create a one-stop shop for economic development. We have created a new interlocal

department called “Buggy Factory” to account for this new partnership’s expenditures. The budget includes a recurring lease payment and a one-time capital expenditure to set up the department.

In FY 2014-15, the City completed a salary study revealing that approximately 5 percent of our workforce is compensated below the minimum recommended by our consultant, based on market data. It is imperative we compensate that 5 percent at an acceptable salary. Our consultant developed various options and their associated costs to improve our competitiveness within the regional market and to address issues of salary compression. Salary compression exists within almost the entire city workforce, to some degree, for numerous reasons. Addressing compression issues from so many factors is complicated and subjective. I recommend that we implement a merit system that has been unfunded for the last six years.

The budget contains good news for our health care and fuel expenses. For the first time in many years, we are not plagued by rapid increases in either category. Health care user fees, which include co-pays and deductibles, will not increase for FY 2015-16. There will be some additional cost. Premiums will increase by 1.6 percent, a \$40,000 increase for the City. Employees with dependent coverage will see their costs rise by \$8,000.

Thanks to a national drop in gas prices, the City’s fuel costs for FY 2015-16 are budgeted lower than last year. Of course, there are many factors that could cause our fuel costs to rise, including increased consumption and a change in gas prices. However, analysts predict that gas prices will remain low for the duration of 2015 and our consumption is not expected to rise at a significant rate.

GENERAL FUND OVERVIEW

In the General Fund, our two main sources of revenue include ad valorem property tax and sales tax. These two sources make up 73 percent of the total revenue collected in the fund for FY 2015-16. General Fund revenue will increase this year by \$1,358,865*, or 5.3 percent, primarily due to growth in our tax base and sales tax. I recommend using \$647,888 of Fund Balance toward one-time capital purchases totaling \$1,301,435. I also recommend that we continue to freeze six positions in the Human Resources, Inspections, Solid Waste, and Community Development departments.

GENERAL FUND REVENUES

I recommend our tax rate of \$0.60 remain unchanged. General Fund revenues are budgeted to be \$26,732,970 for FY 2015-16. Our ad valorem tax revenue is projected to increase by \$222,705, or 1.5 percent. Sales tax revenues are projected to increase approximately \$640,590 from the FY 2014-15 budget, or 14.8 percent. Investment income continues to be insignificant and dismal, providing only \$25,000 in projected earnings. Previously, investment income provided a robust revenue stream, totaling approximately \$0.02 to \$0.03 on the tax rate.

* The Executive Summary shows only a 1.1% increase in General Fund revenue; however, the prior year’s budget included more than \$1 million in installment purchase proceeds.

GENERAL FUND – FUND BALANCE

Fund Balance should be used to cover capital items and not recurring expenditures. In FY 2014-15, we adopted a fund balance policy as required by our bond rating agencies. The policy states:

The City will target an unassigned fund balance at the close of each fiscal year equal to at least 30% of the closing fiscal year’s General Fund operating budget; at no time shall the unassigned fund balance fall below 25% of the closing year’s General Fund operating budget. Unassigned fund balances in excess of the target 30% may be appropriated for pay-as-you-go capital and other one-time uses. The City Council may, from time to time, appropriate fund balance that will reduce unassigned fund balance to an amount below the 25% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal security of the City of Sanford. In such circumstances, the City Council will adopt a plan to restore the unassigned fund balance to the 30% policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the City, then the Council will establish a different but appropriate time period.

Though we have used significant amounts since 2009, the City’s Fund Balance level remains stable. The Fund Balance average for populations of our size is 50.03 percent of operating costs and the average for cities in North Carolina is 43.55 percent. Meanwhile, as shown in the chart below, our Fund Balance at the end of FY 2014-15 was 32.94 percent, or \$7,619,293.

City of Sanford Historic Fund Balance

Fund Balance Available in Dollars (FBA)	2014	2013	2012	2011	2010	2009	2008
Fund Balance Available in Dollars (FBA)	7,619,273	8,937,266	9,411,869	\$9,386,394	10,756,922	10,956,925	11,350,750
Change in Fund Balance Available	(1,317,993)	(474,603)	(42,474)	(1,323,629)	(297,212)	(909,414)	2,425,958
Unit FBA %	32.94	36.27	39.65	37.86	46.26	47.33	52.64
Group Average FBA %	50.03	49.97	51.11	49.77	44.27	41.08	43.40
State Average Non-Electric Group	44.68	44.07	42.64	40.91	38.70	37.89	36.66
State Average FBA %	43.55	42.79	41.66	39.42	37.47	37.03	36.34

Source: North Carolina Department of State Treasurer.
FBA is a percentage of net expenditures.

Our Fund Balance is anticipated to increase at the end of FY 2014-15 by approximately \$400,000. This is mainly attributable to \$1.4 million that reverted back to the Fund Balance for capital bond projects.

GENERAL FUND EXPENDITURES

Our annual budget ordinance segregates governmental functions within the General Fund into five categories: General Government, Public Safety, Transportation, Sanitation, Community Development, and Debt Service. Significant changes in the General Fund expenditures are outlined below.

General Government – This category of expenditures includes Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Technology, 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. Staff received funding requests from Brick Capital Community Development Corporation, Family Promise, HAVEN, Lee County Arts Council, Outreach Mission, the Railroad House, The Salvation Army, and the Temple Theatre. This year's proposed contributions are the same as last year: \$18,000 to the Temple Theatre, \$2,700 to the Arts Council, and \$2,700 to the Railroad House. Other contributions include \$118,509 set aside to meet our contractual arrangements to companies receiving incentive grants.

Additionally, in this year's budget there will be a one-time expenditure of \$173,691 and a recurring cost of \$88,120 necessary to accommodate the expenses related to the City's partnership with Lee County and SAGA for relocation to the Buggy Factory.

For many years, the City of Sanford has allocated an employee to Downtown Sanford, Inc. (DSI) to serve as the director of the organization. The director's time was split between DSI duties and duties in the Sanford/Lee County Planning and Community Development department. However, I believe that City staff is best used on City activities. I recommend we contribute \$42,000 to DSI to hire its own employee and dedicate our City employee to community development activities only. Reorganization will allow DSI better flexibility and control, and will help the City fill the void created by the frozen Assistant Director of Community Development position.

In General Government, I recommend we continue to freeze a position in the Human Resources Department to minimize recurring expenditures. Major capital expenditures include a new \$14,000 video server for our government access channel and a contribution of \$50,000 to a Capital Reserve Fund created for large-scale park improvements. As of July 2015, the balance in the Capital Reserve Fund will be \$125,000.

Additional funding is included this year for two Citizens' Academy sessions. An academy session is planned for the early summer to allow citizens to participate during evening hours. This additional option is a result of the favorable feedback we received from the initial Citizens' Academy graduates.

Public Safety – This category of expenditures includes Police, Fire, and Inspections budgets. The Public Safety category is projected to decrease 2.5 percent from last year's budget.

In the Police Department, major capital expenditures include replacing ten investigative vehicles for \$205,000 and four mobile data terminals at a cost of \$25,000. The ten investigative units we are replacing will be sold on GovDeals.com and are projected to sell for approximately \$70,000.

In the Fire Department, the major expenditures include equipment needed for the new fire pumper purchased in the FY 2014-15 budget. Though purchased last year, the new truck will not arrive until FY 2015-16 and will require various equipment. Another expense will be a new roof for Central Fire Station. Last replaced in 1987, the roof is leaking in various locations. The estimate for replacing it is \$65,000. Funds are available in this year's budget to fill a Firefighter I position that has remained frozen for several years. Filling the position will allow the department to be more flexible about vacation and sick leave, which have been difficult to administer.

In the Inspections Department, I recommend we continue to freeze two positions: one clerical and one field inspector.

Transportation – This category includes Street Maintenance and Street Capital Improvements. Expenditures will decrease by \$296,271, or 8.8 percent from last year's budget. The budget includes \$500,000 for street resurfacing and \$145,000 for sidewalk construction.

Sanitation – This category encompasses our Solid Waste Division, which includes garbage collection, recycling, and disposal. I recommend capital outlay funding of \$153,000 in the Solid Waste Division to replace a knuckleboom truck. There will be no increase in our annual charge from Waste Industries due to a flat CPI index. The overall decrease in this category is \$111,849, or 4.0 percent versus the FY 2014-15 budget.

Community Development – This category includes Community Development, Code Enforcement, and Downtown/Historic Preservation. There will be an overall increase in this category of \$432,174, or 36.3 percent versus the FY 2014-15 budget.

The overall increase is primarily related to a proposed land use study that is being funded through our interlocal agreement with Lee County. We project the study will cost approximately \$100,000. The study is a necessary step to update our land use plan to reflect appropriate, planned densities and to allow us to extend infrastructure in an orderly, planned, and efficient manner. Our current plan was adopted in 1999.

The increase also includes \$35,000 for wayfinding signage. The signs will be placed in downtown Sanford and historic Jonesboro.

I recommend we continue to freeze an administrative position in Code Enforcement and the Assistant Community Development Director position. I believe

these positions can remain frozen due to the efficiencies generated by consolidating Community Development's operations at the Buggy Factory.

Debt Service – This category includes debt related to the issuance of bonds and streetscape installment purchase debt. The budget includes a debt service payment in the amount of \$1,050,470 for the \$8.5 million of general obligation bonds and \$2.75 million for installment purchase financing.

A \$6 million bond issuance is expected in the future for the voter-approved referendum related to the greenway and park projects.

UTILITY FUND OVERVIEW

From 2009 through 2014, the City adjusted utility rates significantly to provide sufficient revenue to meet the debt requirements associated with the Wastewater Treatment Plant expansion. Adjusting rates several years before we had to pay on the debt gave us time to prepare for the debt load. Debt payment on our \$17.5 million loan from the state's revolving loan program peaked last year.

If no debt is added, we will experience relief as our debt payments decrease over time. We anticipate sufficient revenue to meet next year's obligations without having to adjust rates. However, if our revenues do not hold steady or if they significantly decrease, we may be forced to consider a rate adjustment during the fiscal year. This is necessary because our revenue bond covenants dictate that we meet specific debt coverage ratios or we may face a downgrade in our bond rating. A lower bond rating would increase future borrowing costs, but would not impact our current debt payments.

The City's projected debt service coverage ratio for FY 2015-16 is 1.4. A debt service ratio of 1.0 means that a system has exactly enough money from its operating revenues to pay its annual debt service once it has paid all of its operating expenses. Therefore, our projected revenues will be sufficient.

UTILITY FUND REVENUES

Utility Fund revenues for FY 2015-16 are estimated at \$19,170,045, an increase of 3.1 percent, or \$573,442, compared to the FY 2014-15 budget. We anticipate Utility Fund revenues will increase due to increased consumption and growth.

UTILITY FUND EXPENSES

Utility Fund expenses will increase \$331,966, or 1.5 percent over last year's budget. This year, we will commit \$500,000 each for water system and wastewater system rehabilitation. We will also commit \$1 million to fund a sewer transmission line to resolve capacity issues and \$400,000 to cover the final payment for the Colon Road pump station. There will be \$450,000 available to paint the Spruce Street water tank. Other Utility Fund capital purchases total \$559,114 for vehicles and equipment.

I recommend two positions in the Engineering Department and one position in the Sewer Construction and Maintenance Division remain frozen. I have included \$30,000 to determine the space needs for utility fund operations located at City Hall.

Changes in state law now require municipalities with underground utilities to join NC 811. NC 811 is a notification service that contractors use to locate underground utilities prior to commencing work. The City receives approximately 900 requests for utility locates each year. As a member of NC 811, we anticipate processing 6,400 requests annually, or an average of 25 per day. Since this is the City's first year in the NC 811 program, we request one additional position, a Utility Locator. Once we start participating in the program, additional data will affect how many positions will be necessary. In the meantime, the City will contract with private firms to handle any additional work.

GOLF FUND

The overall decrease of expenditures in the Golf Fund budget is \$13,749 or 1.9 percent versus the FY 2014-15 budget. This decrease is due to lower capital expenditures requests. The revenues in the Golf Fund are projected to be \$719,134, including \$114,574 in contributions from the General Fund. There is no fee increase recommended for FY 2015-16.

SPECIAL TAX DISTRICT

The proposed Special Tax District budget for FY 2015-16 is \$108,160, which reflects a 23.3 percent increase compared to last year's budget. This increase is primarily due to a \$42,000 contribution from the General Fund to the Special Tax District. I recommend the current year tax rate of \$0.11 for \$100 assessed valuation remain the same. The budget includes an appropriation of \$30,000 for facade improvements.

SUMMARY

I recommend that our tax rate remain at \$0.60 per \$100 assessed valuation. A cost-of-living and market adjustment of 2 percent of salary will be effective with the July 2, 2015 pay date. The performance and merit program is reinstated and funded at 2 percent of total salary. The City of Sanford must invest in our employees to recruit and retain competent, educated, and qualified workers, allowing us to better compete with other local governments and the private sector.

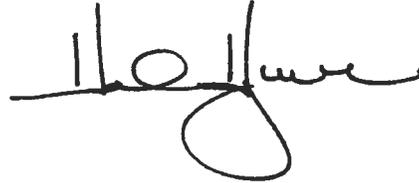
I always ask that when you examine this budget, you do not consider it for just one fiscal year. Consider the budget as a small snapshot of the City at this point in time and realize that decisions made will have repercussions that will last for many years.

I would like to thank Mayor Mann and the City Council for their leadership, guidance, and input into this budget. I would also like to thank Financial Services Director Beth Kelly and her staff for their efforts in preparing this budget. The City of

Sanford is blessed with a dedicated and engaged workforce, and I am proud to be part of such an organization.

Please feel free to call me if you have any questions regarding the Proposed Annual Operating Budget for Fiscal Year 2015-16.

Respectfully submitted,

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

Hal Hegwer, City Manager

FY 15-16 Changes To Budget Ordinance from Originally Presented to Council

	<i>AMOUNT PRESENTED TO COUNCIL</i>	<i>STAFF OR COUNCIL RECOMM.</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
GENERAL FUND				
EXPENDITURES				
Horticulture	664,227	641,227	(23,000)	Do not purchase aerial lift this fiscal year
Fleet Maintenance	352,329	333,029	(19,300)	Upgrade of Gasboy software system not as expensive as originally anticipated
Police	7,690,916	7,708,416	17,500	Public safety social media software and supplies
Risk Management	64,508	62,808	(1,700)	AED for Water Plant moved to Utility Fund
Administration	245,991	249,491	3,500	Intern for 2 months
TOTAL EXPENDITURE ADJUSTMENTS			<u><u>\$ (23,000)</u></u>	
REVENUE				
Appropriated Fund Balance	647,788	624,788	(23,000)	Reduce fund balance - aerial lift will not be purchased this fiscal year
TOTAL REVENUE ADJUSTMENTS			<u><u>\$ (23,000)</u></u>	
UTILITY FUND				
EXPENSES				
Water Treatment Plant	2,430,446	2,432,146	1,700	Moved AED from General Fund
Contingency	100,000	98,300	(1,700)	To offset AED expense
TOTAL EXPENSE ADJUSTMENTS			<u><u>\$ -</u></u>	

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**ANNUAL BUDGET ORDINANCE
FOR FISCAL YEAR 2015-2016**

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, 2015 and ending June 30, 2016 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$27,357,758	\$27,357,758
Enterprise Fund	22,915,555	22,915,555
Special Tax District	<u>108,160</u>	<u>108,160</u>
TOTAL BUDGET	<u>\$50,381,473</u>	<u>\$50,381,473</u>

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

SCHEDULE A: GENERAL FUND	(Includes Interfund Reimbursements)
GENERAL GOVERNMENT	
Governing Body	288,850
Administration	249,491
Human Resources	247,565
Risk Management	62,808
Elections	53,117
Finance	725,839
Information Technology	349,211
Legal	175,075
Public Building	704,173
General Services	178,281
Central Office	18,336
GF Contributions	1,121,269
Fleet Maintenance	1,190,902
Horticulture	641,227
DEBT SERVICE	1,050,470
PUBLIC SAFETY	
Police	7,708,416
Dispatching Services	897,759
Police – 911 Surcharge	352,569
Fire	4,397,985
Inspections	451,790

TRANSPORTATION

Street	2,318,774
Street Capital Imp.	750,525

SANITATION

Solid Waste	1,491,620
Sanitation	1,166,128

COMMUNITY DEVELOPMENT

Community Development	1,188,404
Code Enforcement	286,858
Downtown / Historic Preservation	148,189

SUBTOTAL GENERAL FUND EXPENDITURES	28,215,631
Less Departmental Charges (Fleet Maintenance)	(857,873)
TOTAL GENERAL FUND EXPENDITURES	27,357,758

TAXES- AD VALOREM

Current Year Taxes	13,319,861
Prior Year Taxes	175,000
NC Vehicle Tax	1,014,945
NC Vehicle Tax Penalties Less Discounts	5,000
Penalties Less Discounts	65,000
Payments in Lieu of Taxes	29,000

OTHER TAXES

Privilege License	2,700
Cable Franchise – Video Programming	199,619
Disposal Tax	18,943
Local Sales Tax – Article 39	2,009,002
Local Sales Tax – Article 40	1,017,822
Local Sales Tax – Article 44	1,004,501
Local Sales Tax – Article 42	931,259

LICENSE AND PERMITS

City Permits	218,527
County Permits	117,197
Broadway Permits	6,000
Fire Permits / Fines	38,014

INVESTMENT INCOME

Interest Income	25,000
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Interest on Assessments	800
Powell Bill Interest Income	100

INTERGOVERNMENTAL REVENUES

STATE OF NORTH CAROLINA

NC Electronics Mgmt. Fund	1,500
Utility Franchise Tax	1,912,845
Beer and Wine Tax	67,816
N.C. DOT Mowing Agreement	26,164
Powell Bill	806,416

OTHER LOCAL GOVERNMENTS

Consolidated Planning Services	399,779
911 Surcharge Reimbursement	352,569
911 Dispatch	209,880
Lee County Inspection Contract	43,813
Financial Services – Broadway	3,500
Receipt Lee County – Buggy Factory	23,610
Clearwater Drive Fire Service	42,000

SALES AND SERVICE

Sale of Materials	3,000
Sale of Compost Materials	50,338
Sale of Capital Assets	150,000
Sanitation Fees	1,743,500

OTHER

Court Cost Fees	9,600
ABC Revenue	160,000
Street Paving Charges	225,000
Parking Revenue	14,250
Miscellaneous	225,000
Animal Control	1,000
Assessments	2,000
Tower Consultant Fee	8,000
Civil Violation	3,100
Employee Computer Purchase	50,000

APPROPRIATED FUND BALANCE	624,788
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TOTAL GENERAL FUND REVENUE **27,357,758**

SCHEDULE B: ENTERPRISE FUND

UTILITY FUND

DEBT SERVICE

Debt Service 6,652,112

OTHER

Utility Fund Contributions 193,521

PUBLIC UTILITIES

UF Administration 1,911,048

Engineering 693,405

UF PW Administration 396,054

Sewer Const. & Maint. 1,678,584

Water Const. & Maint. 3,099,263

Water Plant 2,432,146

Wastewater Plant 2,160,387

Water Capital Imp. 950,000

Sewer Capital Imp. 1,900,000

Warehouse 314,901

SUBTOTAL UTILITY FUND EXPENSES

22,381,421

Less Departmental Charges (Warehouse)

(185,000)

TOTAL UTILITY FUND EXPENSES

22,196,421

USER CHARGES

Water Charges 10,516,677

Sewer Charges 7,072,863

INVESTMENT INCOME

Interest Income 21,407

Interest on Assessments 1,936

OTHER

Taps and Connections 137,316

Sewer Surcharge 56,389

Sludge Charge 45,000

Monitoring Fee 80,000

Charges on Past Due Accounts 147,000

Oil and Grease Fees 20,000

Sales Other Funds 25,000

Non Compliance Fees 1,000

Sale of Capital Assets 90,000

Miscellaneous	13,515
Meter Rental	3,808
Rental Income	75,000
After Hours Fees	5,000
NSF Charges	8,134

INTERGOVERNMENTAL REVENUES

UNITED STATES OF AMERICA

Build America Bonds Rebate	850,000
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RETAINED EARNINGS	3,026,376
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TOTAL UTILITY FUND REVENUE	22,196,421
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GOLF FUND

OTHER

Golf Fund	719,134
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TOTAL GOLF FUND EXPENSES	719,134
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GOLF USER CHARGES

Green Fees Annual	72,000
Green Fees Daily	175,000
Cart Fees	236,000
Driving Range	18,000
Brick Tournament Fees	12,000

OTHER

Concession	36,000
Pro Shop	55,460
Contribution from General Fund	114,574

INVESTMENT INCOME

Interest Income	100
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TOTAL GOLF FUND REVENUE	719,134
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TOTAL ENTERPRISE FUND	22,915,555
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SCHEDULE C: SPECIAL TAX DISTRICT FUND

OTHER

Special Tax District Fund 108,160

TOTAL SPECIAL TAX DISTRICT EXPENSES 108,160

TAXES AD VALOREM

Current Year Taxes 50,358

Motor Vehicle Tax 1,780

Penalties Less Discounts 500

INVESTMENT INCOME

Interest Income 80

OTHER

Parking Revenues 500

Contribution from General Fund 42,000

FUND BALANCE APPROPRIATION 12,942

TOTAL SPECIAL TAX DISTRICT REVENUE 108,160

TOTAL ALL FUNDS \$50,381,473

Section 4: There is hereby levied for the fiscal year ending June 30, 2016, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2015 for the purpose of raising the revenue from current year's property tax as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation.

TOTAL RATE PER \$100 VALUATION \$.60

Section 5: There is hereby levied for the fiscal year ending June 30, 2016, 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, 2015 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, fire fees, GIS fees, planning fees, compost facility fees, solid waste collection and disposal fees, beer and wine fees, water and wastewater rates are hereby levied at the rate established and shown on the attached schedules. All fees and rates are effective July 1, 2015.

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 2nd day of June, 2015.



T. Chet Mann, Mayor

ATTEST:



Bonnie Davis, City Clerk



Susan C. Patterson, City Attorney

CITY OF SANFORD
RATE SCHEDULE FOR FISCAL YEARS 2015-2016
RATES EFFECTIVE JULY 1, 2015

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
TSS	\$220 / 1,000 lb in excess of 200 mg/l
Oil & Grease	\$200 / 1,000 lb in excess of 40 mg/l

CITY OF SANFORD

RATE SCHEDULE FOR FISCAL YEARS 2015-2016

RATES EFFECTIVE JULY 1, 2015

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

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

Sanitation Fee	
Annually	\$200.00

CITY OF SANFORD
BEER AND WINE FEES FOR FISCAL YEARS 2015-2016
RATES EFFECTIVE JULY 1, 2015

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

FEE SCHEDULE, PLANNING & DEVELOPMENT

FISCAL YEAR 2015-2016

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 2015-2016**

Material	Price Per Pickup Load	Price per 2 ½ Cu. Yd. Loader Bucket for Larger Truck Loads
Woodchips	\$15.00*	\$25.00*
Leaf Compost	\$15.00	\$25.00
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 **2015-2016 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 2015-2016 Fee Schedule**

Daily Rates

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

Annual Membership Rates

	<u>In City</u>	<u>Outside City</u>
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

**City of Sanford FY 15-16 Rates for the
Installation of Hydrant Meters for Contractors**

Hydrant Meter Size	Deposit Fee	Plus Daily Rental Fee
¾"	\$200.00	\$1.00 per day (per calendar year)
1"	\$400.00	\$1.00 per day (per calendar year)
2 ½"	\$1,500.00	\$2.00 per day (per calendar year)

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

**City of Sanford FY 2015-2016
Water and Sewer Tap Rates**

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

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

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



Sanford Fire Department

Post Office Box 3729
Sanford, NC 27331-3729

Office: 919-775-8316

Fax: 919-775-7018

FEE SCHEDULE

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

Construction Reviews/Inspections

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

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

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

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

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

Other Permits/Fees

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

HAZARDOUS MATERIALS / CONFINED SPACE / TRENCH RESCUE EMERGENCY RESPONSE FEES

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

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

PERSONNEL

Paid Personnel:

(Includes Fire Marshal, Firefighters, Law Enforcement, etc. not included with equipment in above section) 1.5 x hourly rate

Support Personnel from other departments At cost

RESPONSE SUPPLIES

Ropes, haul systems, harness, PPE Normal re-supply fee

REHAB SUPPLIES

Food, drinks, snacks, etc. At Cost

RENTAL EQUIPMENT

Trucks, backhoes, etc. At Cost

EQUIPMENT / SUPPLIES NOT LISTED

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

CONTAMINATED / DAMAGED EQUIPMENT

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

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

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

BUILDING PERMIT FEES RESIDENTIAL

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

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

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

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

OTHER RESIDENTIAL CONSTRUCTION	Includes all Residential Renovations, Repairs, and Other Residential Construction not listed elsewhere.
Building Permit Fee:	<p>Permit Fee is Calculated based on Applicants Estimated Cost of Construction. (Bid, quote, or estimate must be provided with permit application). 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 COMMERCIAL

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

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

**BUILDING PERMIT FEES
COMMERCIAL (continued)**

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

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

**BUILDING PERMIT FEES
MISCELLANEOUS**

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

ELECTRICAL PERMIT FEES

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

MECHANICAL PERMIT FEES

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

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

PLUMBING PERMIT FEES

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

RECORD RESEARCH

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

SPECIAL NOTES

1. FAILURE TO SECURE PERMIT

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

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

2. ISSUANCE OF PERMITS

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

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

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

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

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

BUILDING PERMITS

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

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

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

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

HOMEOWNER RECOVERY FUND:

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

ELECTRICAL PERMITS

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

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

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

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

Temporary Service Poles

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

MECHANICAL PERMITS

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

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

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

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

Grease Canopy Hoods do not require a licensed contractor.

MANUFACTURED HOME PERMITS

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

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

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

MODULAR PERMITS

A building permit is required for modular homes.

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

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

NO TEMPORARY SERVICE WILL BE AUTHORIZED FOR ANY MODULAR CONSTRUCTION.

PLUMBING PERMITS

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

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

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

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

RENTAL PROPERTY

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

- **Rental Property – Building Permits**

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

- **Rental Property – Electrical Permits**

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

- **Rental Property – Mechanical Permits**

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

- **Rental Property – Plumbing Permits**

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

RENEWING EXPIRED PERMITS:

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

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

PERMIT REFUNDS

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

POSTING BONDS

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

3. POSTING OF PERMIT CARDS:

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

4. INSPECTIONS

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

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

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

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

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

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

Priorities for daily inspections will be as follows:

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

RE-INSPECTION FEES

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

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

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

CITY OF SANFORD FINANCIAL POLICIES

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

Operating Budget Policies

Pursuant to the North Carolina General Statutes Article 159-11 the city will adopt a balanced budget, which provides a work program and an operational plan for the ensuing year. The city will maintain a program of budgetary controls to ensure adherence to the budget. 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 \$100,000 and Utility Fund is \$98,300. 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, 2014 was \$7,619,273. General Fund balance available for appropriation was \$7,371,102 or 37.92% of General Fund expenditures. Council approved a formal fund balance policy in December 2014 stating that General Fund balance would be held to an amount equal to thirty percent (30%) of net General Fund expenditures.

The city adjusted utility rates from 2009-2014 in anticipation of the debt requirements associated with the Wastewater Treatment Plant expansion. The city anticipates sufficient revenue to meet this year's obligations without having to adjust water and sewer rates. However, if revenues do not hold steady or significantly decrease, the city may be forced to consider a rate adjustment during the fiscal year. The Utility Fund shows a net income before capital contributions and transfers of \$4,719,321 for the year compared with a net income before capital contributions of \$5,101,674 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.

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, 2014. 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, 2014. 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 city manager is authorized to transfer budgeted amounts within the departments but any revisions that alter total expenditures must be approved by the City Council through legislative action. All budget amendments must be reported in a public meeting of the City Council and made a matter of record in the minutes.

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

BASIS OF BUDGETING

The budget is prepared using the modified accrual method of accounting for all funds. This accounting approach recognizes revenues when they become measurable and expenditures at the time liabilities are incurred. The General, 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.

ACCOUNTING BASIS

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

- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget Basis).
- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget Basis.
- Capital Outlays within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget Basis.
- Depreciation recorded for proprietary funds on an accrual basis, eliminated for budget purposes.

FORMULATE HISTORICAL DATA

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

CAPITAL IMPROVEMENT BUDGET

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

PREPARATION OF DEPARTMENTAL REQUEST

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

CONSOLIDATE PRELIMINARY BUDGET

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

EVALUATE SERVICE PRIORITIES AND OBJECTIVES

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

BALANCE PROPOSED BUDGET

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

LEGISLATIVE REVIEW

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

BUDGET ADOPTION

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

AMENDING ADOPTED BUDGET

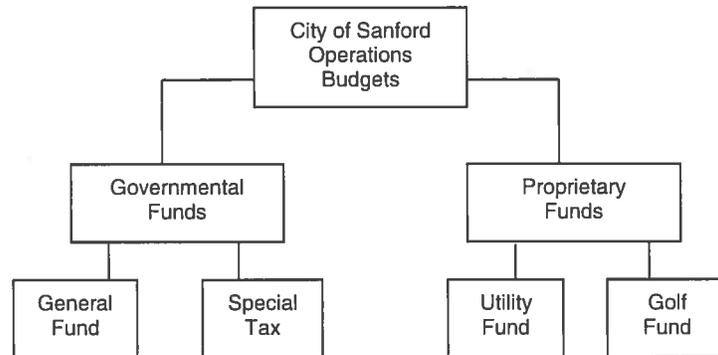
Any revisions that alter total expenditures / revenues of the adopted budget must be approved by the City Council through legislative action. All budget amendments must be reported in a public meeting of the City Council and made a matter of record in the minutes. The city manager has the authority to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

City Of Sanford Budget Preparation Calendar

January 5, 2015	CIP	Memo/instructions and CIP form transmitted to departments
February 20, 2015	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments
January 26, 2015	CIP	CIP request forms due from department managers
February 27, 2015	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 6, 2015	FY 14-15 Budget	Year end revenue estimates consolidated and reviewed
February 13, 2015	CIP	Finalize prioritization of projects and assignment of revenues
February 13, 2015	FY 14-15 Budget	Year end departmental expenditure estimates consolidated and reviewed
February 20, 2015	FY 15-16 Budget	Prepare and transmit FY 15-16 departmental request information to department heads
March 11, 2015	FY 15-16 Budget	Departmental budget requests for FY 15-16 due from departments
March 25, 2015	FY 15-16 Budget	Need insurance estimate numbers from HR
March 30-31, 2015	FY 15-16 Budget	Superintendents / Department Heads to present a short budget overview of their departmental requests to city manager
April 6, 2015	FY 15-16 Budget	City manager and department heads begin review of department requests
April 7, 2015	FY 15-16 Budget	Finalize 15-16 revenue projections
April 14, 2015	FY 15-16 Budget	Need final insurance numbers from HR
April 21, 2015	FY 15-16 Budget	Review preliminary budget with department heads at staff meeting
April 21, 2015	FY 14-15 Budget	Present cleanup amendment to council for FY 14-15
April 24, 2015	FY 15-16 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 13th law and finance meeting
May 13, 2015	FY 15-16 Budget	Present to council at law and finance meeting and publish public hearing notice (publish at least ten days prior to public hearing)
May 20, 2015	FY 15-16 Budget	Special called meeting - Regular council meeting on May 19, 2015 recessed and reconvened on Wednesday May 20th at 1 PM to hold budget work session
May 27, 2015	FY 15-16 Budget	Regular Law & Finance – May 19, 2015 council meeting recessed and reconvened at 1 PM to hold budget work session (if necessary)
June 2, 2015	FY 15-16 Budget	Public hearing and adopt budget (first scheduled meeting in June)
June 16, 2015	Year End Estimates	Present FY 14-15 year end cleanup budget amendment to council
June 16, 2015	FY 15-16 Budget	Alternate date to adopt FY 15-16 budget (regular council meeting)
June 24, 2015	FY 15-16 Budget	Second alternate date to adopt FY 15-16 budget (regular L & F meeting) June 16, 2015 council meeting recessed and reconvened
June 24, 2015	Year End Estimates	Alternate date to present cleanup budget amendment to council (regular L & F meeting) June 16, 2015 council meeting recessed and reconvened
July 1, 2015	FY 15-16 Budget	Present adopted budget to departments prior to this date

BUDGET FORMAT

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



Major Budgetary Funds

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

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

Non-Major Funds – Governmental

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

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

Departments by Fund

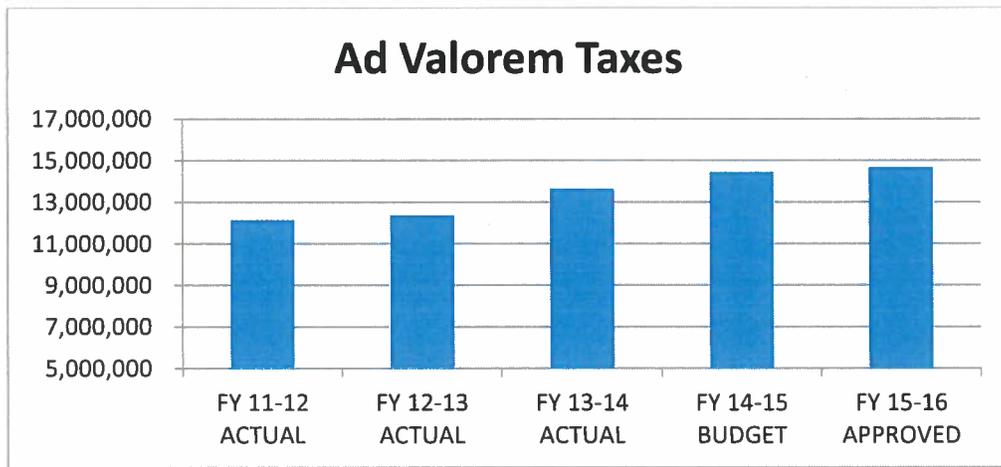
Department	Fund
Administration	General
Billing	Utility
Central Office	General
Code Enforcement	General
Community Development	General
Debt Service	General / Utility
Downtown/HPC	General
Elections	General
Engineering	Utility
Finance	General
Fire	General
Fleet Maintenance	General
General Fund Contributions	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.

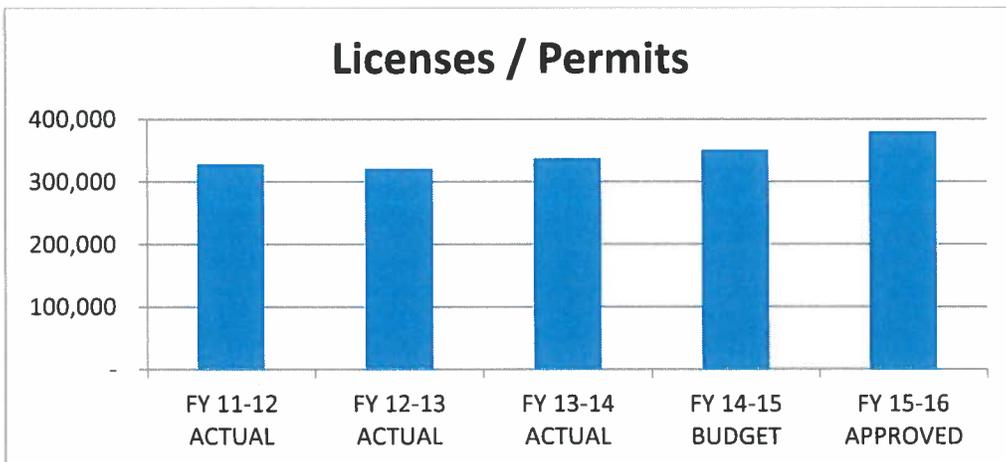
The major revenues by source are as follows:

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

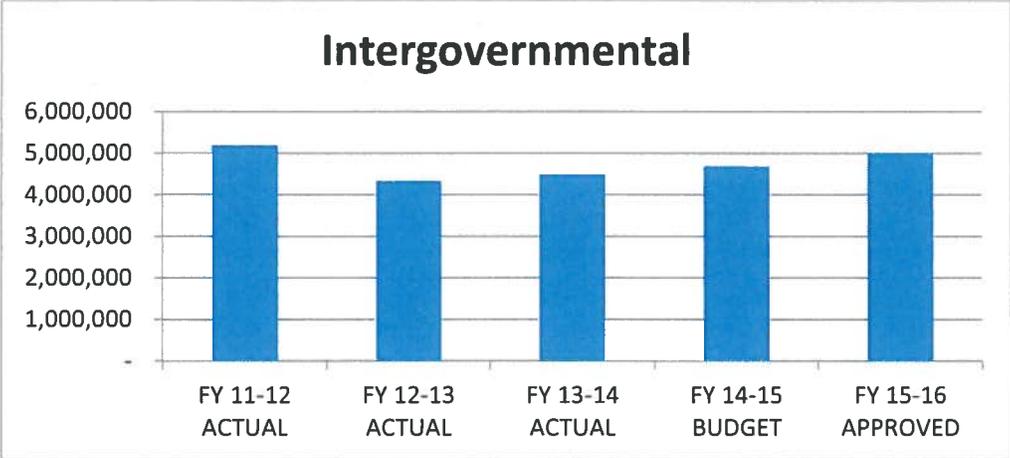


Penalties Less Discounts – Interest on delinquent taxes; late listing penalties; and other costs of collecting delinquent taxes.

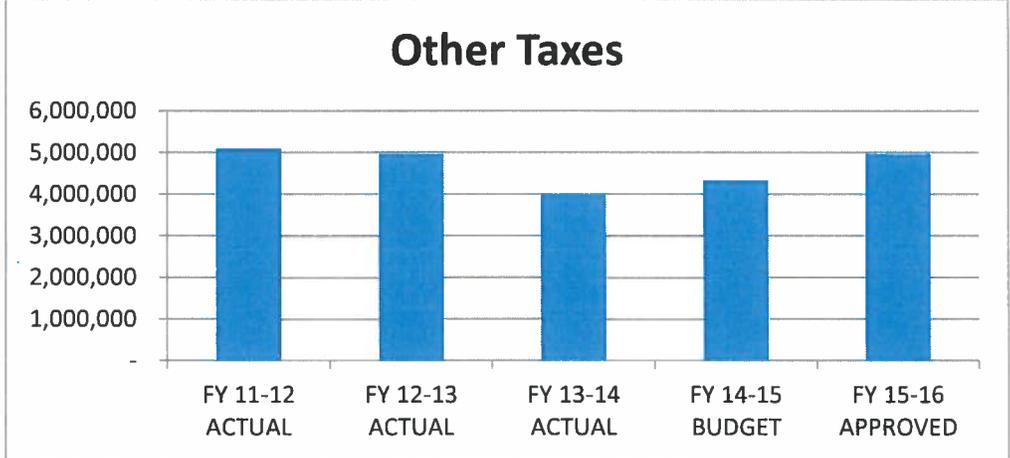
Licenses and Permits – Building permits; inspection penalties; inspection fees; and code enforcement.



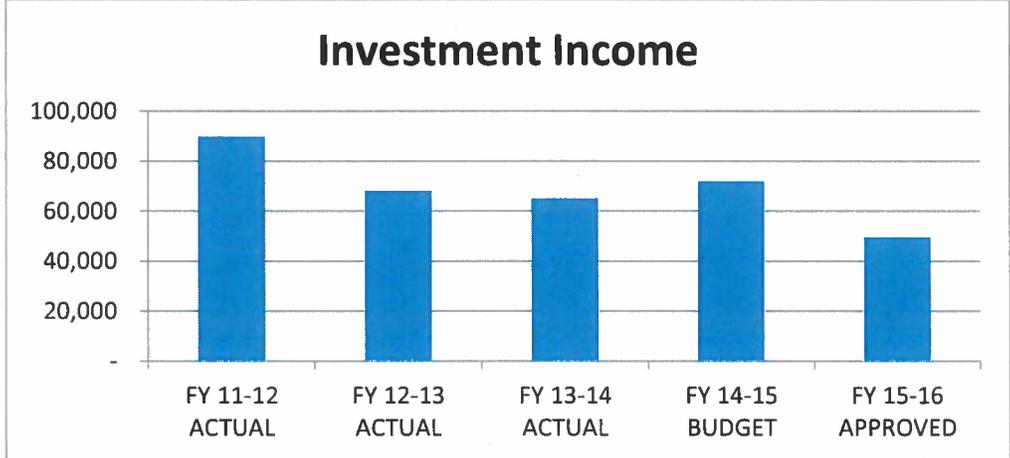
Intergovernmental - Federal, State, and local financial assistance; retail inventory taxes; utility franchise tax; beer & wine tax; and Powell Bill funds.



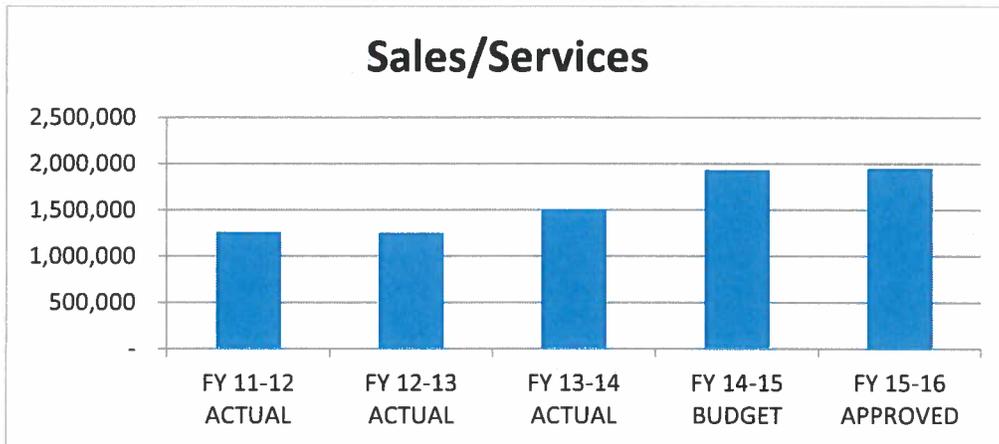
Other Taxes - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax.



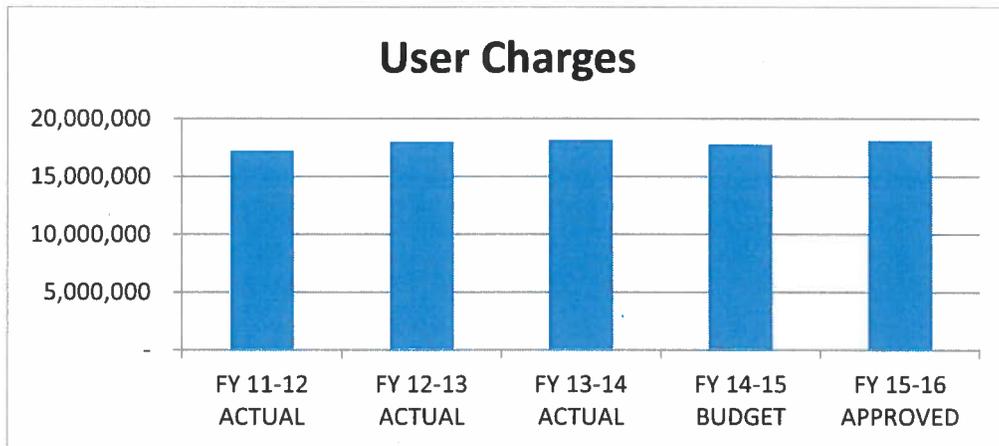
Investment Income – Interest earned.



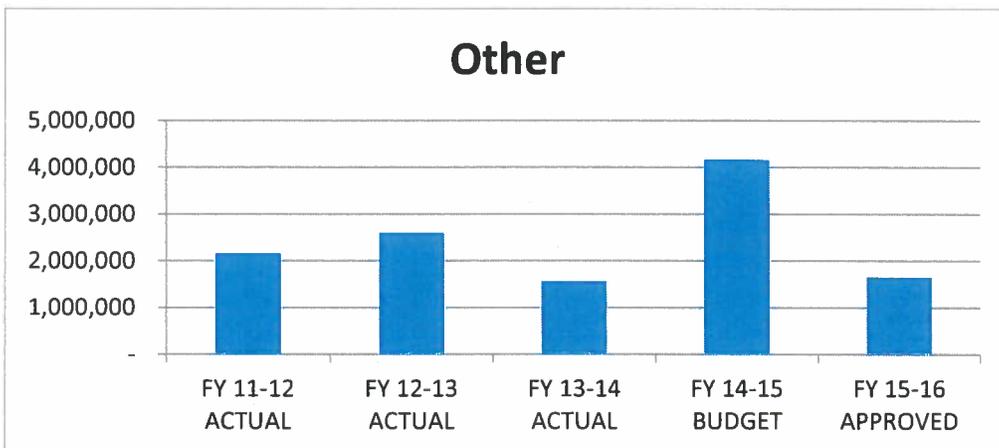
Sales and Service – Sale of materials; sale of compost; sale of fixed assets; sale of land; and waste management fees.



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.

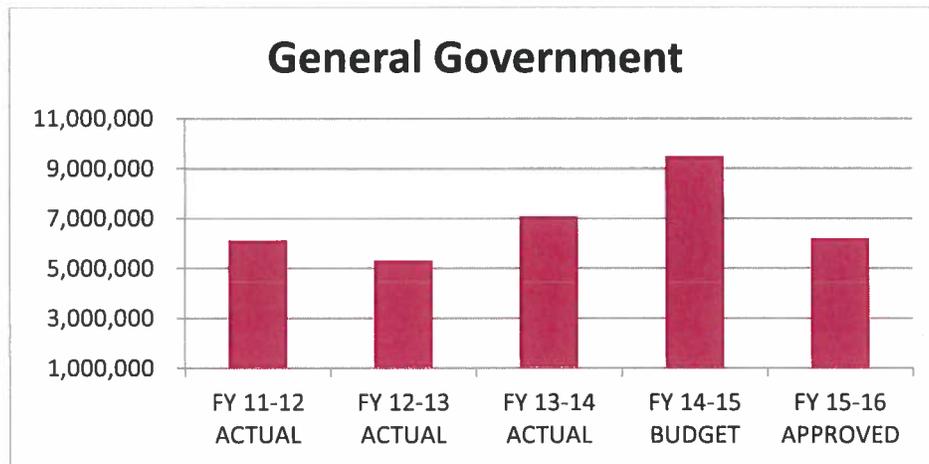


EXPENDITURES BY FUNCTION

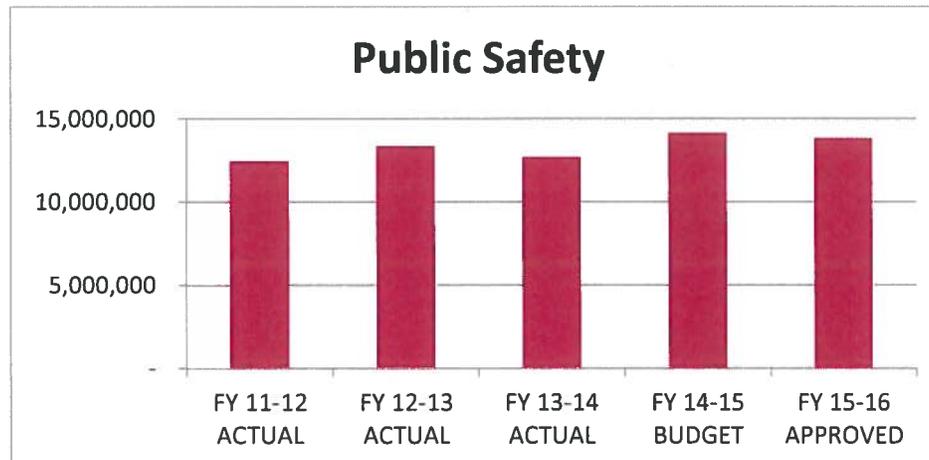
Expenditures are shown in the budget classified by funds from which they are paid, by departments spending the money, by the functions for which the expenditures are made and by the object of expenditures, which provides greater detail for controlling expenditures. Funds are appropriated at adequate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

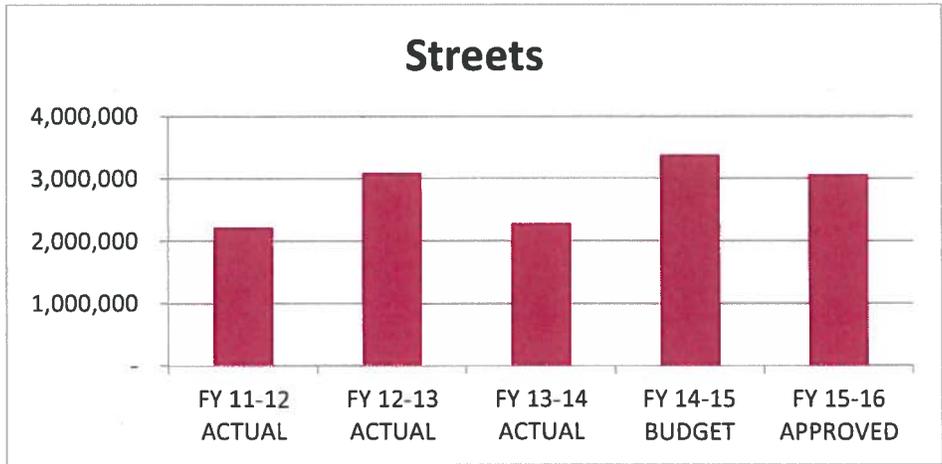
General Government - Expenditures for the Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Technology, Legal, Public Building, General Services, Central Office, GF Contributions, Fleet Maintenance, and Horticulture.



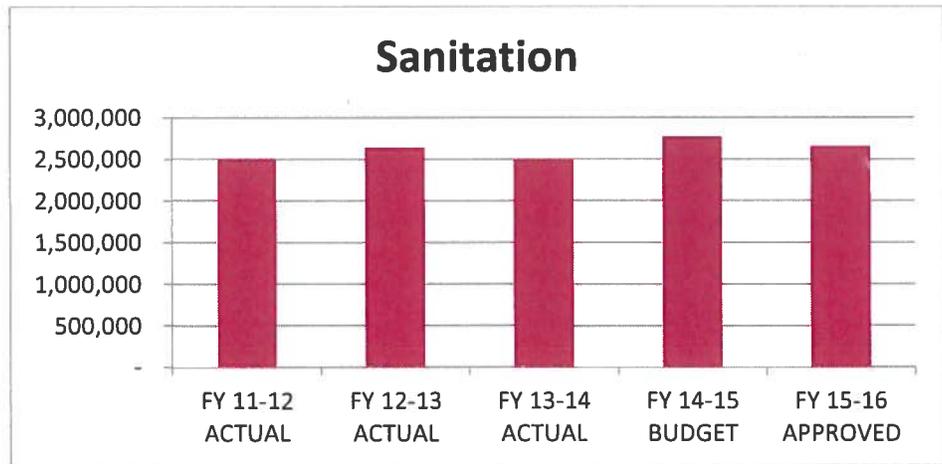
Public Safety - Expenditures for Police, Fire, and Inspections.



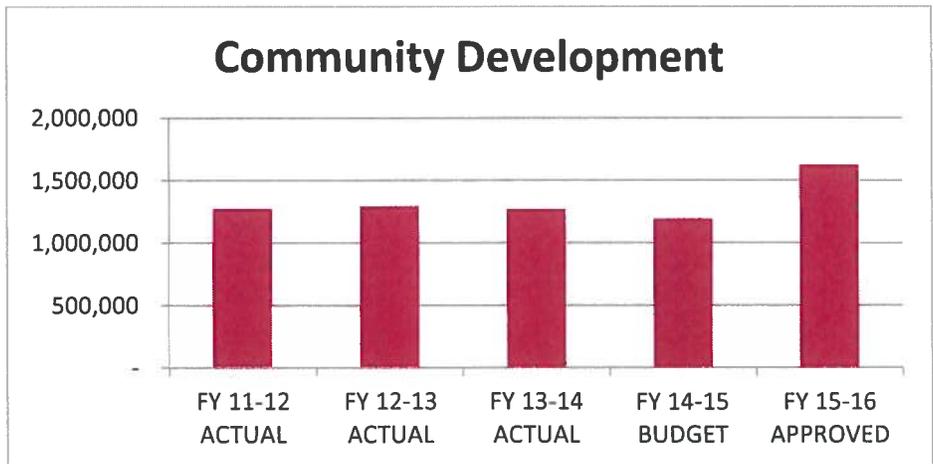
Streets - Expenditures for Street Maintenance and Street Capital Improvements.



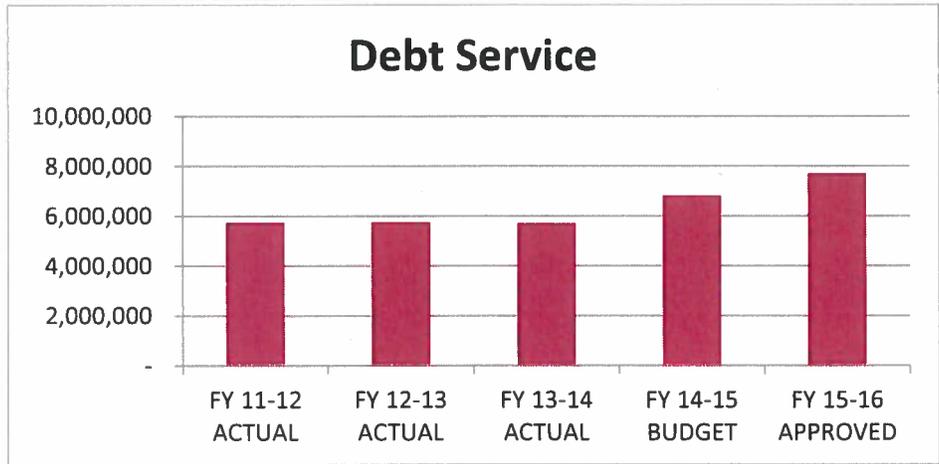
Sanitation - Expenditures for Solid Waste and Sanitation.



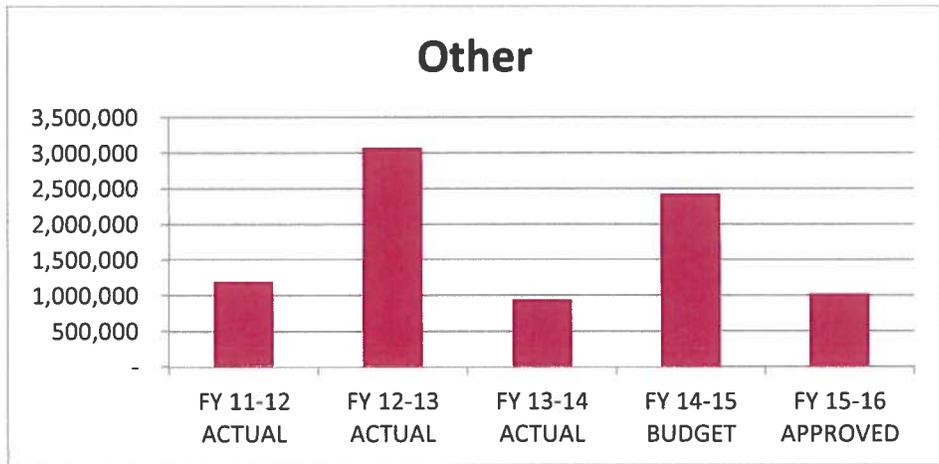
Community Development – Expenditures for Community Development, Community Enhancement – Code Enforcement, and Community Enhancement – Downtown / HPC.



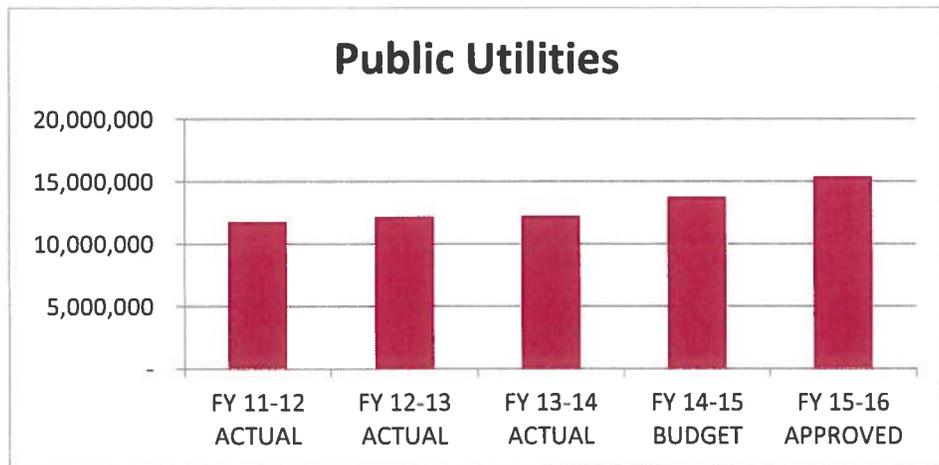
Debt Service - Principal; interest; and fees paid or accrued on bonds and notes.



Other - Expenditures for operating transfers, 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.

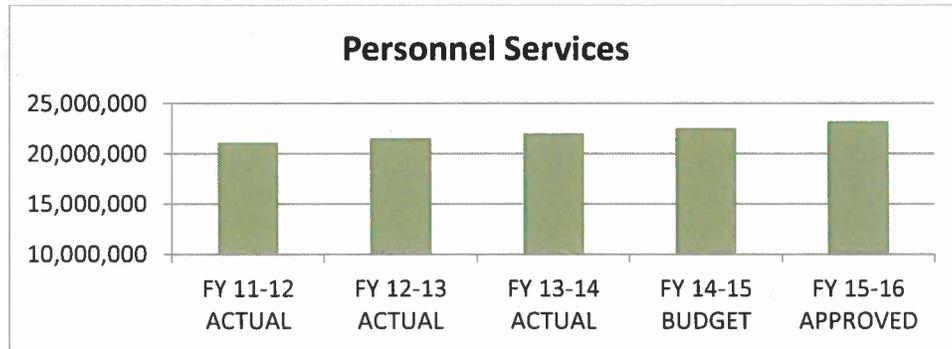


EXPENDITURES BY CATEGORY

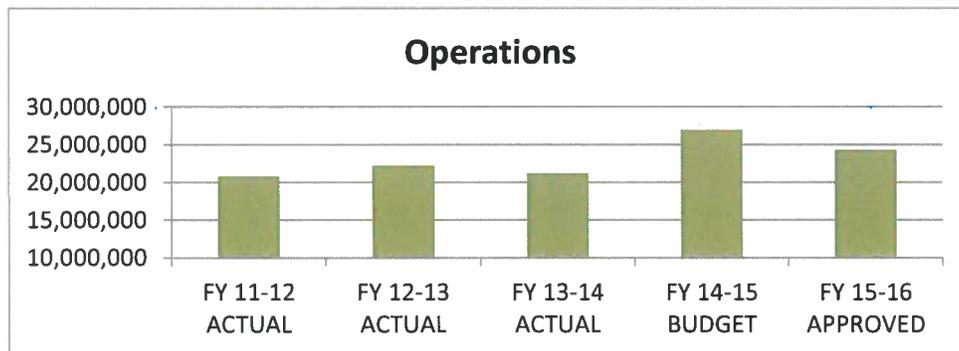
Expenditures by object are divided into three major categories - personnel services, operating expenses and capital outlays.

These categories are summarized below:

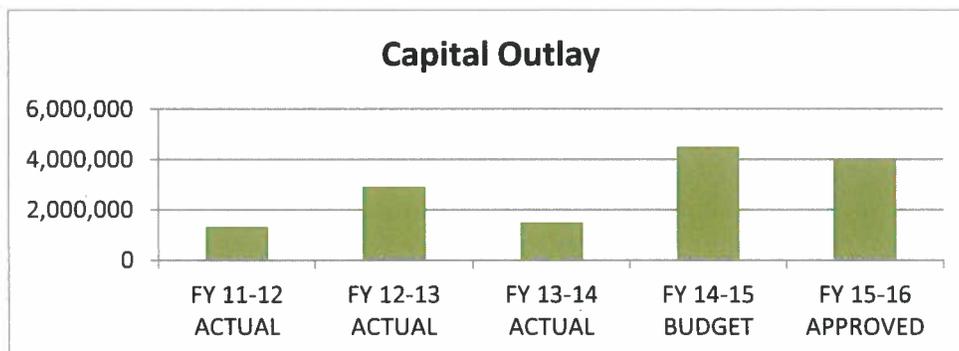
Personnel Services - Expenses, which can be directly attributed to the individual employee. These expenses would include salaries, group insurance, retirement, 401K expense and FICA. The cost of group insurance, retirement, 401K expenses and FICA has been budgeted within each operating department, which 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 reviewing historical data and analyzing current trends and the forces that underline them, the city can make realistic projections of revenues.

The following are some assumptions concerning revenues, which were forecast in the City of Sanford 2015-2016 Budget.

REVENUE	FORECAST RATIONALE
ABC Revenue	The city receives a portion of the net operating revenue derived from the operation of the local liquor stores and a contractual agreement with the ABC Board to provide certain regulatory officer support. Appropriation--General Fund \$160,000
Ad Valorem Taxes	Property valuations are established by the Lee County Tax Assessor from which the tax rate is set. The General Fund tax rate is sixty cents per one hundred dollars of valuation. Projections of assessed valuations are based on preliminary tax information received from the County of Lee. The Special Tax district rate is set at eleven cents per one hundred dollars of valuation. Projections of assessed valuations are based on information provided by the County of Lee. Prior year taxes are based on accounts receivable balances as they relate to anticipated collections. Appropriation--General Fund \$14,509,806 Special Tax \$52,138
After Hours	Fees charged to customers for after hour service calls. Appropriation—Utility Fund \$5,000
Animal Control	Revenue received for animal violations. Appropriation—General Fund \$1,000
Appropriated Fund Balance / Retained Earnings	The source of this revenue is fund balance. The amount appropriated is dependent on current reserve limitations and requirements of funds to balance projected revenues to expenditures as well as funding needed for capital items. Appropriation--General Fund 624,788 Utility Fund \$3,026,376 Special Tax \$12,942
Beer & Wine Tax	The state levies a tax shared by the city on wholesale sales of both beer and wine. Revenue estimates were established based on information received from the NC League of Municipalities. Appropriation--General Fund \$67,816
Brick Tournament Fees	Fees are collected and segregated for this annual golf tournament event. Appropriation--Golf Fund \$12,000

REVENUE

FORECAST RATIONALE

Build American Bonds Rebate

Revenue received from the Internal Revenue Service for a 35% and 45% interest rebates pertaining to the revenue bonds issued for the Wastewater Treatment Plant expansion. **Appropriation--Utility Fund \$850,000**

Building Permits and Inspection Fees-City of Sanford

Buildings which undergo structural changes or new construction within the city limits require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$218,527**

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 \$117,197**

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 \$6,000**

Cable Franchise

The state distributes part of the state sales tax collected on video programming and telecommunication services on a quarterly basis. **Appropriation--General Fund \$199,619**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--Golf Fund \$236,000**

Charges on Past Due Accts.

Charges assessed against accounts that are paid after the due date. **Appropriation--Utility Fund \$147,000**

Civil Violations

Fines are levied by the city for violations of the city's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$3,100**

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 \$42,000**

Concessions

Revenue received for sale of concessions at the golf course. Projections are based on historical trends. **Appropriation--Golf Fund \$36,000**

Contribution from General Fund

This contribution represents the General Fund support of the golf course and Downtown Sanford, Inc. **Appropriation--Golf Fund \$114,574 Special Tax \$42,000**

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 \$9,600**

Disposal Tax

The state levies a tax on disposal of waste. The city's portion is based on per capita share. **Appropriation--General Fund \$18,943**

Driving Range

Fees are collected for use of golf course driving range. Revenues are estimates based on anticipated use. **Appropriation--Golf Fund \$18,000**

Employee Computer Purchase

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

Fire Permits / Fines

Fees collected from industry and commercial operations for plan review and follow up inspections to assure compliance with NC State Fire Codes. **Appropriation--General Fund \$38,014**

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 \$72,000**

Green Fees Daily

Fees are collected for daily play at the Municipal Golf Course. Estimates are based on historical data. **Appropriation--Golf Fund \$175,000**

Interest Income

Funds received for the investment of idol cash. Interest income revenues are projected on the basis of estimated average available cash balances at an anticipated rate of return. **Appropriation--General Fund \$25,100 Utility Fund \$21,407 Golf Fund \$100 Special Tax \$80**

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 \$800 Utility Fund \$1,936**

Local Option Sales Tax

The State collects and distributes the proceeds from the locally levied tax on retail sales. Revenue projections are based on anticipated retail sales and historical trends. G.S.105, Article 39 or 1% rate was established whereby counties and municipalities receive the net proceeds of the tax collections within the county less the cost to the state of collecting and administering the tax (point of sale). The net proceeds are distributed based on an ad valorem method that allocates in proportion to the property tax levied by a county and its municipalities in the previous fiscal year. G.S. 105, Article 40 or 1/2 of 1% rate and G.S.105, Article 42 or 1/2 of 1% was established with net proceeds placed in a statewide pool. Lee County adopted a ¼ cent additional tax effective July 2010. Also, as part of the swap of reimbursements for new sales tax, the state will honor a hold harmless guarantee. **Appropriation--General Fund \$4,962,584**

Meter Rental

Revenue received from contractors for rental of meters placed on hydrants for temporary water access. **Appropriation-- Utility Fund \$3,808**

Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data. **Appropriation--General Fund \$225,000 Utility Fund \$13,515**

Non-Compliance Fines

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

NC Electronics Management Fund

Revenue received from the state for recycling electronic waste. **Appropriation--General Fund \$1,500**

NSF Charges

Charges assessed against customers for non-sufficient funds of returned checks. **Appropriation--Utility Fund \$8,134**

Oil and Grease Fees

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

Parking Revenues

Proceeds projected for parking fines and parking space rentals. **Appropriation—General Fund \$14,250 Special Tax \$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 \$29,000**

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 \$70,000 Special Tax \$500**

Powell Bill

State street-aid allocations received bi-annually to maintain, repair, construct, or widen local streets that are the responsibility of the city. The general statutes require that a sum be allocated from the State Highway Fund to the qualifying municipalities equal to the revenue for the fiscal year by 10.4% on each taxed gallon of motor fuel. FY 14-15: 135.82 miles of street times \$1,643 and population 28,862 times \$20.56. **Appropriation--General Fund \$806,416**

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 \$2,700**

Pro Shop Sales

Revenue received thru sales at the golf course pro shop. **Appropriation--Golf Fund \$55,460**

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 \$43,813**

Receipt Lee Co.-Buggy Factory

The consolidated Sanford/Lee County Planning and Community Development department, the Sanford Area Growth Alliance (SAGA), as well as other stand-alone departments will be relocated into the old buggy factory in downtown Sanford once remodeling is complete. This revenue is Lee County's portion of the agreed upon shared cost to maintain the building. **Appropriation--General Fund \$23,610**

REVENUE

FORECAST RATIONALE

Receipt Other Governments-
State

The state will pay for mowing right-of-ways through negotiated contract. **Appropriation--General Fund \$26,164**

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 20.39% calls ratio (\$209,880). The county's cost of the merged community development department is projected to be \$391,779. 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 \$352,569. **Appropriation--General Fund \$391,779, \$352,569, \$209,880, \$8,000, \$3,500**

Rental Income

To account for cell tower rental on the city's water tanks. **Appropriation--Utility Fund \$75,000**

Sale of Compost Materials

Proceeds are received for the sale of compost materials. Revenue projections are based on historical patterns, rate fees as shown within the budget ordinance, and anticipation of availability of materials. **Appropriation--General Fund \$50,338**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$150,000 Utility Fund \$90,000**

Sale of Materials

Funds are generated from the sale of surplus materials. Projection rationales are derived by using historical trend analysis. **Appropriation--General Fund \$3,000**

Sales Other Funds

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

Sanitation Fees

Proceeds are received for landfill disposal. These charges are based on actual needs. Fees are assessed uniformly (\$200 annually) to all residential property owners on the tax bill. **Appropriation--General Fund \$1,743,500**

Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$7,072,863**

REVENUE

FORECAST RATIONALE

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 \$56,389**

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 \$45,000**

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 \$2,000**

Street Charges

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

Taps and Connections

Fees are charged to customers for connections to the city's water or wastewater system. Revenues are based on historical trends. **Appropriation--Utility Fund \$137,316**

Tower Consultant Fee

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

Utility Franchise Tax

The city shares in the franchise tax levied by the state on various utilities. Revenues are based on estimated receipts from the N.C. Dept. of Revenue and historical models. Each city's share is based on the actual receipts from electric, telephone, and natural gas services within their municipal boundaries, as a proportion of total statewide receipts. Any significant local rate increases or decreases approved during the year will cause receipts to change. The weather also plays an important part in revenue received. **Appropriation--General Fund \$1,912,845**

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 \$10,516,677**

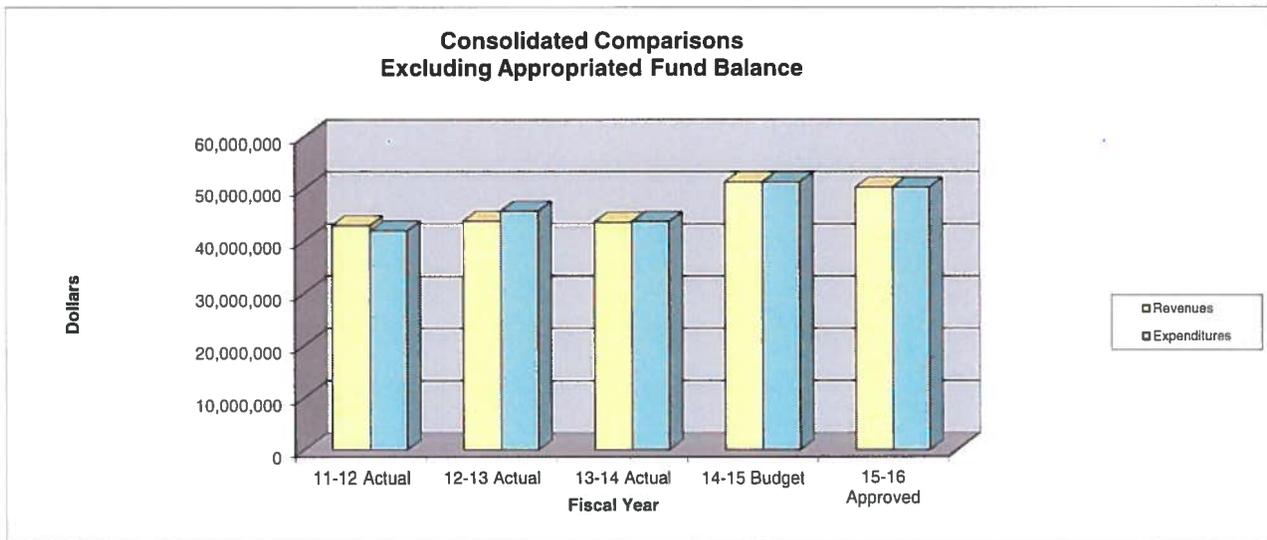
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**CONSOLIDATED BUDGET
FUND SUMMARIES**

	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
REVENUES								
General Fund	23,681,512	24,013,649	23,669,120	27,935,311	26,732,970	26,732,970	-1,202,341	-4%
Enterprise Fund	19,668,247	19,773,056	19,936,372	19,691,336	19,889,179	19,889,179	197,843	1%
Special Tax District	87,737	58,503	59,193	55,796	95,218	95,218	39,422	71%
SUB-TOTAL	43,437,497	43,845,208	43,664,685	47,682,443	46,717,367	46,717,367	-965,076	-2%
Appropriated Fund Balance	0	0	0	5,281,515	3,664,106	3,664,106	-1,617,409	-31%
Less Interfund Activity	-555,832	-108,016	-87,258	-1,702,083	-156,574	-156,574	1,545,509	-91%
TOTAL BUDGET	42,881,665	43,737,193	43,577,427	51,261,875	50,224,899	50,224,899	-1,036,976	-2%
EXPENDITURES								
General Fund	23,737,019	24,834,253	24,904,876	30,117,059	26,522,562	27,357,758	-2,759,301	-9%
Enterprise Fund	18,612,811	20,876,821	18,800,377	22,759,188	15,228,518	22,915,555	156,367	1%
Special Tax District	70,162	80,195	47,233	87,710	64,850	108,160	20,450	23%
SUB-TOTAL	42,419,993	45,791,269	43,752,486	52,963,958	41,815,930	50,381,473	-2,582,485	-5%
Less Interfund Activity	-555,832	-108,016	-87,258	-1,702,083	-156,574	-156,574	1,545,509	-91%
TOTAL BUDGET	41,864,161	45,683,253	43,665,228	51,261,875	41,659,356	50,224,899	-1,036,976	-2%

GRAPHIC REPRESENTATION

Illustrated below are revenues as they relate to expenditures.

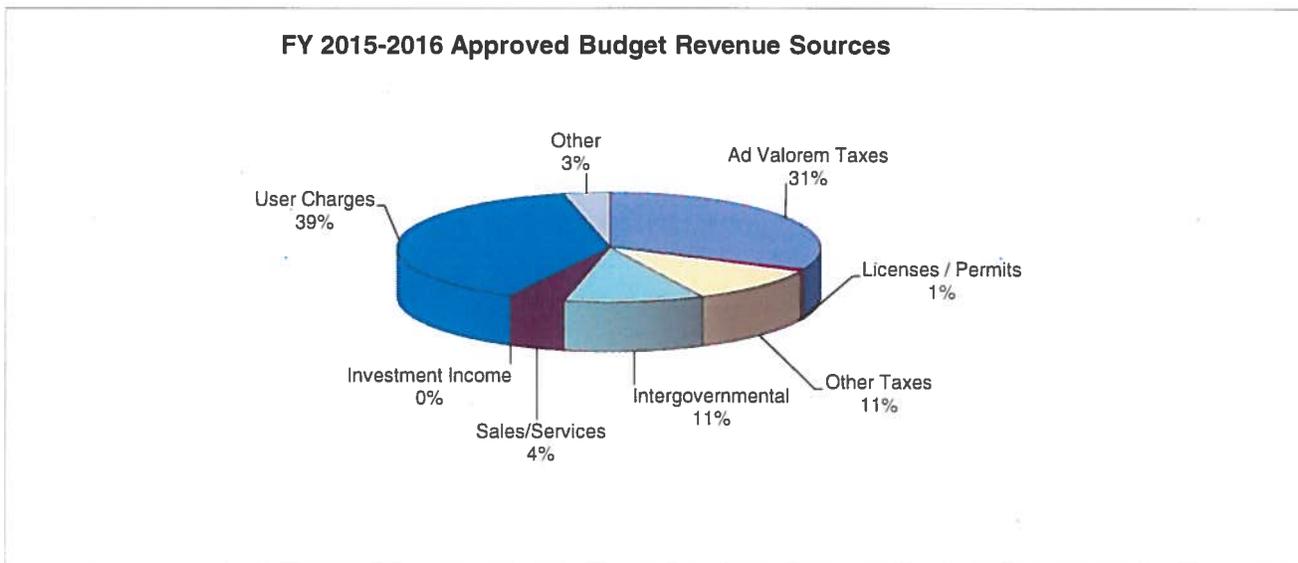


**CONSOLIDATED BUDGET
REVENUE SUMMARIES**

	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
REVENUES								
Ad Valorem Taxes	12,138,677	12,363,749	13,642,775	14,440,262	14,661,444	14,661,444	221,182	2%
Licenses / Permits	327,955	320,529	336,949	350,000	379,738	379,738	29,738	8%
Other Taxes	5,086,599	4,965,129	3,968,393	4,324,894	4,965,284	4,965,284	640,390	15%
Intergovernmental	5,184,074	4,320,874	4,485,480	4,675,077	4,968,054	4,968,054	292,977	6%
Sales/Services	1,259,759	1,248,963	1,493,779	1,931,500	1,946,838	1,946,838	15,338	1%
Investment Income	89,784	68,055	64,960	71,735	49,423	49,423	-22,312	-31%
User Charges	17,191,096	17,960,556	18,116,160	17,732,686	18,102,540	18,102,540	369,854	2%
Other	2,159,551	2,597,353	1,556,189	4,156,289	1,644,046	1,644,046	-2,512,243	-60%
SUB-TOTAL	43,437,497	43,845,208	43,664,685	47,682,443	46,717,367	46,717,367	-965,076	-2%
Appropriated Fund Balance	0	0	0	5,281,514	3,664,106	3,664,106	-1,617,408	-31%
Less Interfund Activity	-555,832	-108,016	-87,258	-1,702,083	-156,574	-156,574	1,545,509	-91%
TOTAL BUDGET	42,881,665	43,737,192	43,577,427	51,261,874	50,224,899	50,224,899	-1,036,975	-2%

GRAPHIC REPRESENTATION

The relative value of major revenue sources are shown below. Taxes Ad-Valorem and User Charges represent 70% of the revenues received by the city.

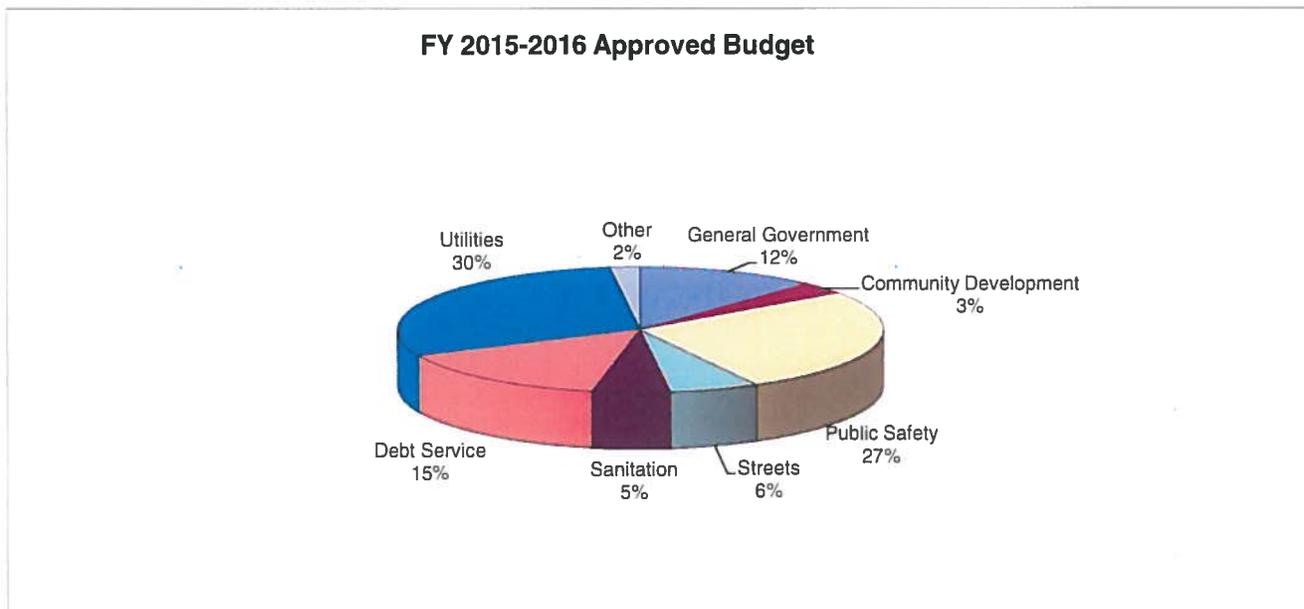


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
FUNCTIONS								
General Government	6,115,185	5,313,311	7,072,094	9,468,181	6,453,554	6,189,777	-3,278,404	-35%
Community Development	1,269,348	1,292,033	1,267,931	1,191,277	1,206,390	1,623,451	432,174	36%
Public Safety	12,427,152	13,350,440	12,670,778	14,147,030	13,319,609	13,808,519	-338,511	-2%
Streets	2,215,920	3,090,164	2,278,446	3,380,570	4,117,072	3,069,299	-311,271	-9%
Sanitation	2,504,079	2,636,189	2,486,111	2,769,597	1,577,353	2,657,748	-111,849	-4%
Debt Service	5,731,603	5,736,447	5,697,854	6,812,150	0	7,702,582	890,432	13%
Utilities	11,760,473	12,154,608	12,210,573	13,761,456	14,603,618	15,350,788	1,589,332	12%
Other	1,190,897	3,065,961	939,183	2,421,730	689,750	1,020,815	-1,400,915	-58%
SUB-TOTAL	43,214,657	46,639,153	44,622,969	53,951,992	41,967,346	51,422,979	-2,529,013	-5%
Less Interfund Activity	-555,832	-108,016	-87,258	-1,702,083	-156,574	-156,574	1,545,509	-91%
Interfund Reimbursement	-794,664	-847,884	-870,483	-988,034	-151,416	-1,041,506	-53,472	5%
TOTAL BUDGET	41,864,161	45,683,253	43,665,228	51,261,875	41,659,356	50,224,899	-1,036,976	-2%

GRAPHIC REPRESENTATION

Expenditures classed by function reflect cost as it relates to total spending. Public safety and utilities represent 57% of the city's total appropriations.

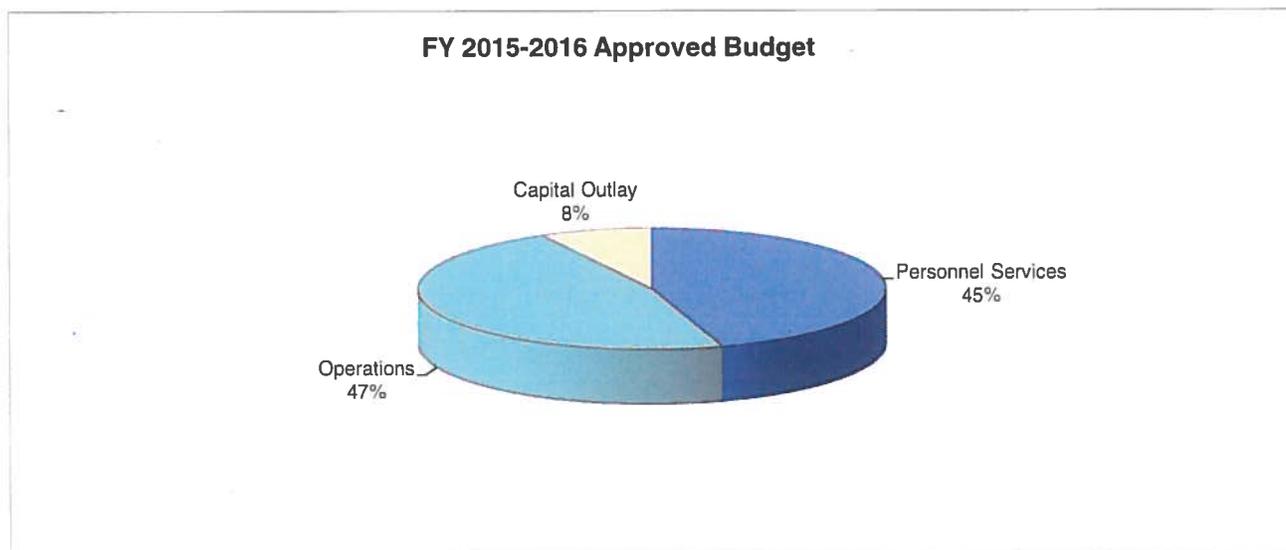


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
EXPENDITURES								
Personnel Services	21,124,205	21,512,814	21,996,548	22,501,763	19,521,403	23,203,075	701,312	3%
Operations	20,773,699	22,219,639	21,136,083	26,956,184	15,320,595	24,266,846	-2,689,338	-10%
Capital Outlay	1,316,754	2,906,700	1,490,338	4,494,045	7,125,348	3,953,058	-540,987	-12%
SUB-TOTAL	43,214,657	46,639,153	44,622,968	53,951,992	41,967,346	51,422,979	-2,529,013	-5%
Less Interfund Activity	-555,832	-108,016	-87,258	-1,702,083	-156,574	-156,574	1,545,509	-91%
Interfund Reimbursement	-794,664	-847,884	-870,483	-988,034	-151,416	-1,041,506	-53,472	5%
TOTAL BUDGET	41,864,161	45,683,253	43,665,228	51,261,875	41,659,356	50,224,899	-1,036,976	-2%

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 352 employees. Nine (9) frozen positions are included on the staffing comparison headcount but not budgeted. Operating costs include major expenditures for utilities, debt service, chemicals, and contractual services. Capital is shown in detail at the departmental level.



GENERAL FUND REVENUE

REVENUE SOURCES	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Prior	247,418	223,968	244,689	240,000	175,000	175,000	-65,000	-27%
Current	11,753,820	11,993,980	12,500,305	14,054,101	13,319,861	13,319,861	-734,240	-5%
Motor Vehicle Tax	0	0	706,301	0	1,014,945	1,014,945	1,014,945	#DIV/0!
Payment in Lieu of Taxes	22,923	28,755	28,671	29,000	29,000	29,000	0	0%
Penalties Less Discounts	58,834	60,361	73,528	60,000	65,000	65,000	5,000	8%
Motor Vehicle Tax - Penalties	0	0	5,127	3,000	5,000	5,000	2,000	67%
MV Tax Setup Cost Refund	0	0	25,549	0	0	0	0	#DIV/0!
Total Ad Valorem Taxes	12,082,995	12,307,064	13,584,170	14,386,101	14,608,806	14,608,806	222,705	2%
Local Sales Tax - Article 39	2,196,993	2,084,939	1,656,699	1,735,454	2,009,002	2,009,002	273,548	16%
Local Sales Tax - Article 40	1,003,615	1,001,428	808,476	898,318	1,017,822	1,017,822	119,504	13%
Local Sales Tax - Article 44	841,382	883,819	711,737	820,495	1,004,501	1,004,501	184,006	22%
Local Sales Tax - Article 42	1,041,384	992,114	788,751	867,727	931,259	931,259	63,532	7%
Privilege License	3,190	2,745	2,730	2,900	2,700	2,700	-200	-7%
Past Due	35	85	0	0	0	0	0	#DIV/0!
Total Other Taxes	5,086,599	4,965,129	3,968,393	4,324,894	4,965,284	4,965,284	640,390	15%
Fire Permits / Fines	0	6,364	27,235	25,000	38,014	38,014	13,014	52%
City Permits	199,082	195,907	183,120	192,500	218,527	218,527	26,027	14%
County Permits	122,930	110,204	119,648	125,000	117,197	117,197	-7,803	-6%
Broadway Permits	5,943	8,054	6,946	7,500	6,000	6,000	-1,500	-20%
Total Licenses / Permits	327,955	320,529	336,949	350,000	379,738	379,738	29,738	8%
Interest Income	34,980	32,582	27,815	35,000	25,000	25,000	-10,000	-29%
Interest on Assessments	2,844	1,755	767	800	800	800	0	0%
Powell Bill Interest Income	0	0	175	-100	100	100	200	-200%
Total Investment Income	37,829	34,337	28,757	35,700	25,900	25,900	-10,000	-27%
Intergovernmental Revenues								
United States of America								
Federal ARRA	138,163	0	0	0	0	0	0	#DIV/0!
Police Grants	221,939	0	0	0	0	0	0	#DIV/0!
Build American Bonds Rebate	3,696	2,427	1,161	192	0	0	-192	-100%
State of North Carolina								
Utility Franchise Tax	1,471,408	1,443,802	1,562,537	1,581,500	1,912,845	1,912,845	331,345	21%
Beer & Wine Tax	61,044	57,090	62,706	59,367	67,816	67,816	8,449	14%
Powell Bill	776,434	796,175	813,029	815,992	806,416	806,416	-9,576	-1%
State Drug Forfeiture	22,305	9,912	32,825	47,387	0	0	-47,387	-100%
Rec. Other Gov.-State	30,218	30,624	25,712	26,000	26,164	26,164	164	1%
Shared Cable	280,532	114,564	200,683	197,700	199,619	199,619	1,919	1%
Court Cost Fees	11,589	9,042	9,798	10,000	9,600	9,600	-400	-4%
Disposal Tax	19,753	15,781	17,517	16,902	18,943	18,943	2,041	12%
NC Electronics Management Fund	0	1,623	1,896	0	1,500	1,500	1,500	#DIV/0!
Other Local Governments								
Rec. Lee County-Buggy Factory	0	0	0	30,000	23,610	23,610	-6,390	-21%
Clearwater Fire Protection	36,000	36,000	36,000	40,000	42,000	42,000	2,000	5%
Rec. Lee Co. - Tornado Security	129,159	0	0	0	0	0	0	#DIV/0!
Consolidated Planning Services	395,812	399,081	398,559	369,287	399,779	399,779	30,492	8%
911 Surcharge Reimbursement	253,013	234,674	185,524	368,136	352,569	352,569	-15,567	-4%
911 Dispatch	209,279	202,678	197,657	188,161	209,880	209,880	21,719	12%
Rec. Local Inspections Contract	29,303	41,616	43,512	35,786	43,813	43,813	8,027	22%
Financial Services - Broadway	4,000	4,000	3,500	3,500	3,500	3,500	0	0%
Total Intergovernmental	4,093,647	3,399,089	3,592,616	3,789,910	4,118,054	4,118,054	328,144	9%

GENERAL FUND REVENUE

REVENUE SOURCES	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Sale of Materials	4,267	4,521	1,379	3,000	3,000	3,000	0	0%
Sale of Compost Materials	59,363	52,853	46,800	55,000	50,338	50,338	-4,662	-8%
Sale of Fixed Assets	94,368	101,463	141,109	130,000	150,000	150,000	20,000	15%
Sale of Land	2,000	0	0	0	0	0	0	#DIV/0!
Waste Mgmt. User Fees	1,099,761	1,090,125	1,304,491	1,743,500	1,743,500	1,743,500	0	0%
Total Sales and Service	1,259,759	1,248,963	1,493,779	1,931,500	1,946,838	1,946,838	15,338	1%
Installment Purchase Proceeds	0	950,000	0	1,058,506	0	0	-1,058,506	-100%
Employee Computer Purchase	0	0	0	50,000	50,000	50,000	0	0%
Charges on Past Due Accounts	0	0	65	0	0	0	0	#DIV/0!
Insurance Proceeds	0	0	27,778	0	0	0	0	#DIV/0!
Reimbursement-Golf	0	275	0	0	0	0	0	#DIV/0!
Youth Council	2,795	1,775	1,310	0	0	0	0	#DIV/0!
ABC Revenue	205,000	230,000	140,000	160,000	160,000	160,000	0	0%
Street Charges	295,670	271,876	174,497	225,000	225,000	225,000	0	0%
Rental Income	15,510	15,510	0	0	0	0	0	#DIV/0!
Parking Revenue	21,044	14,667	8,348	15,000	14,250	14,250	-750	-5%
Animal Control	1,398	1,891	469	1,000	1,000	1,000	0	0%
Cable Franchise Fees	31,979	8,290	0	0	0	0	0	#DIV/0!
Miscellaneous	187,293	234,325	290,460	175,000	225,000	225,000	50,000	29%
Civil Violations	4,333	2,540	3,376	4,000	3,100	3,100	-900	-23%
Contribution-Other	0	0	0	8,000	0	0	-8,000	-100%
Tower Consultant Fee	0	4,000	0	8,000	8,000	8,000	0	0%
Special Assessments	20,250	3,390	3,053	2,000	2,000	2,000	0	0%
MLK Donations	300	0	100	0	0	0	0	#DIV/0!
Total Other	785,573	1,738,539	649,456	1,706,506	688,350	688,350	-1,018,156	-60%
SUB-TOTAL GENERAL FUND	23,674,357	24,013,649	23,654,120	26,524,611	26,732,970	26,732,970	208,359	1%
Appropriated Fund Balance	0	0	0	2,181,748	624,788	624,788	-1,556,960	-71%
Transfer in Capital Projects	7,155	0	15,000	1,410,700	0	0	-1,410,700	-100%
TOTAL GENERAL FUND	23,681,512	24,013,649	23,669,120	30,117,059	27,357,758	27,357,758	-2,759,301	-9%

GENERAL FUND EXPENDITURES

DEPARTMENT	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Governing Body	308,610	309,664	323,234	354,821	298,123	363,315	8,494	2%
Administration	223,077	243,514	256,032	288,802	265,877	309,270	20,468	7%
Human Resources	276,413	287,938	283,888	344,927	289,393	313,307	-31,620	-9%
Risk Management	72,319	64,403	63,091	88,283	81,501	89,219	936	1%
Elections	29,452	0	44,705	0	0	53,117	53,117	#DIV/0!
Financial Services	916,225	926,697	946,453	1,003,711	395,830	1,025,194	21,483	2%
Information Technology	307,929	300,508	316,137	391,508	392,711	418,438	26,930	7%
Legal	231,372	232,568	242,218	346,318	298,407	276,469	-69,849	-20%
Public Building	899,569	830,306	885,877	1,434,613	1,407,957	962,983	-471,630	-33%
General Services	182,294	182,032	215,336	278,688	173,497	194,231	-84,457	-30%
Central Office	33,195	25,350	22,147	25,543	25,753	25,753	210	1%
GF Contributions	1,741,854	1,014,134	2,534,733	3,782,235	880,828	1,121,269	-2,660,966	-70%
Fleet Maintenance	1,231,087	1,189,538	1,171,974	1,352,215	1,331,078	1,253,858	-98,357	-7%
Less Fleet Maintenance Charges	-843,059	-818,075	-788,600	-828,774	0	-857,873	-29,099	4%
Horticulture	504,847	524,736	554,868	605,291	612,599	641,227	35,936	6%
General Government	6,115,185	5,313,311	7,072,094	9,468,181	6,453,554	6,189,777	-3,278,404	-35%
Police	6,803,838	7,441,081	7,219,474	7,764,951	6,790,272	7,708,416	-56,535	-1%
Police - 911 Surcharge	216,505	238,486	188,427	431,517	352,569	352,569	-78,948	-18%
Police - Dispatching	952,435	948,675	948,786	921,439	778,808	897,759	-23,680	-3%
Police Grants	225,369	1,000	0	0	0	0	0	#DIV/0!
Fire	3,841,936	4,324,308	3,916,993	4,598,813	4,988,485	4,397,985	-200,828	-4%
Inspection	387,068	396,890	397,097	430,310	409,475	451,790	21,480	5%
Public Safety	12,427,152	13,350,440	12,670,778	14,147,030	13,319,609	13,808,519	-338,511	-2%
Street	1,955,980	2,026,144	2,136,627	2,531,379	2,461,547	2,318,774	-212,605	-8%
Street Capital Imp.	259,940	1,064,020	141,819	849,191	1,655,525	750,525	-98,666	-12%
Streets	2,215,920	3,090,164	2,278,446	3,380,570	4,117,072	3,069,299	-311,271	-9%
Debt Service	0	0	0	148,438	0	1,050,470	902,032	608%
Solid Waste	1,226,127	1,315,306	1,348,181	1,604,289	1,576,603	1,491,620	-112,669	-7%
Sanitation	1,277,952	1,320,883	1,137,931	1,165,308	750	1,166,128	820	0%
Sanitation	2,504,079	2,636,189	2,486,111	2,769,597	1,577,353	2,657,748	-111,849	-4%
Community Development	903,909	902,595	871,045	819,888	826,503	1,188,404	368,516	45%
Comm. Enhance.-Code Enforce.	267,837	277,532	292,031	254,830	242,179	286,858	32,028	13%
Comm. Enhancement-Downtown	97,602	111,906	104,855	116,559	137,708	148,189	31,630	27%
Community Development	1,269,348	1,292,033	1,267,931	1,191,277	1,206,390	1,623,451	432,174	36%
SUB-TOTAL GENERAL FUND	24,531,683	25,682,137	25,775,359	31,105,093	26,673,978	28,399,264	-2,705,829	-9%
Interfund Reimbursements	-794,664	-847,884	-870,483	-988,034	-151,416	-1,041,506	-53,472	5%
TOTAL GENERAL FUND	23,737,019	24,834,253	24,904,876	30,117,059	26,522,562	27,357,758	-2,759,301	-9%

UTILITY FUND REVENUE

REVENUE SOURCES	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Water Charges	9,973,786	10,297,001	10,421,755	10,248,929	10,516,677	10,516,677	267,748	3%
Sewer Charges	6,675,393	7,142,787	7,196,876	6,976,457	7,072,863	7,072,863	96,406	1%
Total User Charges	16,649,179	17,439,788	17,618,631	17,225,386	17,589,540	17,589,540	364,154	2%
Interest Income	37,658	29,095	33,738	33,000	21,407	21,407	-11,593	-35%
Interest on Assessments	13,839	4,080	2,146	2,700	1,936	1,936	-764	-28%
Interest on Judgements	159	300	0	0	0	0	0	#DIV/0!
Total Investment Income	51,656	33,476	35,884	35,700	23,343	23,343	-12,357	-35%
Taps and Connections	153,206	117,692	156,046	125,000	137,316	137,316	12,316	10%
Sewer Surcharge	10,641	23,668	58,439	30,000	56,389	56,389	26,389	88%
Meter Rental	3,447	4,444	3,604	3,200	3,808	3,808	608	19%
Sludge Charge	40,061	37,940	44,900	40,000	45,000	45,000	5,000	13%
Non Compliance Fines	1,829	750	2,850	2,000	1,000	1,000	-1,000	-50%
Monitoring Fee	88,167	80,784	80,784	80,000	80,000	80,000	0	0%
Charges on Past Due Accounts	166,791	163,260	151,445	150,000	147,000	147,000	-3,000	-2%
Oil and Grease Fees	20,458	20,533	20,325	20,000	20,000	20,000	0	0%
Sales Other Funds	24,561	27,790	22,851	25,000	25,000	25,000	0	0%
Sale of Fixed Property	24,857	12,877	90,229	30,000	90,000	90,000	60,000	200%
After Hours	2,925	4,525	5,500	5,000	5,000	5,000	0	0%
NSF Charges	8,952	7,797	8,945	8,000	8,134	8,134	134	2%
Miscellaneous	2,935	68,319	14,690	12,000	13,515	13,515	1,515	13%
Reimbursement-Golf	5,552	0	0	0	0	0	0	#DIV/0!
Contribution - Customer	275	0	0	0	0	0	0	#DIV/0!
Rental Income	89,515	81,872	75,655	82,000	75,000	75,000	-7,000	-9%
Total Other Revenue	644,170	652,252	736,263	612,200	707,162	707,162	94,962	16%
Federal ARRA Grant	14,734	0	0	0	0	0	0	#DIV/0!
FEMA Proceeds-Federal	27,990	1,125	0	0	0	0	0	#DIV/0!
FEMA Proceeds-State	9,330	375	0	0	0	0	0	#DIV/0!
Build American Bonds Rebate	1,038,373	920,285	892,864	885,167	850,000	850,000	-35,167	-4%
Total Intergovernmental	1,090,427	921,785	892,864	885,167	850,000	850,000	-35,167	-4%
SUB-TOTAL UTILITY FUND	18,435,432	19,047,301	19,283,642	18,758,453	19,170,045	19,170,045	411,592	2%
Retained Earnings	0	0	0	3,067,852	3,026,376	3,026,376	-41,476	-1%
Transfer In-Capital Project	36,486	1,126	0	200,000	0	0	-200,000	-100%
TOTAL UTILITY FUND	18,471,918	19,048,427	19,283,642	22,026,305	22,196,421	22,196,421	170,116	1%

UTILITY FUND EXPENSES

DEPARTMENT	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Debt Service	5,731,603	5,736,447	5,697,854	6,663,712	0	6,652,112	-11,600	0%
UF Contributions	101,594	2,072,909	88,037	1,601,137	0	193,521	-1,407,616	-88%
Other	101,594	2,072,909	88,037	1,601,137	0	193,521	-1,407,616	-88%
Warehouse	294,919	275,971	265,977	312,981	306,087	314,901	1,920	1%
Less Warehouse Charges	-217,031	-189,060	-186,804	-185,000	0	-185,000	0	0%
UF Administration	1,380,861	1,635,475	1,705,619	1,868,753	771,080	1,911,048	42,295	2%
Utility Billing	213,714	0	0	0	0	0	0	#DIV/0!
Engineering	511,889	518,637	515,503	611,664	626,702	693,405	81,741	13%
UF Public Works Administration	274,705	331,332	355,802	361,767	326,488	396,054	34,287	9%
Sewer Const.	1,382,846	1,672,154	1,666,832	1,737,078	1,485,732	1,678,584	-58,494	-3%
Water Const.	2,700,834	2,738,974	2,898,723	3,211,181	2,867,979	3,099,263	-111,918	-3%
Water Plant	2,208,765	2,121,165	2,028,554	2,199,090	2,327,422	2,432,146	233,056	11%
Wastewater Plant	1,526,180	1,570,873	1,837,039	2,109,249	2,042,128	2,160,387	51,138	2%
Water Capital Imp.	954,750	875,385	542,223	433,833	950,000	950,000	516,167	119%
Sewer Capital Imp.	528,041	603,702	581,104	1,100,860	2,900,000	1,900,000	799,140	73%
Public Utilities	11,760,473	12,154,608	12,210,573	13,761,456	14,603,618	15,350,788	1,589,332	12%
TOTAL UTILITY FUND	17,593,671	19,963,963	17,996,463	22,026,305	14,603,618	22,196,421	170,116	1%

GOLF FUND REVENUE

DEPARTMENT	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Green Fees Annual	73,082	72,322	70,190	75,000	72,000	72,000	-3,000	-4%
Green Fees Daily	181,211	172,454	170,124	170,000	175,000	175,000	5,000	3%
Cart Fees	255,875	244,980	224,176	230,000	236,000	236,000	6,000	3%
Tournament	12,600	11,250	12,075	11,000	12,000	12,000	1,000	9%
School Fees	0	0	4,325	3,300	0	0	-3,300	-100%
Driving Range	19,149	19,762	16,639	18,000	18,000	18,000	0	0%
Total Golf User Charges	541,917	520,768	497,529	507,300	513,000	513,000	5,700	1%
Interest Income	69	130	181	200	100	100	-100	-50%
Total Investment Income	69	130	181	200	100	100	-100	-50%
Concession	39,640	37,049	32,432	35,000	36,000	36,000	1,000	3%
Miscellaneous	580	3,751	-1,301	3,000	0	0	-3,000	-100%
Pro Shop Sales	58,791	56,042	51,631	56,000	55,460	55,460	-540	-1%
Installment Purchase Proceeds	0	0	0	40,000	0	0	-40,000	-100%
Sale of Capital Assets	73,141	0	0	0	0	0	0	#DIV/0!
Total Golf Other	172,152	96,842	82,762	134,000	91,460	91,460	-42,540	-32%
SUB-TOTAL GOLF FUND	714,138	617,740	580,472	641,500	604,560	604,560	-36,940	-6%
Retained Earnings	0	0	0	0	0	0	0	#DIV/0!
Contribution from General Fund	482,191	106,890	72,258	91,383	114,574	114,574	23,191	25%
TOTAL GOLF FUND	1,196,329	724,630	652,730	732,883	719,134	719,134	-13,749	-2%

GOLF FUND EXPENSES

DEPARTMENT	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Golf	1,019,141	912,858	803,913	732,883	624,900	719,134	-13,749	-2%
Total Other	1,019,141	912,858	803,913	732,883	624,900	719,134	-13,749	-2%
TOTAL GOLF EXPENSES	1,019,141	912,858	803,913	732,883	624,900	719,134	-13,749	-2%

SPECIAL TAX FUND REVENUE

REVENUE SOURCES	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Current Year Taxes	53,772	54,712	53,885	50,893	50,358	50,358	-535	-1%
Prior Year Taxes	1,557	1,504	3,379	1,000	0	0	-1,000	-100%
Motor Vehicle Tax	0	0	704	1,768	1,780	1,780	12	1%
Penalties Less Discounts	353	469	637	500	500	500	0	0%
Total Ad Valorem Taxes	55,682	56,685	58,605	54,161	52,638	52,638	-1,523	-3%
Interest Income	230	113	138	135	80	80	-55	-41%
Total Investment Income	230	113	138	135	80	80	-55	-41%
Parking Revenues	1,825	1,705	450	1,500	500	500	-1,000	-67%
Total Other	1,825	1,705	450	1,500	500	500	-1,000	-67%
SUB-TOTAL SPEC. TAX	57,737	58,503	59,193	55,796	53,218	53,218	-2,578	-5%
Appropriated Fund Balance	0	0	0	31,914	12,942	12,942	-18,972	-59%
Contribution From General Fund	30,000	0	0	0	42,000	42,000	42,000	#DIV/0!
TOTAL SPECIAL TAX	87,737	58,503	59,193	87,710	108,160	108,160	20,450	23%

SPECIAL TAX FUND EXPENDITURES

DEPARTMENT	FY 11-12 ACTUAL	FY 12-13 ACTUAL	FY 13-14 ACTUAL	FY 14-15 BUDGET	FY 15-16 REQUESTED	FY 15-16 APPROVED	VARIANCE	% CHG.
Special Tax	70,162	80,195	47,233	87,710	64,850	108,160	20,450	23%
Total Other	70,162	80,195	47,233	87,710	64,850	108,160	20,450	23%
TOTAL SPECIAL TAX	70,162	80,195	47,233	87,710	64,850	108,160	20,450	23%

Staffing Comparison - Headcount

Department	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Approved
Governing Body - Elected	9	9	9	9	9
Administration	3	3	3	3	3
Human Resources	4	4	4	4	4
Risk Management	1	1	1	1	1
Financial Services	8	9	9	9	9
Information Technology	2	2	2	3	3
Legal	2	2	2	2	2
Public Building	3	3	3	3	3
General Services	2	2	2	2	2
Golf	0	0	0	0	0
Fleet Maintenance	5	5	5	5	5
Horticulture	6	6	6	6	6
TOTAL GENERAL GOVERNMENT	45	46	46	47	47
Police	106	106	106	106	106
Fire	54	54	54	54	54
Inspections	7	7	7	7	7
TOTAL PUBLIC SAFETY	167	167	167	167	167
Street	18	18	18	18	18
TOTAL TRANSPORTATION	18	18	18	18	18
Solid Waste	18	18	18	18	18
TOTAL SANITATION	18	18	18	18	18
Community Development	10	10	10	10	10
Code Enforcement	4	4	4	4	4
Downtown/HPC	1	1	1	1	1
TOTAL COMMUNITY DEVELOPMENT	15	15	15	15	15
TOTAL GENERAL FUND	263	264	264	265	265

Includes permanent part-time position and frozen position

Includes permanent part-time position

Includes frozen position(s)

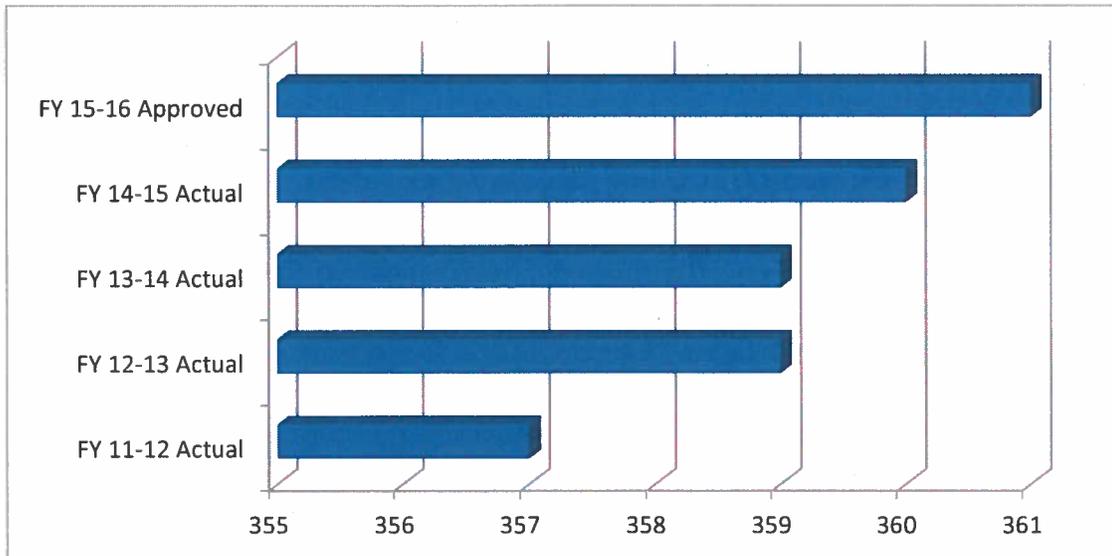
Staffing Comparison - Headcount

Department	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Approved
Warehouse	1	1	1	1	1
UF Administration	9	11	11	11	11
Utility Billing	2	0	0	0	0
Engineering	8	8	8	8	9
Public Works Administration	3	4	4	4	4
Sewer Construction & Maintenance	14	14	14	14	14
Water Construction & Maintenance	27	27	27	27	27
Water Plant	11	11	11	11	11
Wastewater Treatment Plant	13	13	13	13	13
TOTAL PUBLIC UTILITIES	88	89	89	89	90
TOTAL UTILITY FUND	88	89	89	89	90
TOTAL GOLF FUND	6	6	6	6	6
TOTAL ENTERPRISE FUND	94	95	95	95	96
GRAND TOTAL	357	359	359	360	361

Includes permanent part-time position

Includes frozen position(s)

Total Budgeted Employees



GENERAL FUND CAPITAL OUTLAY					
QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Video server	Information Technology	\$ 14,000		\$ 14,000
1	CAD server hardware warranty ext.	Police - E911	5,000		5,000
	Upgrade Gasboy system	Fleet Maintenance	60,000		40,700
4	Mobile data terminals	Police	25,000		25,000
	Subtotal Computers and Equipment		104,000	-	84,700
	Four bay metal storage building	Fire		370,000	-
1	250 KW generator	Public Building	295,000		-
1	Diesel fuel storage tank	Public Building	104,500		-
	Subtotal Major Capital Construction		399,500	370,000	-
	Security system at Depot Bldg.	Public Building	5,000		5,000
	Storage building	Fire	9,000		9,000
	Install LED lighting at Depot Bldg.	Public Building	3,500		3,500
	Bay doors at Central	Fire	69,000		-
	Roof at Central	Fire	65,000		65,000
	Concrete at Central	Fire	68,000		-
	Replace floor at #3	Fire	9,800		9,800
	Space re-allocation at #3	Fire		39,000	-
	Cabinets in lobby of city hall	Public Building		40,000	-
	Improvements at city hall	Public Building	20,000		20,000
	HVAC improvements at city hall	Public Building	27,500		27,500
	Wayfinding signs-Downtown Sanford and Historic Jonesboro	Downtown/HPC		35,000	35,000
	Upgrade police evidence room	Police	7,761		7,761
	911 workstation upgrade	Police - E911	10,000		10,000
	Subtotal Other Construction		294,561	114,000	192,561
3	Exercise equipment	Fire	11,391		11,391
3	Retractable tire chains	Fire		7,650	7,650
1	Positive pressure ventilation fan	Fire		2,700	2,700
1	Radio intercom set	Fire		6,850	6,850
1	Thermal imaging camera	Fire		11,500	11,500
2	APX 7000 dual band portable radios with chargers	Fire		11,876	11,876
1	Hydraulic extraction tool set	Fire		15,215	15,215
1	Aerial lift	Horticulture		23,000	-
1	Landscape dump trailer	Horticulture		6,500	6,500
2	Meyers snow plows (fund only 1)	Street	18,000		9,000
1	Mower	Solid Waste	6,500		-
1	Tractor	Solid Waste	45,000		-
1	Mower	Solid Waste	3,000		-
1	Curb cutter tractor	Solid Waste	25,000		-
1	Mower	Solid Waste	26,000		-
1	Mower	Solid Waste	6,500		-
	Subtotal Other Equipment		141,391	85,291	82,682
1	All wheel drive SUV (fund mid size sedan)	Inspections	27,500		19,900
2	Mid size sedans	Code Enforcement	39,800		39,800
2	1/2 ton trucks (fund only 1)	Public Building	39,000		19,500
1	4x4 extended cab truck w/bedcover	Fire	30,301		30,301
1	4x4 extended cab truck	Fire	29,051		-
1	3/4 ton crew cab truck	Horticulture	29,000		29,000
1	Mid size sedan	Fleet Maintenance		19,900	19,900
10	Investigative vehicles	Police	205,000		205,000
1	Drug unit SUV	Police	\$ 34,000		\$ 34,000

GENERAL FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	4x4 truck	Solid Waste	\$ 22,600		\$ 22,600
1	4x4 truck w/ auxiliary fuel tank	Solid Waste	25,500		25,500
1	Super cab truck	Solid Waste	27,500		-
1	1/2 ton truck	Street	19,500		19,500
	Subtotal Vehicles		528,752	19,900	465,001
1	Brush truck / tow vehicle	Fire	110,000		-
1	Knuckleboom truck	Solid Waste	153,000		153,000
1	Leaf vac truck	Solid Waste	147,000		-
1	Dump truck	Street	100,000		-
1	Flusher truck	Street	155,000		-
	Subtotal Heavy Equipment		665,000	-	153,000
1	Land acquisition for #4 fire station	Fire		750,000	-
	Subtotal Land Acquisition		-	750,000	-
	Subtotal General Fund		2,133,204	1,339,191	977,944
	Less E-911 Equipment				(15,000)
	TOTAL GENERAL FUND		\$ 2,133,204	\$ 1,339,191	\$ 962,944

UTILITY FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Mower tractor	Sewer C & M	\$ 65,000		\$ 65,000
1	Hydraulic breaker	Water C & M	56,500		56,500
1	Roller tamp	Water C & M	40,500		40,500
	Subtotal Heavy Equipment		162,000	-	162,000
1	Ditch witch	Engineering	-	3,300	3,300
1	Atomic absorption analyzer	WTP	22,964		22,964
1	All terrain vehicle	Sewer C & M		9,950	9,950
1	Traffic warning system	Water C & M	25,500		25,500
2	Foot tamps	Water C & M	10,200		10,200
	Subtotal Other Equipment		58,664	13,250	71,914
1	Sewer service camera	Sewer C & M	14,400		14,400
	Subtotal Computers and Equipment		14,400	-	14,400
2	Chemical storage tanks	WTP	225,000		225,000
	Colon Road pump station (final pmt.)	Sewer Capital		400,000	400,000
	Sewer overflow project	Sewer Capital	2,000,000		1,000,000
	Sewer rehabilitation	Sewer Capital	500,000		500,000
	Water rehabilitation	Water Capital	500,000		500,000
	Subtotal Major Capital Construction		3,225,000	400,000	2,625,000
1	1/2 ton standard truck	Warehouse	19,500		-
1	1/2 ton truck with extended cab	Engineering		24,200	24,200
1	1/2 ton 4x4 truck	WWTP	22,600		22,600
2	1/2 ton trucks	Water C & M	39,000		39,000
	Subtotal Vehicles		81,100	24,200	85,800
	TOTAL UTILITY FUND		\$ 3,541,164	\$ 437,450	\$ 2,959,114

GOLF FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
	Sidewalks	Golf	16,000		16,000
	TOTAL GOLF FUND		\$ 16,000	\$ -	\$ 16,000

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, 2014 is as shown in the following table.

Assessed Valuations	<u>\$ 2,475,265,756</u>
Debt limit 8% of assessed valuations	198,021,260
Amount of debt applicable to debt limit	44,245,000
Outstanding debt not evidenced by bonds:	
Notes	19,002,866
Installment purchase contracts	841,287
Capital leases	-
Annexation liability for fire protection	-
	64,089,153
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>44,245,000</u>
Net Debt	<u>19,844,153</u>
LEGAL DEBT MARGIN	<u>\$ 178,177,107</u>

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

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

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

The City increased water and sewer rates from 2009 through 2014 to accommodate for the debt service for our capital improvements in the Utility Fund. The City anticipates sufficient revenue to meet this year's obligations without having to adjust rates. However, the City reserves the right to increase rates if revenues do not hold steady. It is important for the City to maintain a strong bond rating, adequate reserves, and debt coverage necessary to meet our obligations.

¹ The NC Municipal Council works closely with the Local Government Commission, a division of the North Carolina State Treasurer's office, which has statutory responsibility for debt issued by local governments in North Carolina.

This council assists the local issuers in improving their credit quality and to improve their access to capital for essential municipal projects.

The debt service coverage ratio calculation for the year ended June 30, 2014 is as follows:

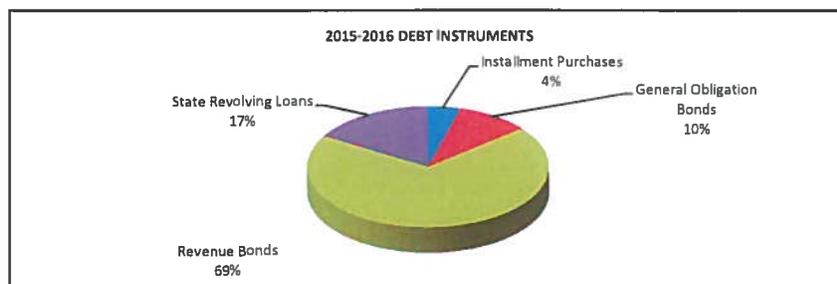
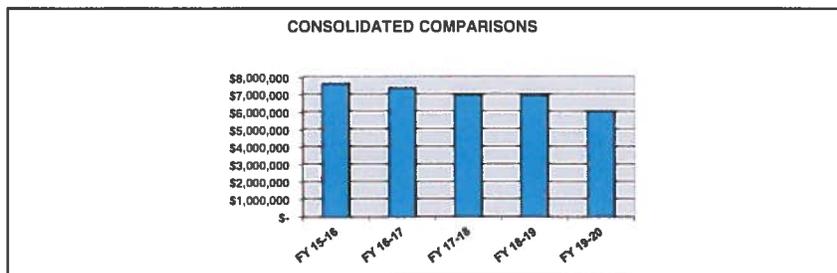
Operating revenues	\$ 18,355,415
Operating expenses	<u>(14,513,697)</u>
Operating income	3,841,718
Non-operating revenues (expenses)*	<u>877,603</u>
Income before transfers and capital contributions	4,719,321
Adjustments:	
Depreciation and amortization expense (net)	3,612,972
Interest expense	101,763
Other post-employment benefit accrued expense	<u>239,782</u>
Income available for debt service	<u>\$ 8,673,838</u>
Parity debt service (Revenue bonds only)	\$ 5,362,603
Parity debt service coverage ratio	1.62
G.O., Subordinate, and all other indebtedness	<u>290,694</u>
Total debt service	<u>\$ 5,653,297</u>

Total debt service coverage ratio 1.53

*Per rate covenants, this does not include revenue bond interest paid of \$2,673,411.

SCHEDULE OF DEBT SERVICE

DESCRIPTIONS	FY 15-16 REQ.	FY 16-17 REQ.	FY 17-18 REQ.	FY 18-19 REQ.	FY 19-20 REQ.	FY 20-35 REQ.	TOTAL
Installment Purchases							
Street Resurfacing; dated 7/12/2012; 2.09% interest; BB & T; 10 years outstanding \$708,169	\$ 105,520	\$ 105,520	\$ 105,520	\$ 105,520	\$ 105,520	\$ 237,420	\$ 765,020
Fire Pumper; dated 11/18/14; 1.46% interest; BB & T; 5 years outstanding \$473,176	\$ 108,860	\$ 108,860	\$ 108,860	\$ 108,860	\$ 54,316	\$ -	\$ 489,756
Solid Waste Dept.; knuckleboom and leaf vac truck; dated 11/18/14; 1.46% interest; BB & T; 5 yrs; outstanding \$266,463	\$ 61,277	\$ 61,277	\$ 61,277	\$ 61,277	\$ 30,689	\$ -	\$ 275,797
Golf Fund; rough mower; 11/18/14; 1.46% interest; BB & T; 5 years; outstanding \$36,131	\$ 8,307	\$ 8,307	\$ 8,307	\$ 8,307	\$ 4,154	\$ -	\$ 37,382
Street Dept.; street sweeper; dated 11/18/14; 1.46% interest; BB & T; 5 yrs. outstanding \$216,453	49,774	49,774	49,774	49,774	25,422	-	224,518
	\$ 333,738	\$ 333,738	\$ 333,738	\$ 333,738	\$ 220,101	\$ 237,420	\$ 1,792,473
General Obligation Bonds							
Streetscape and sidewalk GO Bonds Series 2015; 2/10/15; 2.545749% interest; outstanding \$8,500,000	738,113	727,500	709,500	691,500	673,500	7,693,800	11,233,913
	\$ 738,113	\$ 727,500	\$ 709,500	\$ 691,500	\$ 673,500	\$ 7,693,800	\$ 11,233,913
Revenue Bonds							
Revenue Bonds Series 2010; issued 12/22/10; 3.51% interest; outstanding \$41,530,000	5,280,853	5,031,853	4,668,506	4,665,628	3,890,922	45,937,527	69,475,289
	\$ 5,280,853	\$ 5,031,853	\$ 4,668,506	\$ 4,665,628	\$ 3,890,922	\$ 45,937,527	\$ 69,475,289
State Revolving Loans							
Water Imp.; 2.6% interest; issued 11/1/00; due annually to 2022; outstanding \$682,500	115,245	112,710	110,175	107,640	105,105	202,605	753,480
Water Treatment Plant; 0% interest; issued 1/29/10; due annually to 2030; outstanding \$677,687	45,179	45,179	45,179	45,179	45,179	451,791	677,686
WWTP SRF Loan; 2.22% interest; issued 10/4/2010; 20 years; outstanding \$16,779,435	1,093,099	1,093,099	1,093,099	1,093,099	1,093,099	15,279,151	20,744,645
	\$ 1,253,523	\$ 1,250,988	\$ 1,248,453	\$ 1,245,918	\$ 1,243,383	\$ 15,933,547	\$ 22,175,811
TOTAL DEBT SERVICE	\$ 7,606,227	\$ 7,344,079	\$ 6,960,197	\$ 6,936,784	\$ 6,027,905	\$ 69,802,294	\$ 104,677,486



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 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Ad Valorem Taxes	12,024,161	12,246,702	13,510,642	14,326,101	14,543,806	14,543,806
Penalties Less Disc.	58,834	60,361	73,528	60,000	65,000	65,000
Other Taxes	5,086,599	4,965,129	3,968,393	4,324,894	4,965,284	4,965,284
Intergovernmental	4,093,647	3,399,089	3,592,616	3,789,910	4,118,054	4,118,054
Other	785,573	1,738,539	649,456	1,706,506	688,350	688,350
Sales/Service	1,259,759	1,248,963	1,493,779	1,931,500	1,946,838	1,946,838
Investment Income	37,829	34,337	28,757	35,700	25,900	25,900
Licenses/Permits	327,955	320,529	336,949	350,000	379,738	379,738
Appropriated Fund Balance	0	0	0	2,181,748	624,788	624,788
Transfer in Cap.Proj.	7,155	0	15,000	1,410,700	0	0
Total	23,681,512	24,013,649	23,669,120	30,117,059	27,357,758	27,357,758

GRAPHIC REPRESENTATION

FY 15-16 revenues reflect a decrease of \$2,759,301 or nine (9%) percent compared to the FY 14-15 budget. Ad valorem taxes and penalties less discounts are showing a combined increase of \$222,705 or two percent (2%) from prior year. Since FY 14-15 was a revaluation year and appeals were still outstanding, staff budgeted conservatively in FY 14-15. The tax rate will remain at 0.60 cents per \$100 valuation. Other tax revenue shows an increase in the amount of \$640,390 or fifteen percent (15%) mainly reflected within local option sales tax. The city increased property tax by 6 cents in FY 14-15, which in turn increased our sales tax revenue as distribution is based on the ad valorem method. This is related to growth as well. Intergovernmental reflects a \$328,144 or nine percent (9%) increase mainly shown within utility franchise tax which is related to weather and growth. Investment income reflects a decrease in the amount of \$10,000 or twenty-seven percent (27%) as interest rates continue to fall. Other revenue reflects a decrease of \$1,018,156 or sixty (60%) percent mainly due to funding capital through installment purchase proceeds in prior year. Sales and service reflects a slight increase of \$15,338. Licenses and permits show an increase of \$29,738 or eight percent (8%) compared to prior year. Appropriated fund balance is showing a substantial decrease from prior year. This is mainly due to the appropriation of funds in FY 14-15 to begin the bond projects, however, these funds were reimbursed to the General Fund and are shown in the "transfer in capital project" in FY 14-15.

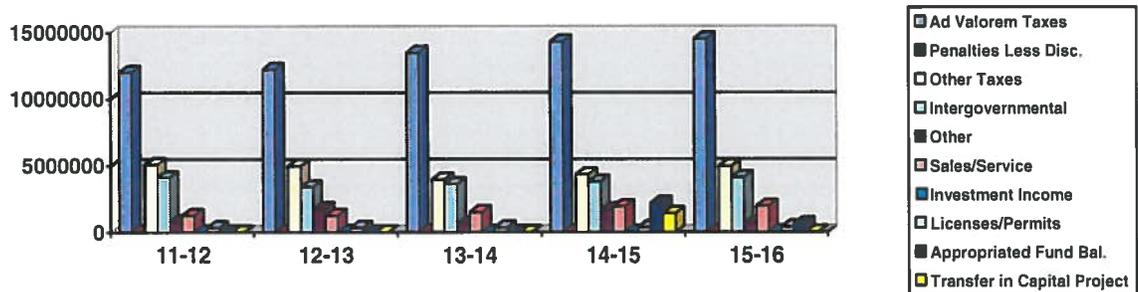
FY 14-15 ad valorem tax includes an increase of six cents on the tax rate. Other revenue includes \$1,058,506 to fund capital through installment purchase proceeds. Sales and service includes an increase of \$50 per household for the annual waste management fee. Fund balance was used to purchase one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

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

Council increased compost fees in **FY 12-13** and is shown within sales and service.

GENERAL FUND REVENUE SUMMARIES (Continued)

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.



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 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	15,827,599	16,044,276	16,435,430	16,812,849	14,454,057	17,300,727
Operating	7,297,547	6,460,431	7,949,762	10,718,702	8,902,271	9,079,087
Capital Outlay	611,873	2,329,546	519,684	2,585,508	3,166,234	977,944
Total	23,737,019	24,834,253	24,904,876	30,117,059	26,522,562	27,357,758
Budgeted Employees	263	264	264	265	265	265

GRAPHIC REPRESENTATION

FY 15-16 expenditures reflect a decrease of \$2,759,301 or nine (9%) percent compared to the FY 14-15 budget. Personnel costs represent sixty-three (63%) percent of the total general fund budget. Personnel changes are related to a 2% cost of living and market adjustment (based on a salary study performed in prior year), a 2% merit adjustment (not funded in the last six years), a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Six positions remain frozen and are included within the Human Resources, Inspections, Solid Waste, Community Development, and Code Enforcement departments. A firefighter position previously frozen is funded. Please note freezing a total of six positions puts more pressure on our service delivery level as we continue to do more with less. Operating reflects a decrease of \$1,639,615 or eighteen (18%) percent compared to prior year. A contribution to capital projects for General Obligation (GO) Bonds was made in prior year resulting in the decrease shown. Street resurfacing in the amount of \$500,000 is included within operating. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. Central Business Tax District will receive a contribution from the City in the amount of \$42,000 to allow Downtown Sanford, Inc. (DSI) to hire their own employee rather than use City staff. Council elected to contribute \$50,000 to a capital reserve fund for park improvements. FY 15-16 reflects the first full year of debt related to the issuance of bonds (\$8.5 million) for streetscape and sidewalk projects, as well as installment purchase debt (\$2.75 million) to complete the streetscape project. Funds are also included within operating to relocate the Sanford / Lee County Planning and Community Development Department and other stand-alone departments to create a one-stop shop for economic development. This new department is referred to as the "Buggy Factory" and includes a recurring lease payment and one-time expenditures to set up the department. Capital outlay funding includes police investigative vehicles, a knuckleboom truck, a new roof at Central Fire Station, upgrade of the Gasboy system at the fleet shop, and other various items listed at the departmental level.

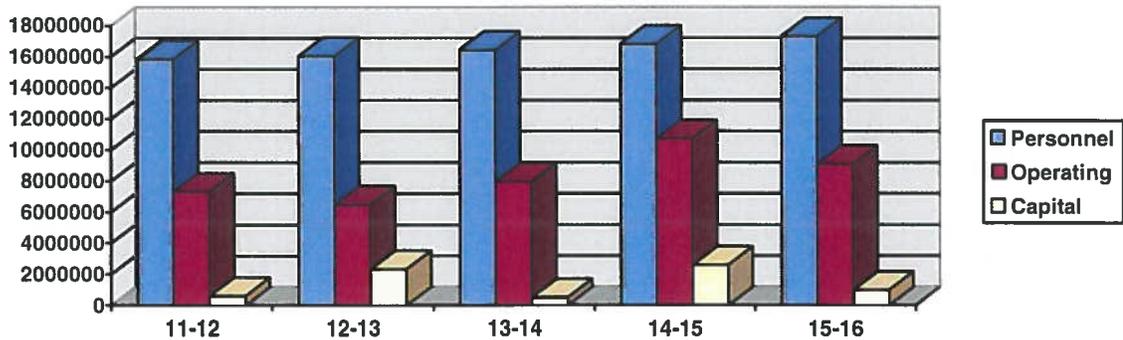
FY 14-15 personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the addition of a programmer analyst position within the Information Technology department. Capital outlay funding includes police patrol vehicles, a park upgrade, a knuckleboom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

FY 13-14 personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, a one-time bonus for employees, and several employees took advantage of the early retirement incentive package offered by the City. Operating includes a capital contribution for GO Bonds in the amount of \$1,722,030. The contribution to Lee County for animal control was eliminated.

GENERAL FUND EXPENDITURE SUMMARIES (Continued)

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, golf cars, police vehicles, a heavy duty equipment truck, a tractor with flail mowers, and other various equipment.



GENERAL FUND**FUND BALANCE GOVERNMENTAL FUNDS**

	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	BUDGET 15-16
GENERAL FUND					
BEGINNING BALANCE	\$ 12,546,272	\$ 11,587,365	\$ 10,561,641	\$ 9,340,884	\$ 8,569,836
REVENUES					
AD VALOREM TAXES	12,082,995	12,307,065	13,584,170	14,386,101	14,608,806
INTERGOVERNMENTAL	4,093,647	3,399,089	3,592,616	3,789,910	4,118,054
SALES TAX	5,086,599	4,965,129	3,968,393	4,324,894	4,965,284
OTHER	2,418,271	3,342,366	2,523,941	5,434,406	3,040,826
TOTAL	<u>23,681,512</u>	<u>24,013,649</u>	<u>23,669,120</u>	<u>27,935,311</u>	<u>26,732,970</u>
EXPENDITURES					
GENERAL GOVERNMENT	5,320,520	4,465,427	4,470,355	5,788,764	4,941,697
PUBLIC SAFETY	12,427,152	13,350,440	12,670,778	14,147,030	13,808,519
STREETS	2,215,920	3,090,164	2,278,446	3,380,570	3,069,299
DEBT SERVICE	0	0	0	148,438	1,050,470
SANITATION	2,504,079	2,636,189	2,486,111	2,769,597	2,657,748
COMMUNITY DEV.	1,269,348	1,292,033	1,267,931	1,191,277	1,623,451
TOTAL	<u>23,737,019</u>	<u>24,834,253</u>	<u>23,173,621</u>	<u>27,425,676</u>	<u>27,151,184</u>
TRANSFER TO OTHER FUNDS	910,555	205,120	1,731,256	2,691,383	206,574
TRANSFER IN CAPITAL PROJECT	7,155	-	15,000	1,410,700	2,600,000
ENDING BALANCE	<u>\$ 11,587,365</u>	<u>\$ 10,561,641</u>	<u>\$ 9,340,884</u>	<u>\$ 8,569,836</u>	<u>\$ 10,545,048</u>

Note: The reduction shown in FY 13-14 and FY 14-15 is the result of a capital contribution made to the General Obligation Bond projects which will be reimbursed to the General Fund once the bonds are issued. Also, 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

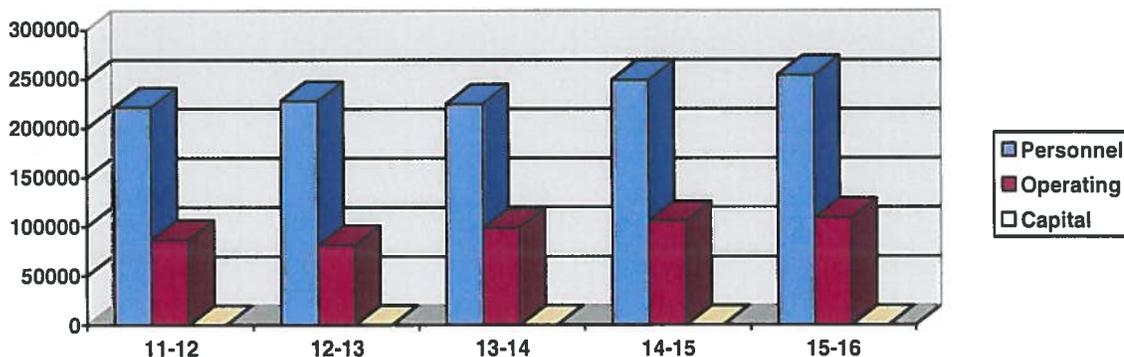
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	221,657	228,044	224,755	248,971	183,920	254,112
Operating	86,953	81,620	98,479	105,850	114,203	109,203
Capital	0	0	0	0	0	0
Subtotal	308,610	309,664	323,234	354,821	298,123	363,315
Less Interfund Reimbursement	(64,576)	(67,018)	(71,790)	(71,846)	0	(74,465)
Total	244,034	242,646	251,444	279,975	298,123	288,850
Budgeted Employees	9	9	9	9	9	9

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$8,494 or 2% compared to **FY 14-15** budget prior to interfund reimbursements. Personnel adjustments are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. NC Metro Mayors Coalition is included within the operating budget resulting in the increase shown. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and additional council members taking health insurance. New programs including Citizens 101 Academy and Citizens Advisory Council were implemented in **FY 14-15**. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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.



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	13-14 Actual	14-15 Projected	15-16 Projected
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Goal: To maintain and expand the governing body's knowledge of new programs and initiatives which will assist in the development of sound policy-making decisions on behalf of the citizens of our community

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

Measures:

Town Hall Day (members attending)	3	4	5
National League of Cities conferences (members attending)	4	4	4
NC League of Municipalities conferences (members attending)	3	4	5
Public Policy meetings	13	13	13
Sanford Area Growth Alliance meetings	12	12	12
NC Metro Mayors coalition (call-ins)	-	-	52
Joint Interlocal Committee meetings (members attending)	-	-	3

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	37	35	35
National Night Out awards received	18	19	20
Coordinate National Night Out events	40	40	40

GOVERNING BODY

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
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Goal: City Clerk – To provide for and ensure the accurate compilation and maintenance of the legislative history of the official actions and documents of the City of Sanford

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

Measures:

Law and Finance Committee meetings	24	24	10
Work sessions	7	8	8
City Council meetings	28	28	28
Prepare agendas and attend commission meetings	50	54	54
Adopted city ordinances and resolutions	110	71	80
Prepare applications for Boards and Commissions appointments	25	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

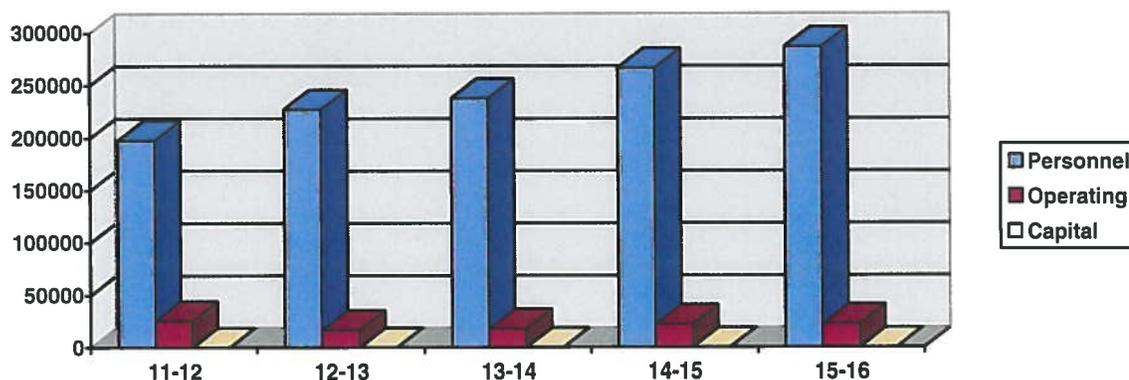
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	197,824	227,077	238,115	266,712	243,622	286,990
Operating	25,253	16,437	17,917	22,090	22,255	22,280
Capital	0	0	0	0	0	0
Subtotal	223,077	243,514	256,032	288,802	265,877	309,270
Less Interfund Reimbursement	(45,408)	(47,008)	(51,894)	(57,228)	(57,228)	(59,779)
Total	177,669	196,506	204,138	231,574	208,649	249,491
Budgeted Employees	3	3	3	3	3	3

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$20,468 or seven percent (7%) compared to FY 14-15 budget prior to interfund reimbursements. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and an adjustment related to the salary study. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and converting a part time employee into a full time position with benefits. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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

13-14 Actual	14-15 Projected	15-16 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
Town Hall Day (members attending)	7	1	1
National League of Cities conferences (members attending)	6	4	4
NC League of Municipalities conferences (members attending)	4	1	1
Public Policy meetings	13	13	13
Sanford Area Growth Alliance (SAGA) meetings	18	18	18
Airport Authority meetings	12	14	14

HUMAN RESOURCES

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

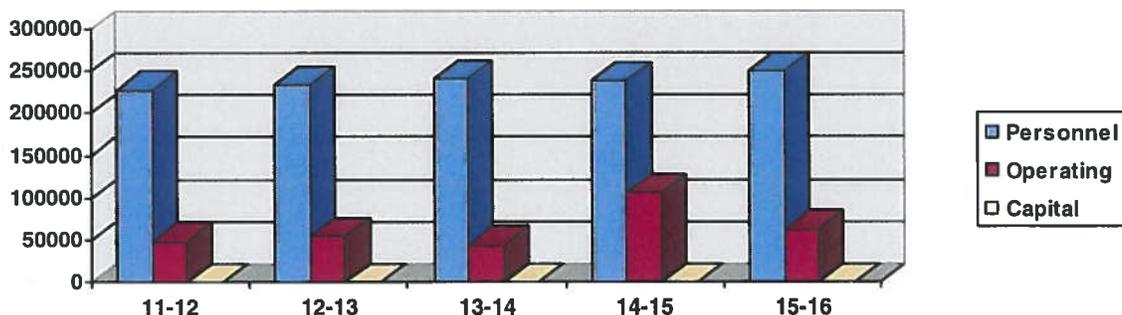
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	228,132	234,289	240,419	239,673	224,726	250,760
Operating	48,281	53,649	43,469	105,254	64,667	62,547
Capital	0	0	0	0	0	0
Subtotal	276,413	287,938	283,888	344,927	289,393	313,307
Less Interfund Reimbursement	(62,757)	(61,823)	(62,974)	(67,063)	(67,063)	(65,742)
Total	213,656	226,115	220,914	277,864	222,330	247,565
Budgeted Employees	4	4	4	4	4	4

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$31,620 or nine percent (9%) compared to FY14-15 budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and additional funds included to train a new hire prior to the retirement of a long time employee. One receptionist position remains frozen resulting in a savings of approximately \$40,000. Operating reflects a significant decrease due to the salary study as well as two years of employee awards funded in prior year. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Operating reflects a substantial increase due to funding a salary study in the amount of \$35,000 as well as funding employee awards for current year and prior year. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. Retirement celebrations and employee awards were not funded in **FY 13-14**. 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.



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	13-14 Actual	14-15 Projected	15-16 Projected
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)	70	58	57
Wellness Program / Lunch-n-Learn sessions	30	37	35
Objective: To provide a communication resource to share general business information, improve employee understanding of programs, etc., and improve employee morale			
Measures:			
Newsletter Publications	6	6	6
City Webpage	1	1	1
Goal: To maintain organizational development and employee effectiveness through Human Resource programs			
Objective: To hire the most qualified employees by pre-planning 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.			
Measures:			
US DOL / ESC Monthly Employment Statistics Report	12	12	12
Personnel hired – full time regular	27	12	15
Personnel hired – temporary	3	1	1
Personnel changes – promotions	30	16	18
Personnel changes – promotions / transfers	1	1	1
Personnel changes – demotions	1	1	1
Personnel separated – all personnel	23	18	15
Personnel separated – excluding retirees	10	12	10
Turnover rate – all personnel	3.92%	5.40%	5.40%
Turnover rate – excluding retirees	2.11%	3.30%	3.30%

HUMAN RESOURCES

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
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	29	12	15
COBRA election forms to eligible employees / dependents	29	20	18
Objective: To update City of Sanford personnel policies and procedures in an effort to ensure compliance with federal, state, and local laws and assure fair and equitable treatment			
Measures:			
Review and revise City of Sanford Personnel Policy	4	4	4

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

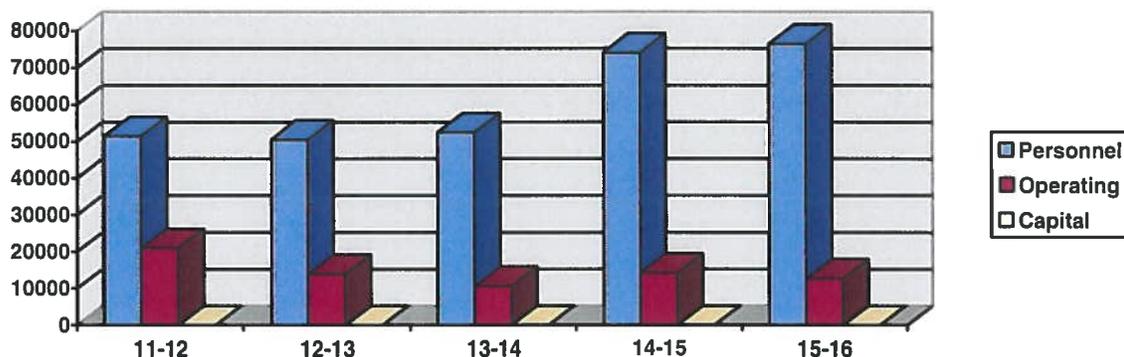
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	51,365	50,525	52,401	74,091	67,093	76,511
Operating	20,954	13,878	10,690	14,192	14,408	12,708
Capital	0	0	0	0	0	0
Subtotal	72,319	64,403	63,091	88,283	81,501	89,219
Less Interfund Reimbursement	(32,129)	(33,843)	(30,942)	(27,125)	(27,125)	(26,411)
Total	40,190	30,560	32,149	61,158	54,376	62,808
Budgeted Employees	1	1	1	1	1	1

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$936 or one percent (1%) compared to FY 14-15 budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. No significant changes within operating. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. This department had an employee on military leave in **FY 13-14**. These remaining funds were transferred at year end to accommodate another department's shortfall. Training of employees was transferred into the Public Works Administration department for the safety officer to oversee in **FY 13-14**. **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. **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.



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	13-14 Actual	14-15 Projected	15-16 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	8	10	10
Field inspections related to employee and public safety	24	12	18
Workers' comp claims administered per calendar year	29	22	26
Recordable cases	15	17	16
Lost Work Days (LWD)	233	237	235
Medical and indemnity annual loss incurred	\$78,865	\$57,120	\$68,000
Auto / general liability claims administered	20	25	23
Auto / general liability annual loss incurred	\$54,919	\$60,614	\$58,000
Auto / medical claims annual loss incurred	\$0	\$4,652	\$0

ELECTIONS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

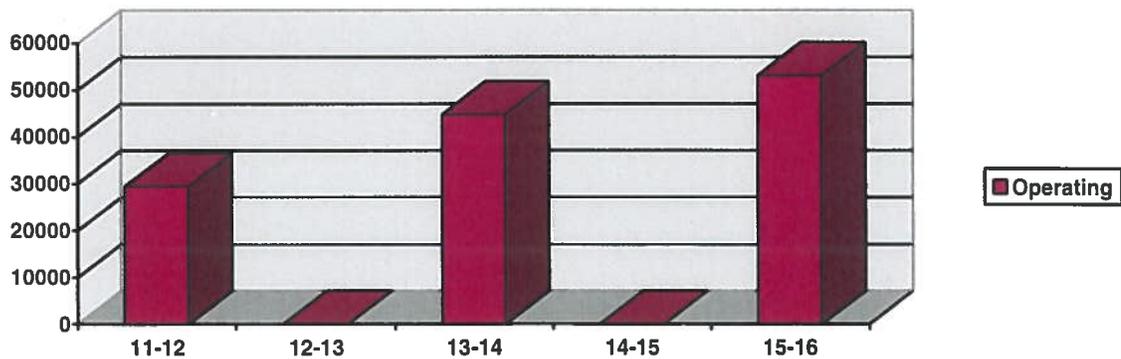
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	29,452	0	44,705	0	0	53,117
Capital	0	0	0	0	0	0
Total	29,452	0	44,705	0	0	53,117
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. **FY 15-16** reflects an \$8,412 increase compared to **FY 13-14**. Lee County Board of Elections provides a preliminary cost estimate to the city. The NC House of Representatives elected to change the voting process for the City of Sanford by requiring a bi-partisan election in **FY 13-14**, therefore requiring the city to have two elections within one year. **FY 11-12** includes funds for 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

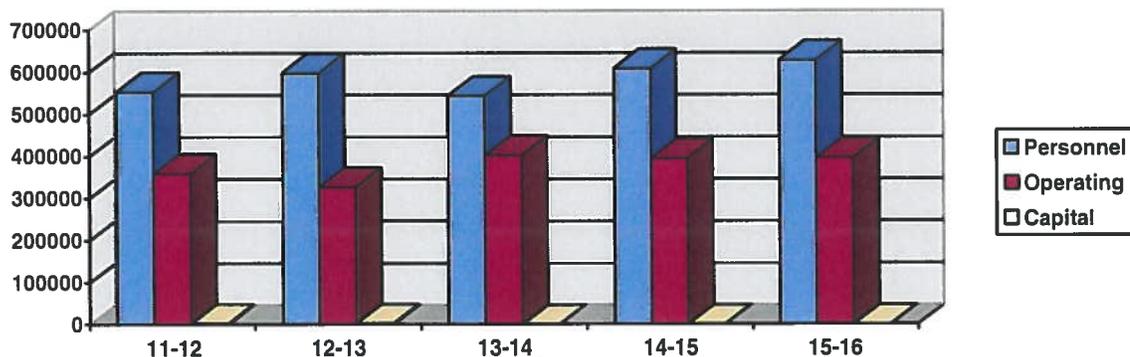
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	554,093	598,289	543,744	608,860	0	628,399
Operating	359,632	326,058	402,709	394,851	395,830	396,795
Capital	2,500	2,350	0	0	0	0
Subtotal	916,225	926,697	946,453	1,003,711	395,830	1,025,194
Less Interfund Reimbursement	(190,379)	(243,098)	(257,245)	(294,433)	0	(299,355)
Total	725,846	683,599	689,208	709,278	395,830	725,839
Budgeted Employees	8	9	9	9	9	9

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$21,483 or two percent (2%) compared to FY 14-15 budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. No significant changes within operating. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. A decrease is shown within operating mainly due to actuarial study funded in FY 13-14 (required to be performed once every two years) and a change in the bank service contract. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. Staff turnover drives the decrease shown within personnel. Remaining funds were transferred at year end to accommodate another department's shortfall. **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%.



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

13-14 Actual	14-15 Projected	15-16 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	34	35	36
Publish financial statements within 15 days of month end	100%	100%	100%

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

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

Measures:

Provide quarterly budget reports within 20 days of quarter end	100%	100%	100%
Submit the budget to GFOA no later than 90 days after adoption date	100%	100%	100%
Number of GFOA Distinguished Budget Presentation awards received	28	29	30

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

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

Measures:

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

INFORMATION TECHNOLOGY

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

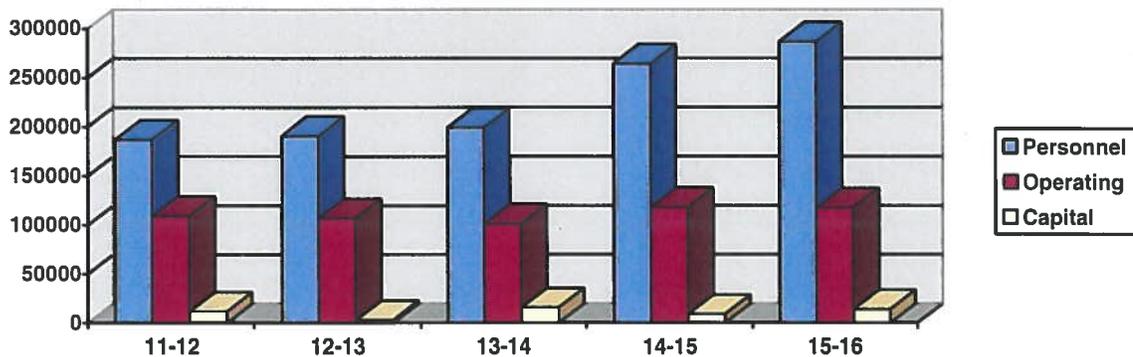
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	187,098	190,831	199,172	264,292	256,920	286,847
Operating	109,017	106,713	101,326	118,216	121,791	117,591
Capital	11,814	2,964	15,639	9,000	14,000	14,000
Subtotal	307,929	300,508	316,137	391,508	392,711	418,438
Less Interfund Reimbursements	(60,742)	(63,623)	(67,196)	(69,033)	0	(69,227)
Total	247,187	236,885	248,941	322,475	392,711	349,211
Budgeted Employees	2	2	2	3	3	3

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) video server, \$14,000.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$26,930 or seven percent (7%) compared to the **FY 14-15** budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. No significant changes within operating. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the addition of a programmer analyst position. Operating reflects an increase mainly shown within contractual services due to labor required while employee was on leave. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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.



INFORMATION TECHNOLOGY

The Information Technology Department is responsible for computers, servers, and software at City Hall and eleven satellite locations. Our systems include: fiber optics, transceivers, network switches, routers, networked line printers, networked laser printers, fax devices, programs, tape devices, disk arrays, PCs, servers, and network operating systems. The department upgrades software and hardware systems to all areas of city government with necessary support to perform and accomplish job functions more efficiently. Information Systems will continue to upgrade software and hardware systems where as to provide all areas of city government with necessary support to perform and accomplish job functions more efficiently. Another major accomplishment, in addition to building the computer and fiber network, is the completion of the enhanced city website (www.sanfordnc.net) for citizens and city employees to use for job postings, applications, meeting minutes, schedules, downloadable forms, departmental information, the 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	13-14 Actual	14-15 Projected	15-16 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	235	240	240
Number of computer systems in place	230	235	235
Number of network servers in place	18	19	19
Number of databases being utilized	35	35	35

LEGAL

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

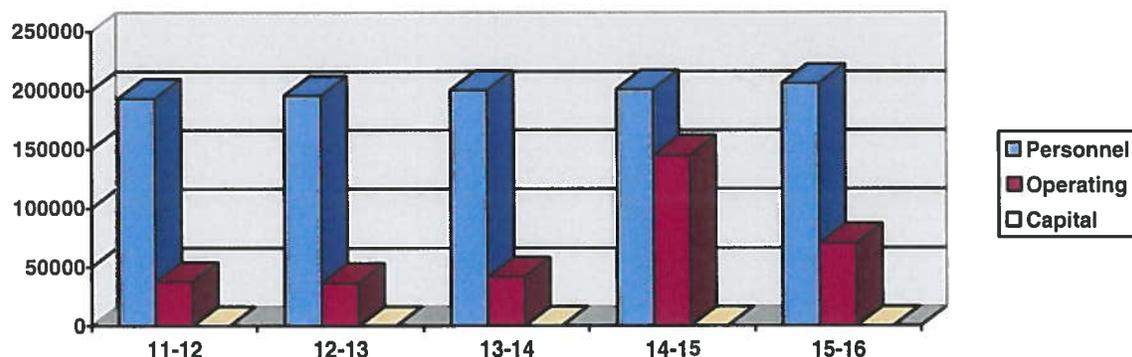
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	193,502	195,870	200,554	201,115	185,643	206,025
Operating	37,870	36,698	41,664	145,203	112,764	70,444
Capital	0	0	0	0	0	0
Subtotal	231,372	232,568	242,218	346,318	298,407	276,469
Less Interfund Reimbursement	(107,052)	(103,910)	(98,992)	(97,952)	0	(101,394)
Total	124,320	128,658	143,226	248,366	298,407	175,075
Budgeted Employees	2	2	2	2	2	2

2015-2016 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$69,849 or twenty percent (20%) compared to FY 14-15 budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating reflects a significant decrease shown within contractual services. Staff anticipates reduced hiring of outside council, however, it should be noted it may be necessary to increase this number mid-year should litigation occur. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Operating reflects an increase mainly shown within contractual services for hiring of outside council. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease.



LEGAL

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

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
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Goal: To insure City Council business is conducted in accordance with requirements of law, the city attorney will furnish legal support at meetings of the council

Objective: To insure proper procedures are followed at meetings

Measures:

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

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

Objective: To assist with interpreting the law

Measures:

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

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

Objective: To minimize tax dollars spent on claims

Measures:

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

PUBLIC BUILDING

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

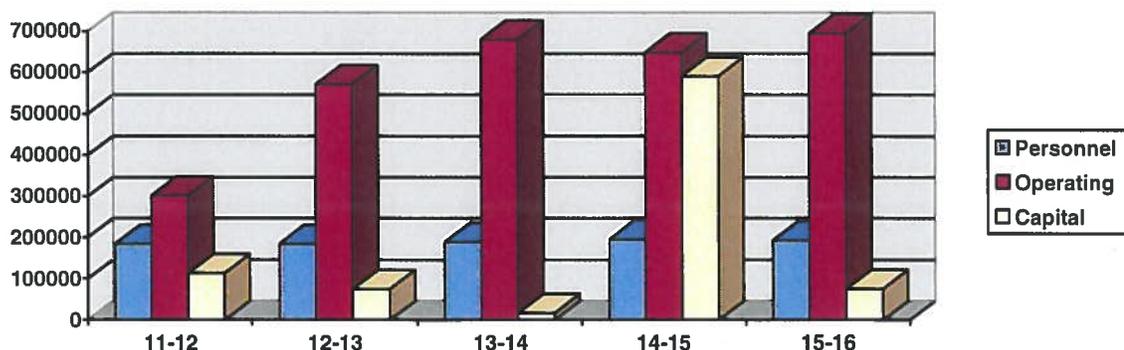
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	184,181	184,049	188,933	195,134	165,015	192,845
Operating	601,853	571,325	680,030	648,234	716,942	694,638
Capital	113,535	74,932	16,914	591,245	526,000	75,500
Subtotal	899,569	830,306	885,877	1,434,613	1,407,957	962,983
Less Interfund Reimbursements	(159,379)	(158,285)	(154,710)	(225,967)	0	(258,810)
Total	740,190	672,021	731,167	1,208,646	1,407,957	704,173
Budgeted Employees	3	3	3	3	3	3

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes installation of LED lighting at the Depot Building, \$3,500; installation of security system at the Depot Building, \$5,000; city hall improvements, \$20,000; one (1) ½ ton truck, \$19,500; and HVAC improvements at city hall, \$27,500.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$471,630 or thirty-three (33%) percent compared to FY 14-15 budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. The decrease shown within personnel is the result of an adjustment in prior year to hire a temporary employee while a permanent employee was out on leave. Operating cost center reflects an increase mainly shown within telephone, utilities, and insurance and bonds. Purchase of the Depot and Makepeace buildings in prior year result in the decrease shown within capital. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. The decrease shown within operating is mainly due to the cleanup of a diesel spill at City Hall in prior year. Capital includes funds for the purchase of the Depot Building and Makepeace Building. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. Operating includes funds for the cleanup of a diesel spill at city hall. **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. A space needs study was performed in **FY 12-13**.



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	13-14 Actual	14-15 Projected	15-16 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

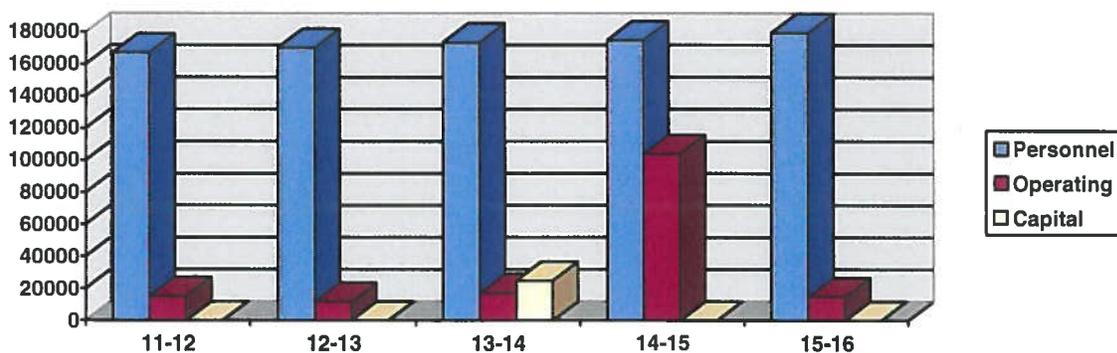
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	167,265	170,211	173,494	174,761	159,827	179,434
Operating	15,029	11,821	17,095	103,927	13,670	14,797
Capital	0	0	24,747	0	0	0
Subtotal	182,294	182,032	215,336	278,688	173,497	194,231
Less Interfund Reimbursement	(14,179)	(14,702)	(15,599)	(15,333)	0	(15,950)
Total	168,115	167,330	199,737	263,355	173,497	178,281
Budgeted Employees	2	2	2	2	2	2

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$84,457 or thirty percent (30%) compared to FY 14-15 budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. FY 14-15 includes funds to purchase property and funds to conduct a feasibility study of the sports complex resulting in the decrease shown within operating. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **FY 12-13** personnel adjustments are related to a 2.5% cost of living adjustment and a 0.14% employer retirement contribution decrease.



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	13-14 Actual	14-15 Projected	15-16 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%	100%	100%
Provide competent, timely repair / service to user departments	98%	98%	100%
Manage special projects of the city in such a manner as to produce quality products in a timely manner	98%	98%	100%

CENTRAL OFFICE

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

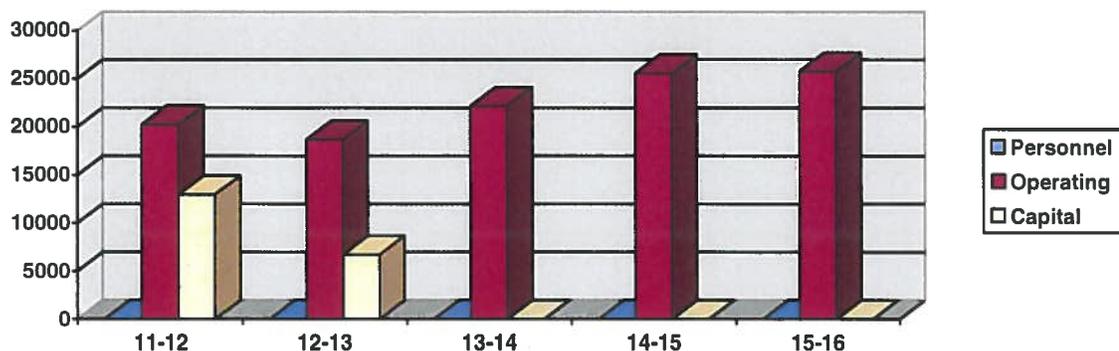
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	20,238	18,662	22,147	25,543	25,753	25,753
Capital	12,957	6,688	0	0	0	0
Subtotal	33,195	25,350	22,147	25,543	25,753	25,753
Less Interfund Reimbursement	(1,867)	(1,670)	(1,732)	(6,288)	0	(7,417)
Total	31,328	23,680	20,415	19,255	25,753	18,336
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 reflects an increase of \$210 or one (1%) percent compared to FY 14-15 budget prior to interfund reimbursement. FY 12-13 reflects the purchase of a shredder shown within the capital cost center. FY 11-12 reflects the purchase of a mail machine shown within the capital cost center. The interfund reimbursement calculation reflects the utility fund's portion of this department cost. The percent allocation was increased in FY 14-15 and FY 15-16 due to increase in volume of accounts payable checks and paper supplies used by the Utility Fund.



GENERAL FUND CONTRIBUTIONS**Fund:** General**Function:** General Government**Goal:** To account for transfer appropriation, agency support funding, and contingency appropriation.**DEPARTMENTAL SUMMARIES**

Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	1,741,854	1,014,134	2,534,733	3,782,235	880,828	1,121,269
Capital	0	0	0	0	0	0
Total	1,741,854	1,014,134	2,534,733	3,782,235	880,828	1,121,269
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$2,660,966 or seventy percent (70%) compared to FY 14-15 budget. A contribution was made for voter approved bond projects in FY 14-15 in the amount of \$2.6M resulting in the decrease shown. These funds will be reimbursed to the City once the bonds are issued. Contributions are included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). Central Business Tax District will receive a contribution from the City in the amount of \$42,000 to allow Downtown Sanford, Inc. (DSI) to hire their own employee rather than use City staff. Strategic Services (\$88,771), Economic Development incentives (\$118,509), and Economic Development administration (\$125,000) are included. No funds are included for Other Post Employment Benefits (OPEB) or animal control. Council elected to contribute \$50,000 to a capital reserve fund for park improvements. A contribution to support the Golf Fund is included in the amount of \$114,574, a \$23,191 increase from prior year. Contingency funds are included at \$100,000.

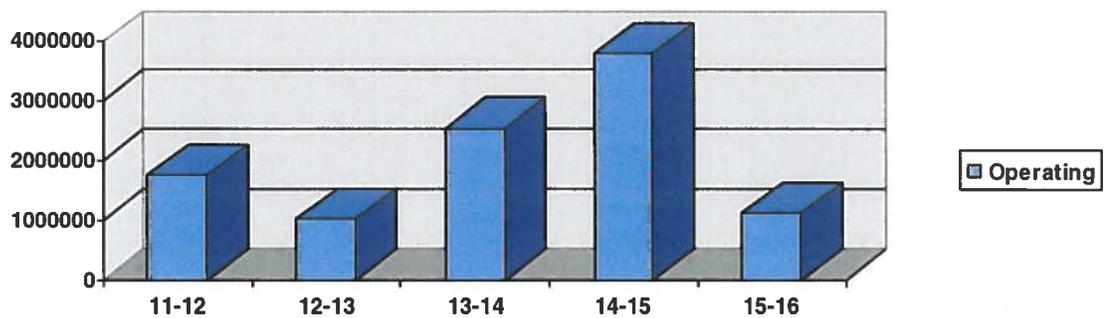
FY 14-15 includes funds for voter approved bond projects which will be reimbursed to the City once the bonds are issued. Contributions are included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$23,400). No contributions were made to the Central Business Tax District, Other Post Employment Benefits (OPEB) Trust Fund, or for Animal Control. Strategic Services (\$79,695), and Economic Development incentives (\$118,509) are included. There is also a contribution made to support the Golf Fund in the amount of \$91,383. Contingency funds are included at \$50,000. With the formation of a new economic development organization (Sanford-Lee County Partnership for Prosperity), the city's portion to fund this organization has increased to \$125,000, a \$62,967 increase from prior year.

FY 13-14 includes contributions for non-profits in the amount of \$23,400, Strategic Services (\$79,695), Economic Development incentives (\$151,817), Golf Fund (\$48,922), contingency (\$47,507), as well as a contribution to the voter approved \$14 million bond projects for improvements within the city in the amount of \$1,722,030.

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).

GENERAL FUND CONTRIBUTIONS (Continued)

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. 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.



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 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	300,274	298,372	314,919	317,619	278,895	325,394
Operating	907,631	860,740	857,055	978,296	972,283	867,864
Capital	23,182	30,426	0	56,300	79,900	60,600
Subtotal	1,231,087	1,189,538	1,171,974	1,352,215	1,331,078	1,253,858
Less Interfund Reimbursement	(56,196)	(52,905)	(57,409)	(55,766)	0	(62,956)
Total	1,174,891	1,136,633	1,114,565	1,296,449	1,331,078	1,190,902
Budgeted Employees	5	5	5	5	5	5

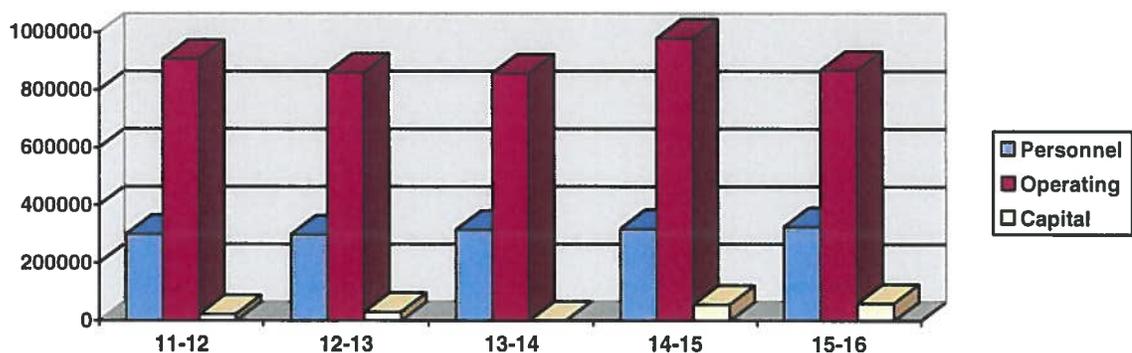
2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) midsize sedan, \$19,900; and upgrade of the Gasboy System, \$40,700.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$98,357 or seven (7%) percent compared to FY 14-15 budget prior to interfund reimbursement. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating changes are related to fluctuation in prices for fuel and parts and varies from year to year. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement decrease.

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	13-14 Actual	14-15 Projected	15-16 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 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	292,215	297,992	310,150	310,943	268,430	322,243
Operating	202,632	213,154	212,071	236,448	285,669	283,484
Capital	10,000	13,590	32,647	57,900	58,500	35,500
Total	504,847	524,736	554,868	605,291	612,599	641,227
Budgeted Employees	6	6	6	6	6	6

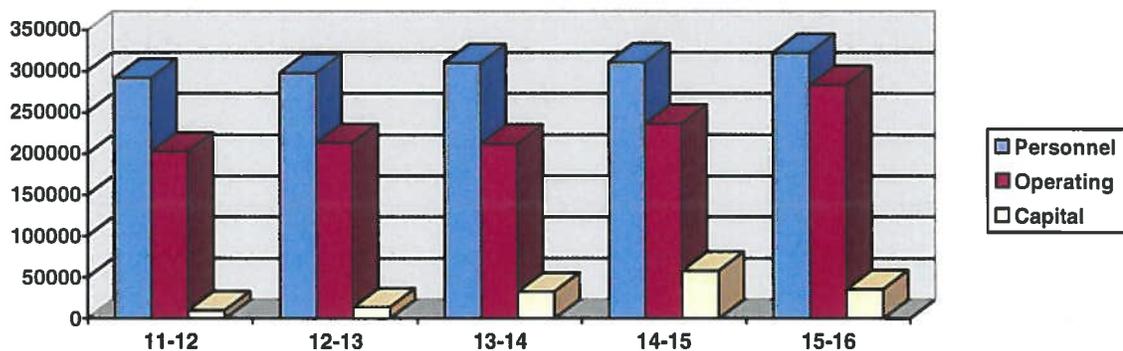
2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ¾ ton crew cab truck, \$29,000; and one (1) landscape dump trailer, \$6,500.

GRAPHIC REPRESENTATION

FY 15-16 appropriation reflects an increase of \$35,936 or six (6%) percent compared to **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating includes funds to maintain vacant lots (\$40,000) resulting in the increase shown. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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.

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



HORTICULTURE

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

Performance Measures	13-14 Actual	14-15 Projected	15-16 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	66	67	69
Plant beds installed / renovated	3	3	5
Annuals grown and planted	53,000	50,000	48,000
Acres mowed	20	20	21
Litter removal	55,000	50,000	50,000
Interior plants maintained	150	150	100

GENERAL FUND DEBT SERVICE

Fund: General

Function: Debt Service

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

DEPARTMENTAL SUMMARIES

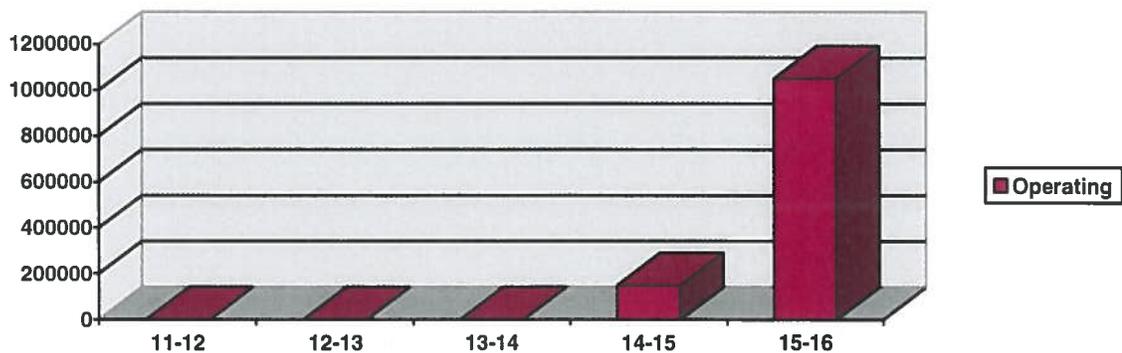
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	0	0	0	148,438	0	1,050,470
Capital	0	0	0	0	0	0
Total	0	0	0	148,438	0	1,050,470
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

In September 2013, voters authorized the City to issue general obligation bonds totaling \$14.5 million for several quality-of-life improvement projects. The first debt payment (interest only) related to the partial issuance of these bonds is included in **FY 14-15**. **FY 15-16** reflects the first full year of debt related to the issuance of bonds (\$8.5 million) for streetscape and sidewalk projects, as well as installment purchase debt (\$2.75 million) to complete the streetscape project.



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

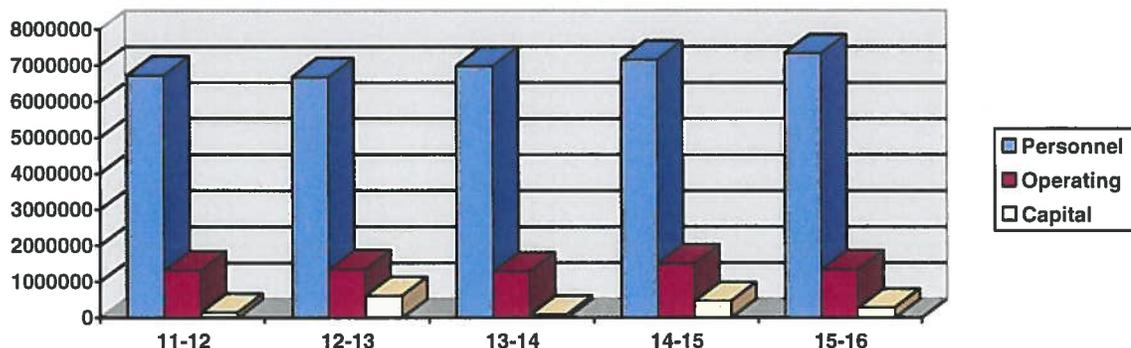
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	6,730,388	6,677,507	6,987,834	7,159,037	6,428,901	7,333,269
Operating	1,316,827	1,339,920	1,283,948	1,497,962	1,213,748	1,338,714
Capital	150,932	611,815	84,905	460,908	279,000	286,761
Total	8,198,147	8,629,242	8,356,687	9,117,907	7,921,649	8,958,744
Budgeted Employees	106	106	106	106	106	106

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes upgrade of the police evidence room, \$7,761; ten (10) investigative vehicles, \$205,000; one (1) drug unit SUV, \$34,000; four (4) mobile data terminals, \$25,000; one (1) E911 CAD server hardware warranty extension, \$5,000; and one (1) E911 power workstation upgrade, \$10,000.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$159,163 or two (2%) percent compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. The decrease shown within operating is mainly reflected within fuel, maintenance auto, training, computers, insurance and bonds, and drug forfeiture. A reduction in debt is also shown within operating as the 911 Console was paid off in FY 14-15. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. A front desk position frozen in previous years has been funded. The increase shown within operating is mainly due to E911 expenditures. Capital reflects a substantial increase for the purchase of patrol vehicles. These vehicles are purchased every other year. **FY 13-14** personnel adjustments are related to a 0.07% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, a one-time bonus for employees, and freezing a front desk position. **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.



POLICE

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

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
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Goal: To protect and detect criminal activity and apprehend criminal offenders

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

Measures:

Average response time (minutes)	4	4	4
Number of calls for service	33,691	34,007	34,000
Number of accident investigations	1,384	1,700	1,500

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	369	240	250
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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	884	1,093	1,000
Property damage	\$4,766,357	\$5,044,929	\$5,000,000

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

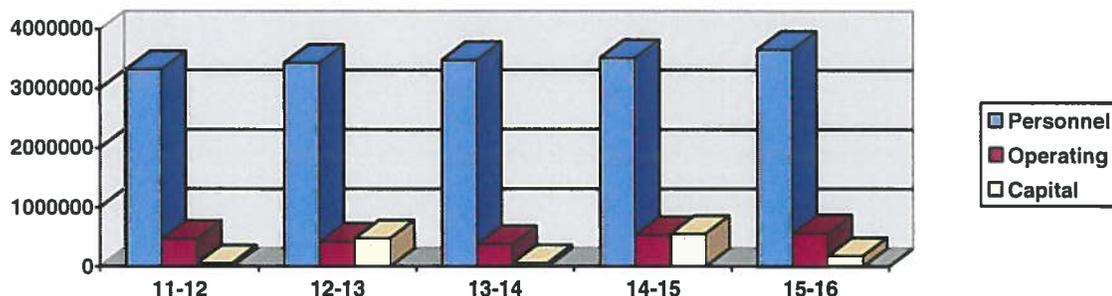
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	3,326,718	3,433,527	3,482,363	3,514,811	3,171,649	3,656,519
Operating	463,166	416,092	375,880	531,198	570,502	560,183
Capital	52,052	474,689	58,750	552,804	1,246,334	181,283
Total	3,841,936	4,324,308	3,916,993	4,598,813	4,988,485	4,397,985
Budgeted Employees	54	54	54	54	54	54

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) 4x4 extended cab truck with bedcover, \$30,301; three (3) pieces of exercise equipment, \$11,391; one (1) storage building, \$9,000; three (3) retractable tire chains, \$7,650; one (1) positive pressure ventilation fan, \$2,700; one (1) thermal imaging camera, \$11,500; one (1) radio intercom set, \$6,850; two (2) APX 7000 dual band portable radios with chargers, \$11,876; one (1) set of hydraulic extraction tools, \$15,215; replace roof at Central Fire Station, \$65,000; and replace floor covering at #3 Fire Station, \$9,800.

GRAPHIC REPRESENTATION

FY 15-16 appropriations decreased \$200,828 or four percent (4%) compared to the FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and unfreezing one firefighter position. Operating reflects increases mainly within maintenance building, maintenance equipment, utilities, departmental supplies, contractual services, and insurance and bonds. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and one firefighter position remains frozen. Operating reflects increases within training, utilities, departmental supplies/computers, uniforms and contractual services. The increase within capital is mainly due to the purchase of a fire pumper. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, a one-time bonus for employees and freezing one firefighter position. 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.



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

13-14 Actual	14-15 Projected	15-16 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	964	950	1,015
Number of structure fires	28	50	45
Number of vehicle fires	28	25	30
Number of motor vehicle accident responses	137	250	270
All other responses	771	600	670

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	1,472	1,500	1,500
Number of logged pre-incident plans	175	225	225
Number of State Certified Fire Inspectors	4	4	4

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

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

Measures:

Number of training hours per certified firefighters	222	240	240
Total number of training hours for department	11,552	12,800	12,800
Number of state certified firefighters (including part-time)	52	52	53
Number of state certified fire instructors	25	20	23

FIRE

Performance Measures	13-14 Actual	14-15 Projected	15-16 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)	13	25	25
Number of fires deemed incendiary or still under investigation	6	5	5
Number of certified fire / arson investigators	1	2	3

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	14	35	16
Number of fire and life-safety education programs	526	100	685
Number reached by programs (school age > senior citizen)	12,462	4,300	10,200
Number of state certified fire and life safety educators	5	4	5
Number of child passenger safety seats installed or checked	75	35	90

INSPECTIONS

Fund: General

Function: Public Safety

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

DEPARTMENTAL SUMMARIES

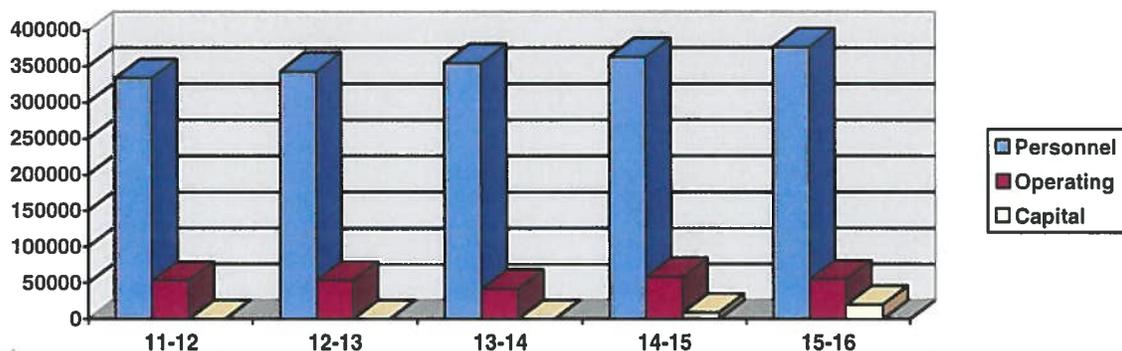
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	333,976	343,099	355,178	363,223	326,614	377,031
Operating	53,092	53,791	41,919	58,087	55,361	54,859
Capital	0	0	0	9,000	27,500	19,900
Total	387,068	396,890	397,097	430,310	409,475	451,790
Budgeted Employees	7	7	7	7	7	7

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) mid-size sedan, \$19,900.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$21,480 or five percent (5%) compared to the FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Due to current economic conditions, two vacant positions continue to remain frozen for a total savings of approximately \$100,000. New code books were funded in FY 14-15 resulting in the decrease shown within operating. Capital is shown above. FY 14-15 personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. New code books are funded within operating. FY 13-14 personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. 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.



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	13-14 Actual	14-15 Projected	15-16 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	333	416	425
Number of electrical permits issued	776	720	735
Number of mechanical permits issued	749	730	745
Number of plumbing permits issued	323	368	376
Other permits issued	193	141	144
Revenue generated from permits	\$309,714	\$356,029	\$341,724

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	5,786	5,580	5,692
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STREET

Fund: General

Function: Streets

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

DEPARTMENTAL SUMMARIES

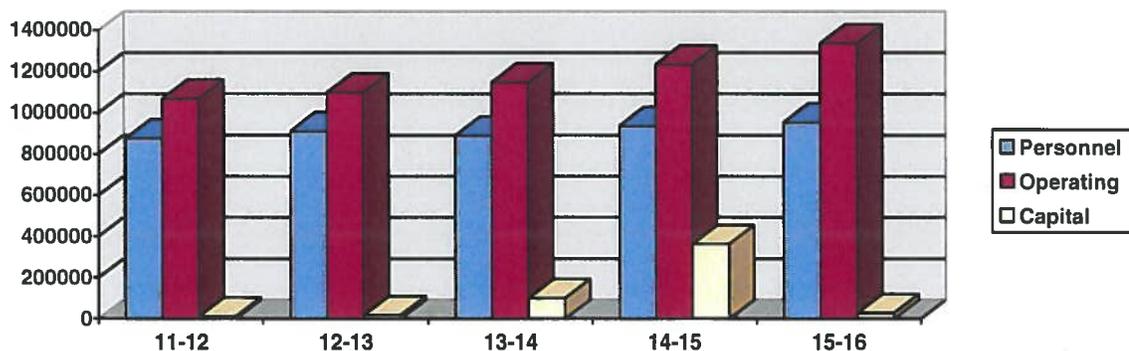
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	876,632	910,624	889,391	935,538	796,739	953,960
Operating	1,068,230	1,098,272	1,147,221	1,233,406	1,372,308	1,336,314
Capital	11,118	17,248	100,015	362,435	292,500	28,500
Total	1,955,980	2,026,144	2,136,627	2,531,379	2,461,547	2,318,774
Budgeted Employees	18	18	18	18	18	18

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton truck, \$19,500; and one (1) Meyers snow plow, \$9,000.

GRAPHIC REPRESENTATION

FY 15-16 appropriations decreased \$212,605 or eight (8%) percent compared to **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. The increase shown within operating is mainly due to LED street light change out and a full year of debt payments for equipment financed in **FY 14-15**. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the retirement of an employee. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. Increases shown within **FY 13-14** operating is mainly due to additional funds required for utilities and departmental supplies. **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.



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	13-14 Actual	14-15 Projected	15-16 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	2,171	2,320	2,475
Feet of curb and gutter installed / repaired	805	790	850
Feet of sidewalk installed / repaired	1,747	1,718	1,920
Cutbacks for site distance	365	400	450
Feet of on-street ditches cleaned	11,018	6,125	9,000
Hours of street cleaning	1,311	1,245	1,500
Feet of shoulder work repair	14,453	21,000	22,800

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

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

Measures:

Feet of lines painted	3,114	1,500	2,148
Traffic sign installation	145	240	240
Street markers installed / replaced / repaired	190	265	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 Duke Progress Energy with all notifications of lighting repairs to guarantee a pleasant, safe, and adequate means of travel; 2) To maintain a comprehensive program of standard and decorative street lighting within the city limits; 3) to enhance all street lighting to AASHO standards

Measures:

Number of lights within city	3,480	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

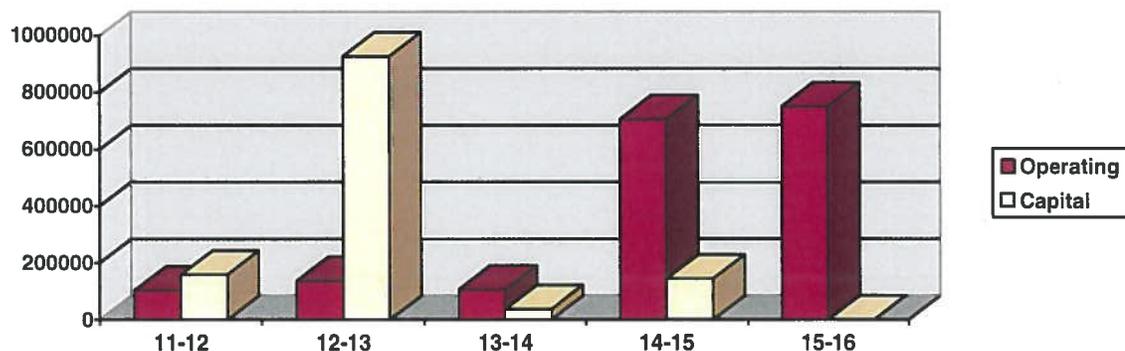
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	101,666	136,175	105,520	705,521	1,655,525	750,525
Capital	158,274	927,845	36,299	143,670	0	0
Total	259,940	1,064,020	141,819	849,191	1,655,525	750,525
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$98,666 or twelve (12%) percent compared to **FY 14-15** budget. Street resurfacing is funded at \$500,000. Debt payments in the amount of \$105,525 are included to repay funds borrowed in **FY 2012-13** for street resurfacing. Operating also includes \$145,000 for sidewalk replacement, curb and gutter, and catch basin repair. **FY 14-15** capital includes \$143,670 for Hawkins Avenue roundabouts. **FY 11-12, FY 12-13, and FY 13-14** reflect increases within capital for street resurfacing funded with new debt.



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

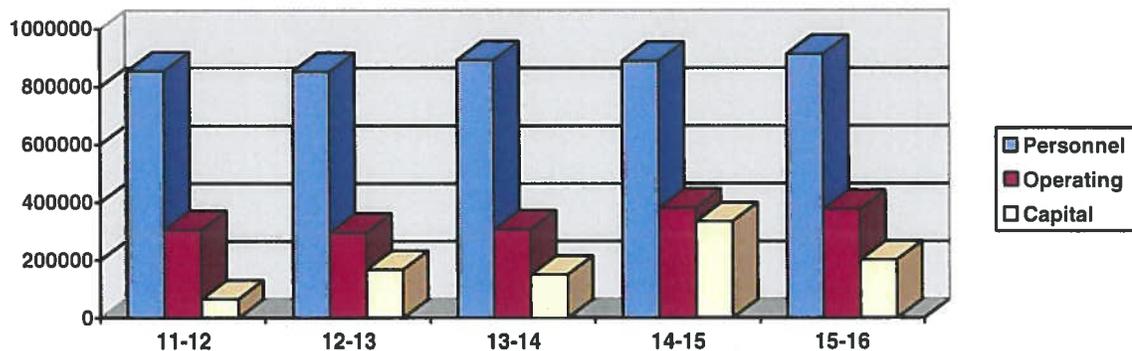
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	854,876	852,688	892,802	889,787	762,819	913,442
Operating	305,741	295,618	306,202	380,840	326,184	377,078
Capital	65,510	167,000	149,177	333,662	487,600	201,100
Total	1,226,127	1,315,306	1,348,181	1,604,289	1,576,603	1,491,620
Budgeted Employees	18	18	18	18	18	18

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) knuckleboom truck, \$153,000; one (1) 4x4 truck, \$22,600; and one (1) 4x4 truck with auxiliary fuel tank, \$25,500.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$112,669 or seven (7%) percent compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. One maintenance worker position remains frozen resulting in a savings of approximately \$40,000. No significant changes within operating. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and an employee who elected the early retirement incentive package. The debt of new capital is included in the operating cost center which reflects a substantial increase. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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** 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.



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

	13-14 Actual	14-15 Projected	15-16 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	1,992	2,120	2,130
Number of loads of bulk trash hauled	692	585	600

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	313	510	500
Equipment hours mowing	1,143	1,210	1,200
Equipment hours cleaning sidewalk	167	300	325
Pounds of litter collected by inmates	33,168	23,500	25,000

SANITATION

Fund: General

Function: Sanitation

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

DEPARTMENTAL SUMMARIES

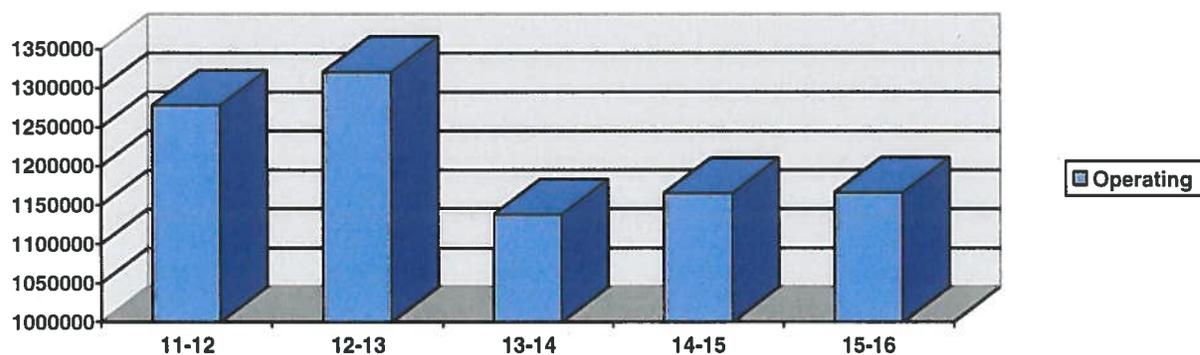
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	1,277,952	1,320,883	1,137,931	1,165,308	750	1,166,128
Capital	0	0	0	0	0	0
Total	1,277,952	1,320,883	1,137,931	1,165,308	750	1,166,128
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$820 compared to FY 14-15 budget. No significant change in C.P.I. Slight increase in number of households. **FY 14-15** reflects a 1.2% C.P.I. adjustment. **FY 13-14** reflects a newly awarded waste collection contract resulting in a savings for the city. Recycling carts were purchased 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.



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

	13-14 Actual	14-15 Projected	15-16 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	8,781	8,826	8,864
Solid waste fees collected	*\$1,304,491	**\$1,744,064	\$1,743,500

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

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

Measures:

Number of tons of recycling collected	1,672	1,710	1,700
Number of tons of residential waste	6,614	7,004	6,900

*The city increased the annual waste management fee from \$125 to \$150 in FY 13-14.

*The city increased the annual waste management fee from \$150 to \$200 in FY 14-15 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

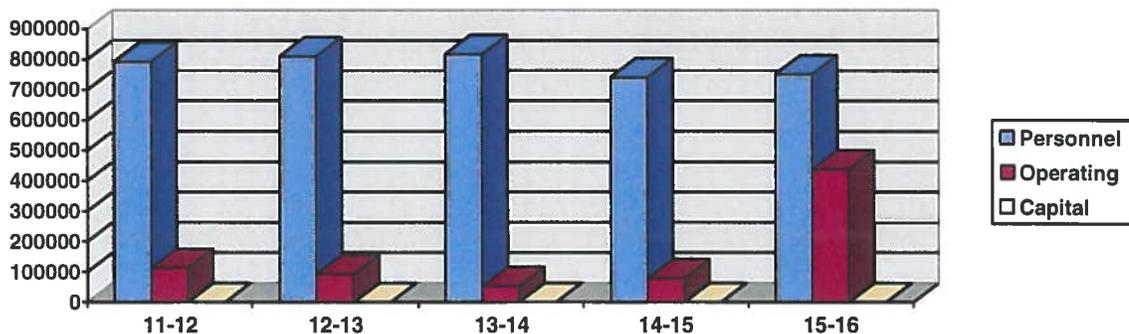
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	791,926	810,448	817,619	741,144	664,626	750,782
Operating	111,983	92,147	53,426	78,744	61,877	437,622
Capital	0	0	0	0	100,000	0
Total	903,909	902,595	871,045	819,888	826,503	1,188,404
Budgeted Employees	10	10	10	10	10	10

2015-2016 CAPITAL OUTLAY DETAIL

No capital outlay funding was approved.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$368,516 or forty-five percent (45%) compared to the **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. The assistant director position remains frozen resulting in a savings of approximately \$80,000. Operating includes funds to update the Land Use Plan (\$100,000). Also included within operating are funds to relocate the Sanford / Lee County Planning and Community Development Department and other stand-alone departments to create a one-stop shop for economic development. This new department called "Buggy Factory" includes a recurring lease payment and one-time capital expenditures to set up the department. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. With the retirement of a top level employee, a position has been frozen resulting in the decrease shown within personnel. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. Engineering services for the Endor Iron Trail Greenway are included in **FY 12-13**. **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.



COMMUNITY DEVELOPMENT

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

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

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
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Goal: To develop administrative programs and procedures designed to provide efficient customer service in all functions of the department

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

Measures:

Respond to all correspondence within five working days	98%	95%	95%
Return all phone calls same day	99%	90%	90%

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

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

Measures:

Community wide meetings	6	1	6
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Goal: To provide comprehensive land development growth management policies for development, redevelopment and preservation of land resources within Sanford, Lee County, and Broadway.

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

COMMUNITY DEVELOPMENT

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
Measures:			
Number of Planning Board cases processed	14	16	10
Number of Board of Adjustment cases processed	5	15	15
Number of major subdivision plats reviewed and/or approved	1	2	2
Number of minor subdivision plats reviewed and/or approved	27	36	50
Number of commercial projects researched/reviewed and/or approved	179	215	250
Number of zoning permits (signs, temporary uses, ABC, etc.)	60	49	70

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

Measures:			
Zoning complaints received	256	301	278
Zoning complaints resolved	254	300	277

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

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

Measures:			
NC HFA Urgent Repair Program	19	15	6
NC HFA Single Family Rehabilitation Program	4	3	-
Annual block party	1	1	1
Sanford / Lee County Youth Council meetings per year	12	12	12

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

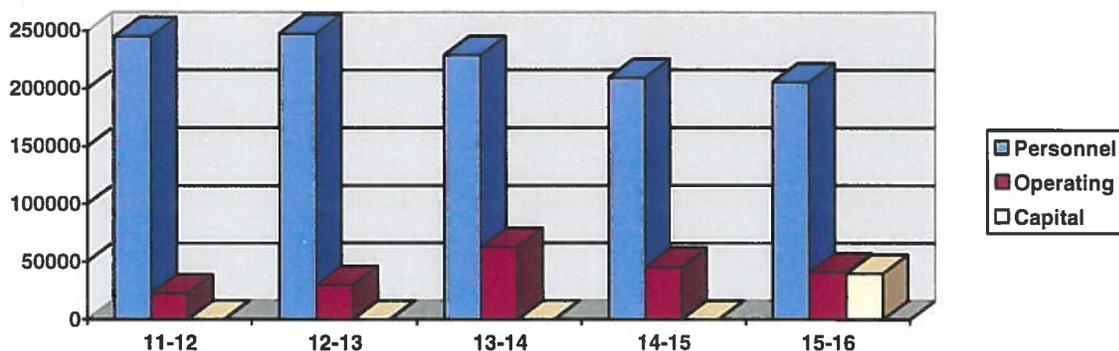
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	245,412	247,766	229,240	209,379	178,230	205,795
Operating	22,425	29,766	62,791	45,451	44,049	41,263
Capital	0	0	0	0	19,900	39,800
Total	267,837	277,532	292,031	254,830	242,179	286,858
Budgeted Employees	4	4	4	4	4	4

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) mid-size sedans, \$39,800.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$32,028 or thirteen percent (13%) compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. The decrease shown is the result of the retirement of a long time employee in prior year. One administrative assistant position remains frozen resulting in a savings of approximately \$47,500. No significant changes within operating. Capital is reflected above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and an employee who elected the early retirement incentive package. Operating reflects a decrease due to Energov software and licenses funded in prior year. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. 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.



COMMUNITY ENHANCEMENT – CODE ENFORCEMENT

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

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
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Goal: To provide a comprehensive program of service to the citizens of Sanford by enforcing the provisions of the Code of Ordinances, Unified Development Ordinance (UDO), and related North Carolina General Statutes, by inspecting to ensure residential structures are fit for human habitation, and by safeguarding the interest of the general public by investigating and bringing into compliance all nuisance violations.

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

Measures:

Overgrown lot complaints	911	643	655
Trash / junk complaints	219	273	278
Abandoned vehicle complaints	89	76	78
Sewer complaints	4	10	15
Minimum housing complaints	54	68	69
Other nuisance complaints	48	20	21
Health / fire complaints	38	29	30
Animals / poultry complaints	24	14	15
Laps / limbs complaints	25	25	26
Solid waste violations	-	5	20
Graffiti	-	5	10
Housing Task Force block party	-	26	26
Commercial maintenance code	-	5	30

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

Measures:

Illegal banner sign complaints	650	700	750
Illegal pennant, flag and temporary sign complaints	50	60	80
Telephone complaints	340	350	370

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

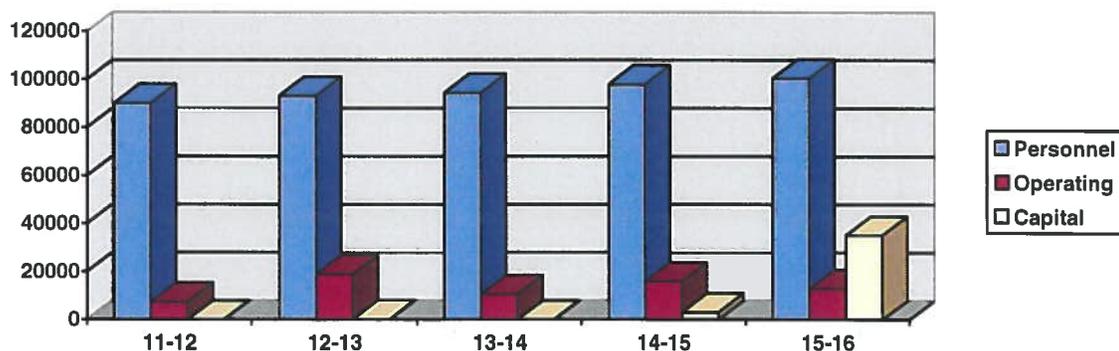
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	90,065	93,068	94,345	97,759	90,388	100,369
Operating	7,237	18,838	10,510	15,800	12,320	12,820
Capital	0	0	0	3,000	35,000	35,000
Total	97,602	111,906	104,855	116,559	137,708	148,189
Budgeted Employees	1	1	1	1	1	1

2015-2016 CAPITAL OUTLAY DETAIL

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

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$31,630 or twenty-seven percent (27%) compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. The decrease reflected within the operating cost center is the result of a program budgeted in FY 14-15 to scan all historic district case files. Capital is reflected above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Included within operating is a program to scan all historic district case files resulting in the increase shown. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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 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.



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.

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

Performance Measures	13-14 Actual	14-15 Projected	15-16 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	67	70	65
Prepare formal applications for major works to the Historic Preservation Commission	7	12	16
Investigate design guideline violations	32	15	20
Number of National Registered Historic Districts	4	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	2	2	2
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Goal: To assist neighborhood driven partnerships through the city’s Progressive Neighborhood Program that encourages improvement of quality of life throughout the city.

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

Measures:

Review plan and make suggestions to the neighborhood committees	-	100%	100%
Evaluation of infrastructure within neighborhood	-	100%	100%

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UTILITY FUND

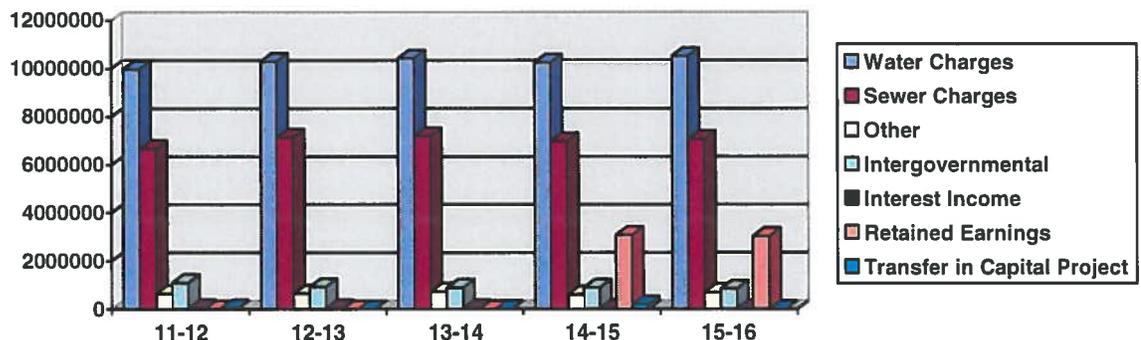
Goal: To account for the operations of the water treatment, wastewater treatment, and distribution systems.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Water-User Charges	9,973,786	10,297,001	10,421,755	10,248,929	10,516,677	10,516,677
Sewer-User Charges	6,675,393	7,142,787	7,196,876	6,976,457	7,072,863	7,072,863
Other	644,170	652,252	736,263	612,200	707,162	707,162
Intergovernmental	1,090,427	921,785	892,864	885,167	850,000	850,000
Interest Income	51,656	33,476	35,884	35,700	23,343	23,343
Retained Earnings	0	0	0	3,067,852	3,026,376	3,026,376
Transfer in Cap. Proj.	36,486	1,126	0	200,000	0	0
Total	18,471,918	19,048,427	19,283,642	22,026,305	22,196,421	22,196,421

GRAPHIC REPRESENTATION

FY 15-16 revenues increased \$170,116 or one (1%) percent compared to FY 14-15 budget. User charges reflect an increase of \$364,154 or two (2%) percent due to increased consumption and revenue accruals. Currently, utility rates will not be adjusted in this fiscal year. However, if revenues do not hold steady an adjustment may be necessary mid-year. Retained earnings represent the purchase of one time capital. Interest income continues to decline. No increase was made to utility rates in **FY 14-15**. **FY 13-14** 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. **FY 12-13** user charges reflect a two percent water and wastewater rate increase. **FY 11-12** user charges reflect a two percent (2%) water rate increase and a three percent (3%) wastewater rate increase.



UTILITY FUND
EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	4,845,869	5,059,452	5,151,523	5,278,334	4,684,166	5,472,919
Operating	12,302,432	14,432,261	11,874,286	14,656,819	5,960,338	13,764,388
Capital Outlay	445,370	472,250	970,654	2,091,152	3,959,114	2,959,114
Total	17,593,671	19,963,963	17,996,463	22,026,305	14,603,618	22,196,421
Budgeted Employees	88	89	89	89	90	90

GRAPHIC REPRESENTATION

FY 15-16 appropriation reflects an increase of \$170,116 or one percent (1%) compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment (based on a salary study performed in prior year), a 2% merit adjustment (not funded in the last six years), a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and the addition of a utility locator position within the Engineering department. A total of three (3) positions remain frozen. They are included within the Engineering and Sewer Construction and Maintenance departments. A contribution to a capital project (VA Clinic) was made in FY 14-15, resulting in the decrease shown within operating. Capital outlay funding includes \$500,000 for sewer rehabilitation, \$500,000 for water rehabilitation, \$1,000,000 for sewer overflow project, and \$400,000 for the final payment to Lee County for the Colon Road pump station. Other capital purchases include vehicles and equipment totaling \$559,114.

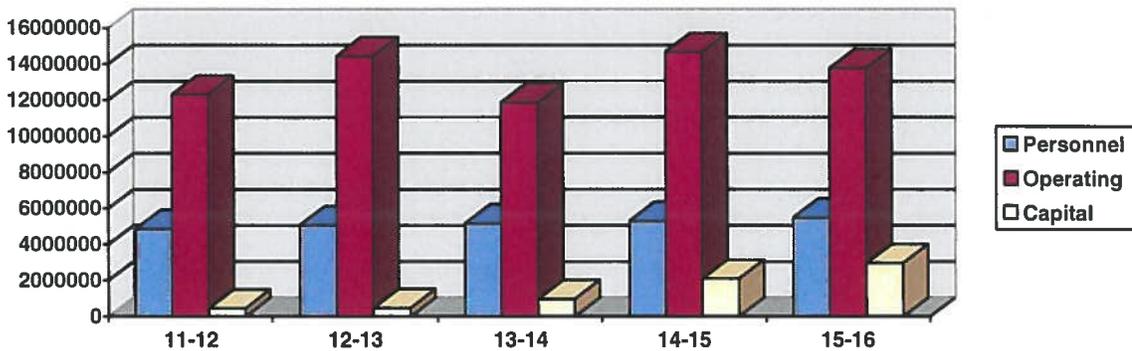
FY 14-15 personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. Several employees elected to take advantage of the early retirement incentive package resulting in the decrease shown within personnel. Capital outlay major funding includes \$450,000 for sewer rehabilitation and \$400,000 for water rehabilitation.

FY 13-14 personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. The city funded \$1,000,000 for water and sewer rehabilitation in **FY 13-14** as well as a Comprehensive Wastewater Master Plan in the amount of \$100,000. Capital includes funds in the amount of \$250,000 for upgrade to Gaster's Creek Lift Station.

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). **FY 12-13** operating cost center reflects a \$2,000,000 capital contribution for the Hawkins Avenue Waterline project. Capital outlay funding includes utility improvements, a control center, and a HVAC system at the Water Treatment Plant.

UTILITY FUND EXPENDITURE SUMMARIES (Continued)

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. 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. 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.



UTILITY FUND DEBT SERVICE

Fund: Utility

Function: Debt Service

Goal: To account for the operations of debt service.

DEPARTMENTAL SUMMARIES

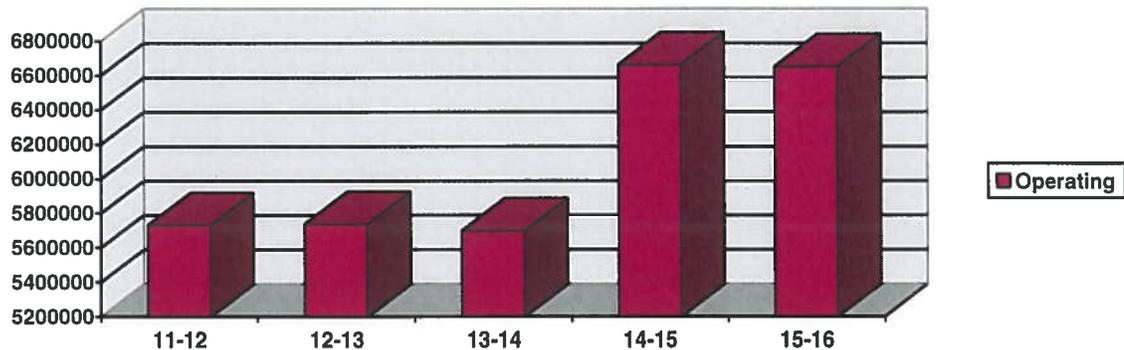
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	5,731,603	5,736,447	5,697,854	6,663,712	0	6,652,112
Capital	0	0	0	0	0	0
Total	5,731,603	5,736,447	5,697,854	6,663,712	0	6,652,112
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$11,600 compared to **FY 14-15** budget. The first annual payment on the \$17,500,000 State Revolving Fund loan for the Wastewater Treatment Plant Expansion was paid in **FY 14-15**. **Historical** shifts in spending are related to the net change in approved new debt and retirement of old debt.



UTILITY FUND CONTRIBUTIONS

Fund: Utility

Function: Other

Goal: To account for contingency appropriations, transfer to general fund, and capital projects.

DEPARTMENTAL SUMMARIES

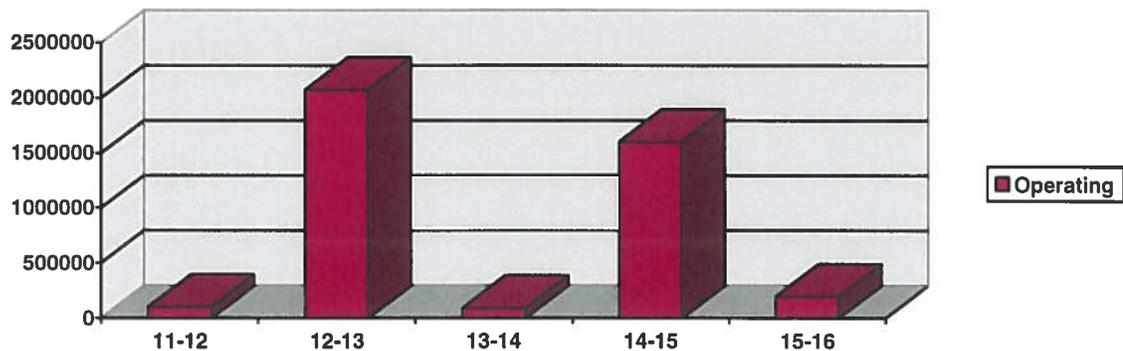
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	101,594	2,072,909	88,037	1,601,137	0	193,521
Capital	0	0	0	0	0	0
Total	101,594	2,072,909	88,037	1,601,137	0	193,521
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$1,407,616 or eighty-eight (88%) percent compared to **FY 14-15** budget. Contingency funds are included in the amount of \$98,300. **FY 14-15** includes a \$1.4 million contribution to a capital project (VA Clinic). A capital contribution for the Hawkins Avenue Waterline project (\$2,000,000) was made in **FY 12-13**. Contingency funds are used for emergency needs within the fund relative to infrastructure. The contingency budget is transferred each year to departments utilizing funds; therefore the actual expenditures are not shown in this cost center. Other Post Employment Benefit (OPEB) contribution was not funded.



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 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	50,583	51,323	53,058	52,861	45,510	54,495
Operating	244,336	224,648	212,919	260,120	260,577	260,406
Capital	0	0	0	0	0	0
Total	294,919	275,971	265,977	312,981	306,087	314,901
Budgeted Employees	1	1	1	1	1	1

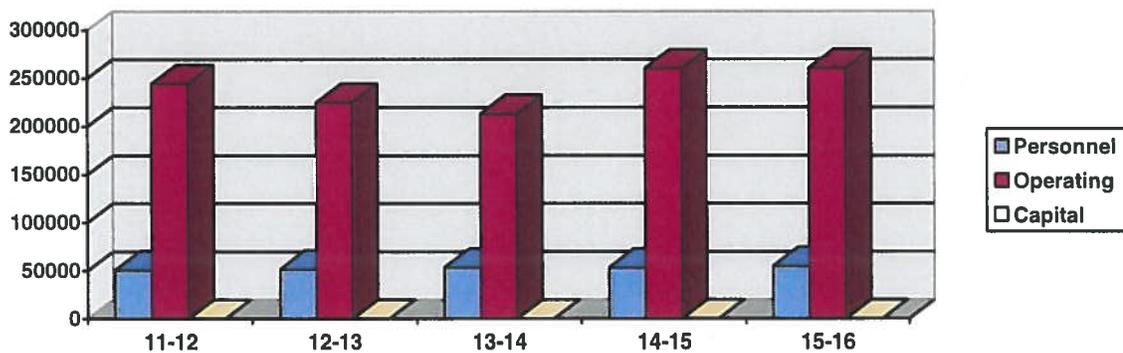
2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$1,920 or one percent (1%) compared to **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. No significant changes within operating. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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.

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	13-14 Actual	14-15 Projected	15-16 Projected
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
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%
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

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

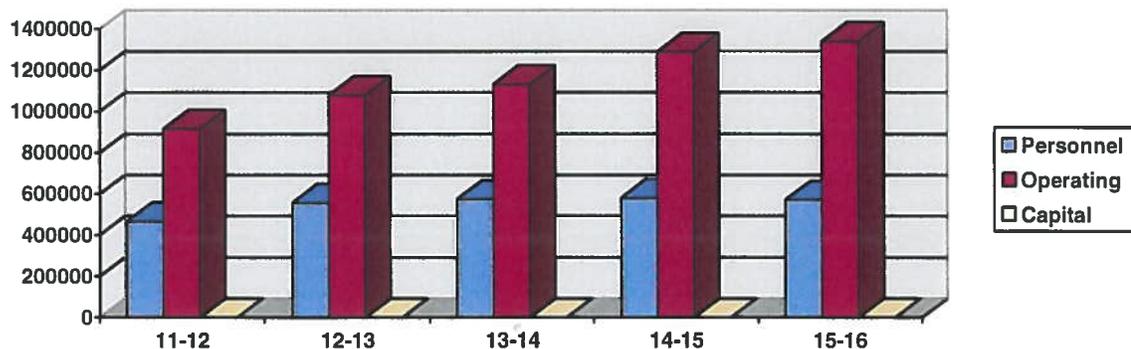
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	465,486	556,081	573,890	580,396	481,987	570,882
Operating	915,375	1,079,394	1,131,729	1,288,357	289,093	1,340,166
Capital	0	0	0	0	0	0
Total	1,380,861	1,635,475	1,705,619	1,868,753	771,080	1,911,048
Budgeted Employees	9	11	11	11	11	11

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$42,295 or two (2%) percent compared to **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. However, the decrease shown is the result of the retirement of an employee. Operating reflects an increase mainly due to general fund reimbursement. This is where the Utility Fund is charged for its portion of the costs of various General Fund departments. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and an employee who elected to participate in the early retirement incentive package. Operating reflects an increase mainly due to general fund reimbursement. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. 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.



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	13-14 Actual	14-15 Projected	15-16 Projected
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%
Goal: To insure all billed accounts are collected promptly, reducing the age of receivables			
Objective: Reduce the outstanding receivables for utility bills and assessment bills			
Measures:			
Utility bill accounts receivable – current and overdue	\$817,091	\$828,687	\$840,282
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	17,455	17,473	17,490

UTILITY BILLING

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

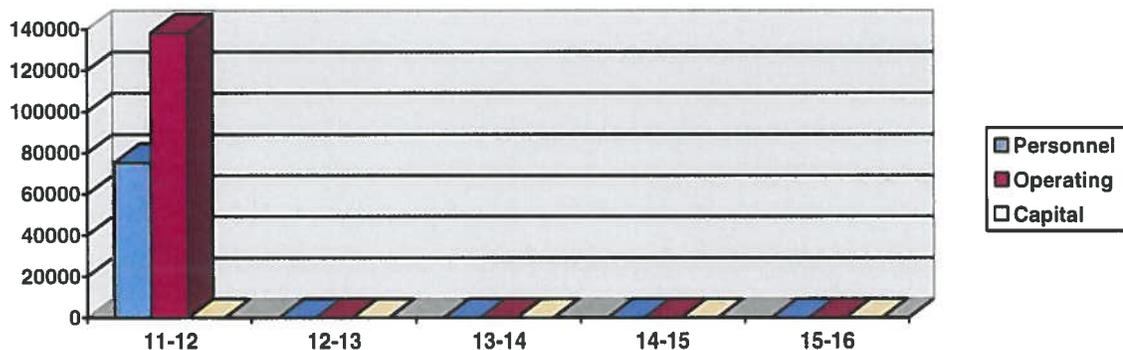
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	75,429	0	0	0	0	0
Operating	138,285	0	0	0	0	0
Capital	0	0	0	0	0	0
Total	213,714	0	0	0	0	0
Budgeted Employees	2	0	0	0	0	0

2015-2016 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. 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

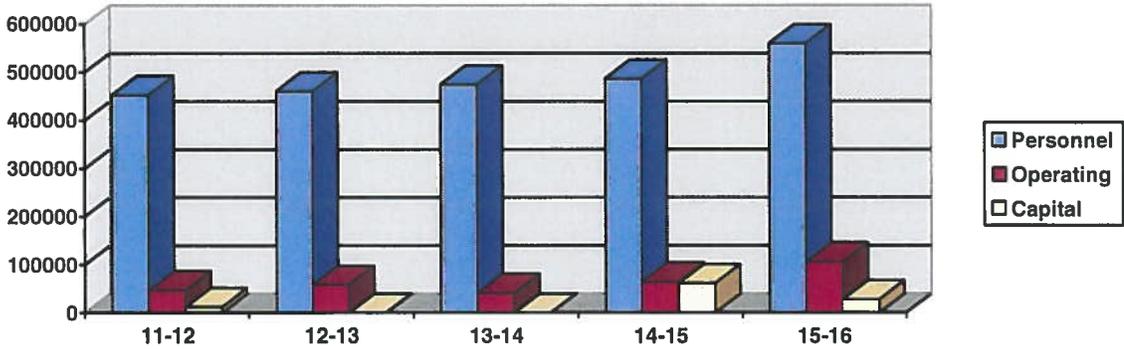
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	452,926	460,762	474,464	486,525	491,252	560,031
Operating	46,926	57,875	41,039	64,139	107,950	105,874
Capital	12,037	0	0	61,000	27,500	27,500
Total	511,889	518,637	515,503	611,664	626,702	693,405
Budgeted Employees	8	8	8	8	9	9

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ditch witch, \$3,300; and one (1) ½ ton truck with extended cab, \$24,200.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$81,741 or thirteen percent (13%) compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and the addition of a new utility locator position. Two positions remain frozen within this department for a savings of approximately \$120,000. Operating reflects an increase mainly due to utility locate support. This is a state mandated program where the city is required to locate our underground utilities within three days of request from contractors. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. A new Mobile 311 service is funded within operating. This service is a website that links the city's construction drawings into a file index system which can be accessed from any computer. This gives employees the ability to e-mail drawings to contractors or engineers immediately. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **FY 12-13** personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. A Chatham County engineering study was funded in **FY 12-13** and is shown 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.



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	13-14 Actual	14-15 Projected	15-16 Projected
Goal: To provide competent, timely advice for departments within the city			
Objective: To provide technical advice to city departments and the public by returning phone calls and performing field and office investigations			
Measures:			
Return phone calls within 24 hours	98%	100%	100%
Provide technical advice within 5 days	98%	100%	100%
Attend special meetings	99%	100%	100%
Goal: Communicate with developers, engineers, etc. to provide quality developments that are constructed to city standards			
Objective: To provide construction and engineering support that results in products of the highest possible quality			
Measures:			
Provide construction inspection daily and within 24 hours of special requests	100%	100%	100%
Provide technical specifications to consulting engineers within 3 days	98%	98%	100%
Goal: Manage capital projects of the city in such a manner as to produce quality products in a timely manner			
Objective: To provide project administration of capital projects such that projects remain in budget and meet milestone dates			
Measures:			
Review and process pay requests such that payments can be made on time	99%	99%	100%
Attend design and construction progress meetings	99%	99%	100%
Respond to citizen complaints within 24 hours	99%	100%	100%

UF PUBLIC WORKS ADMINISTRATION

Fund: Utility

Function: Public Utilities

Goal: To administer engineering and construction contracts and assure that work proceeds in an efficient and timely manner.

DEPARTMENTAL SUMMARIES

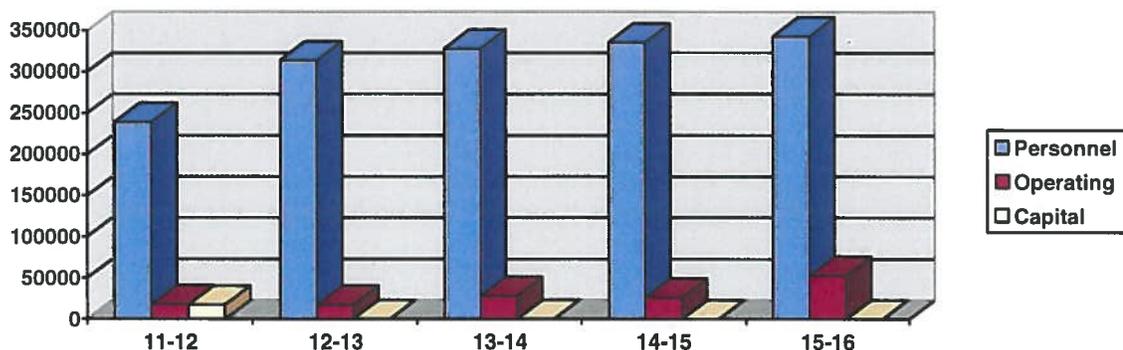
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	239,328	313,953	328,050	335,582	303,479	343,102
Operating	17,842	17,379	27,752	26,185	23,009	52,952
Capital	17,535	0	0	0	0	0
Total	274,705	331,332	355,802	361,767	326,488	396,054
Budgeted Employees	3	4	4	4	4	4

2015-2016 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$34,287 or nine percent (9%) compared to **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating includes funds for a new utility building study (\$30,000). **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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. **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** operating cost center includes funds 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.

Performance Measures	13-14 Actual	14-15 Projected	15-16 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%	100%	100%
Attend special meetings	99%	100%	100%
Schedule meetings to provide adequate communication	100%	100%	100%
Training opportunities to ensure staff is adequately trained	98%	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 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	625,670	738,171	739,093	736,143	650,689	767,079
Operating	736,473	846,983	780,490	849,435	745,693	822,155
Capital	20,703	87,000	147,249	151,500	89,350	89,350
Total	1,382,846	1,672,154	1,666,832	1,737,078	1,485,732	1,678,584
Budgeted Employees	14	14	14	14	14	14

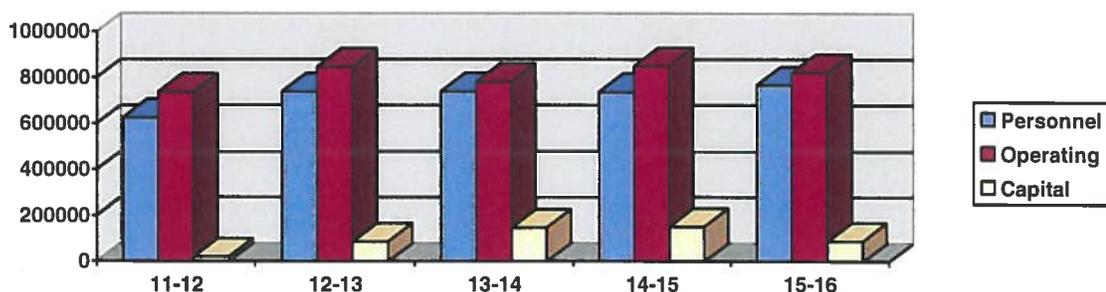
2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) sewer service camera, \$14,400; one (1) all-terrain vehicle, \$9,950; and one (1) mower tractor, \$65,000.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$58,494 or three percent (3%) compared to FY 14-15. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and additional overtime funded compared to prior year. One position remains frozen resulting in a savings of approximately \$40,000. Fuel cost drives the decrease within operating. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the retirement of an employee who elected the early retirement incentive package. The increase within operating is mainly due to interfund services. This department is charged for the cost of the city Street Department to patch over sewer lines and construction. Contractual services have been utilized more due to size of patches required. Chemical prices also reflect an increase in FY 14-15. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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. Two list stations previously budgeted in the Wastewater Treatment Plant were transferred into this department in FY 11-12.

It should be noted that asphalt, concrete, and material prices fluctuate due to fuel cost, therefore the operating cost center may show inconsistency from year to year. Occasionally, before the end of a fiscal year, contingency funds may be transferred into this department for emergency purposes only (sewer main break, etc.).



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, 4,700 manholes, 9 wastewater lift stations, and 2 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	13-14 Actual	14-15 Projected	15-16 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	271	218	200
New taps installed	21	27	15
Rights-of-Way mowed (feet)	176,230	227,941	150,000
Sewer line jetted (feet)	290,157	138,530	135,000
Sewer retaps	62	20	15
Priority outfall line inspection (feet)	341,855	279,873	250,000
Collections system line inspection (feet)	275,061	115,595	200,000
Manhole Adjustments	46	30	25

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 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	1,457,574	1,406,637	1,426,851	1,538,389	1,352,676	1,595,138
Operating	1,155,744	1,231,305	1,233,040	1,340,942	1,343,603	1,332,425
Capital	87,516	101,032	238,832	331,850	171,700	171,700
Total	2,700,834	2,738,974	2,898,723	3,211,181	2,867,979	3,099,263
Budgeted Employees	27	27	27	27	27	27

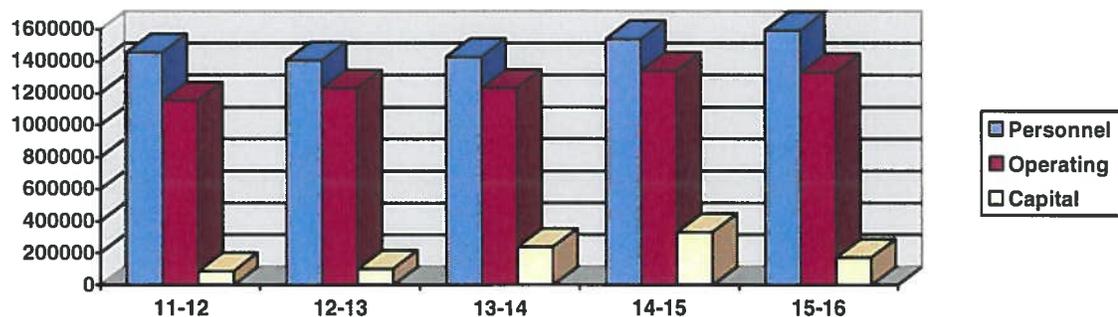
2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) ½ ton trucks, \$39,000; one (1) hydraulic breaker, \$56,500; one (1) traffic warning system, \$25,500; two (2) foot tamps, \$10,200; and one (1) roller tamp, \$40,500.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$111,918 or three percent (3%) compared to **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, a 1.6% increase for group health insurance, and additional funds required for overtime. No significant changes within operating. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. The increase in operating is mainly due to departmental supplies and interfund services. This department is charged for the cost of the city Street Department to patch over water lines and construction. Contractual services have been utilized more due to size of patches required. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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.

It should be noted that asphalt, concrete, and material prices fluctuate due to fuel cost, therefore the operating cost center may show inconsistency from year to year. Occasionally, before the end of a fiscal year, contingency funds may be transferred into this department for emergency purposes only (water main break, etc.).



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	13-14 Actual	14-15 Projected	15-16 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	610	625	632
Leak investigations	445	370	370
Major water line repairs (6" or greater)	109	115	120
Minor water line repairs (4" or smaller)	48	55	60
New water taps made	145	138	135
Water retaps	118	125	132

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

Measures:

New meters installed	25	62	62
Water meters read	228,852	229,400	230,000
Large water meters tested (3" or greater)	26	30	30
Small meters tested (2" or smaller)	20	28	28
Replace old meters	727	786	834

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	2,200	2,200	2,000
Valves inspected / exercised	2,358	2,224	2,000

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	27	32	42
Privately owned backflow devices inspected	439	278	718
Grease containing fluids removed (gallons)	289,086	325,000	447,205

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

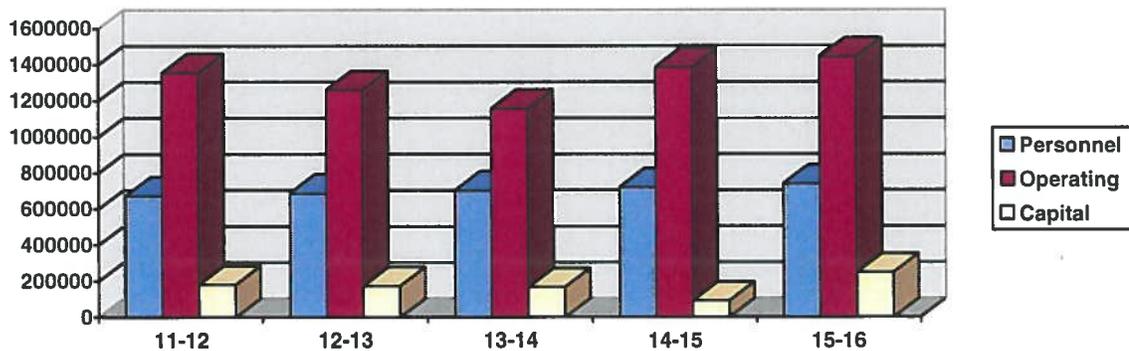
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	673,778	688,560	704,750	721,704	637,261	740,893
Operating	1,354,729	1,260,253	1,157,310	1,386,744	1,442,197	1,443,289
Capital	180,258	172,352	166,494	90,642	247,964	247,964
Total	2,208,765	2,121,165	2,028,554	2,199,090	2,327,422	2,432,146
Budgeted Employees	11	11	11	11	11	11

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) chemical storage tanks, \$225,000; and one (1) atomic absorption analyzer, \$22,964.

GRAPHIC REPRESENTATION

FY 15-16 appropriations increased \$233,056 or eleven percent (11%) compared to **FY 14-15** budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating reflects a Duke Progress meter error in prior year that has been corrected resulting in the increase shown. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment and a 3.5% increase for group health insurance. An increase in utilities is reflected within the operating cost center. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **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. Also included within personnel is the addition of an intern position.



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	13-14 Actual	14-15 Projected	15-16 Projected
Goal: To provide a safe, reliable, uninterrupted supply of potable water to our customers			
Objective: Maintain elevated tank levels above 50% and maintain system pressure above 100% psi			
Measures:			
SCADA computer records of tank levels	92%	95%	96%
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	92%	92%	93%
Maintain a heterotrophic plate count below 500	98%	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

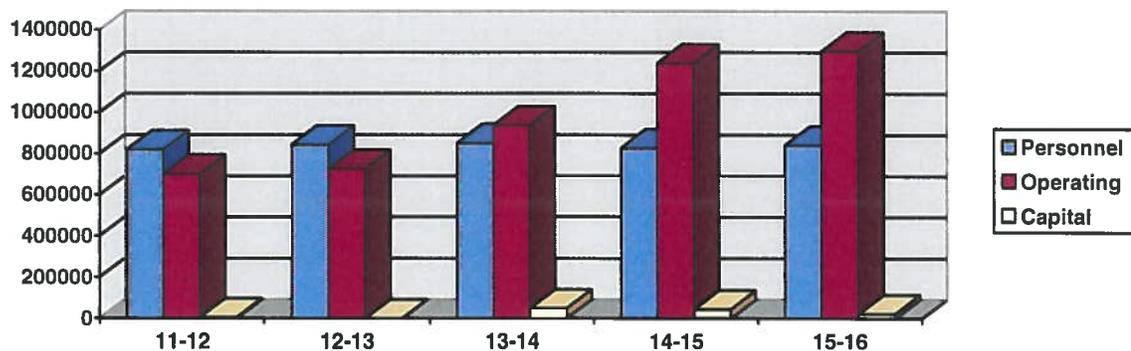
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	819,770	843,964	851,367	826,734	721,312	841,299
Operating	701,363	726,909	937,592	1,238,060	1,298,216	1,296,488
Capital	5,047	0	48,080	44,455	22,600	22,600
Total	1,526,180	1,570,873	1,837,039	2,109,249	2,042,128	2,160,387
Budgeted Employees	13	13	13	13	13	13

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton 4x4 truck, \$22,600.

GRAPHIC REPRESENTATION

FY 15-16 appropriations increased \$51,138 or two (2%) percent compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Operating reflects an increase mainly shown with contractual services due to all systems on line in regards to the Wastewater Treatment Plant expansion. Capital is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and the retirement of two employees who elected to participate in the early retirement incentive package. Operating reflects a substantial increase mainly shown within utilities due to new equipment and buildings coming on line in regards to the Wastewater Treatment Plant expansion. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **FY 13-14** operating cost center reflects an increase mainly due to the utility budget increase 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.



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	13-14 Actual	14-15 Projected	15-16 Projected
Goal: Comply with state and EPA regulations for Industrial Pretreatment Program and plant			
Objective: Monitor industries with an aggressive sampling program to ensure compliance with their permits and test daily influent and effluent at the plant			
Measures:			
Number of samples taken from industries and at the plant	8,646	9,000	9,000
Goal: Comply with state and EPA regulations for Land Application Program			
Objective: Permit additional acreage for application of bio-solids			
Measures:			
Number of acres permitted for Land Application Program	1,200	1,200	1,200
Goal: Operate the plant with skilled and certified personnel for efficient operation			
Objective: Certify all personnel to NC Biological Operator Certification grade I			
Measures:			
Percent of certified operators of plant staff	100%	100%	100%

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

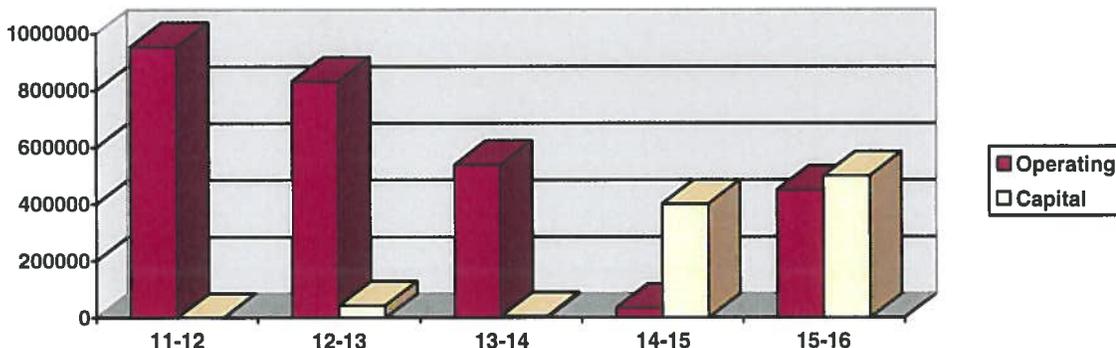
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	954,750	832,246	538,073	33,833	450,000	450,000
Capital	0	43,139	4,150	400,000	500,000	500,000
Total	954,750	875,385	542,223	433,833	950,000	950,000
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes water rehabilitation, \$500,000.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$516,167 or one hundred and nineteen (119%) percent compared to **FY 14-15** budget. Included within the operating cost center are funds to paint the Spruce Street water tank, \$450,000. Major project approved within the capital cost center is water rehabilitation in the amount of \$500,000. This was previously budgeted in the operating cost center and moved to the capital cost center in **FY 14-15**. **FY 12-13 and FY 11-12** includes NC Department of Transportation utility relocate payments in regards to the US 421 bypass project. 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

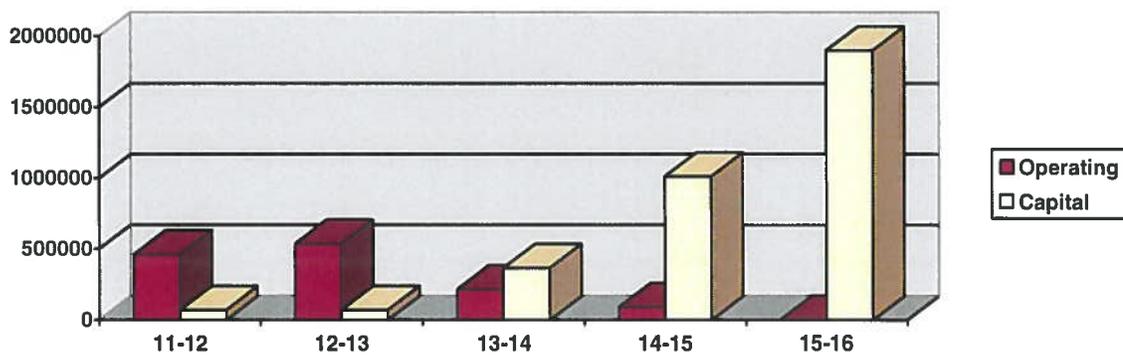
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	459,230	534,975	215,255	89,155	0	0
Capital	68,811	68,727	365,849	1,011,705	2,900,000	1,900,000
Total	528,041	603,702	581,104	1,100,860	2,900,000	1,900,000
Budgeted Employees	0	0	0	0	0	0

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes sewer rehabilitation, \$500,000; sewer overflow project, \$1,000,000; and Colon Road pump station final payment, \$400,000.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect an increase of \$799,140 or seventy-three percent (73%) compared to FY 14-15 budget. Major projects approved within the capital cost center are sewer rehabilitation in the amount of \$500,000; \$1,000,000 to address sanitary sewer overflows; and \$400,000 for the final payment to Lee County for the purchase of the Colon Road Pump Station. Sewer rehabilitation was previously budgeted in the operating cost center and moved to the capital cost center in FY 14-15. Included in FY 14-15 is a \$400,000 payment to Lee County for the purchase of the Colon Road Pump Station. FY 13-14 includes funds for Gaster's Creek improvements. FY 12-13 included \$534,975 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). Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



GOLF FUND

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

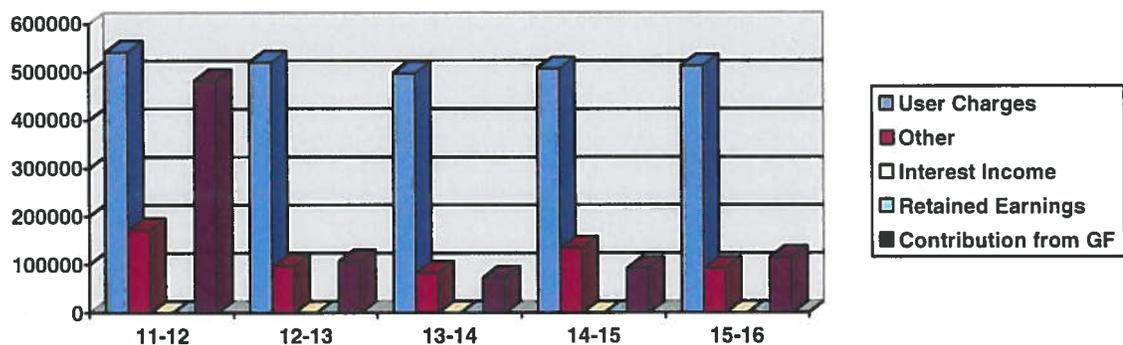
REVENUE SUMMARIES

Revenue Sources	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
User Charges	541,917	520,768	497,529	507,300	513,000	513,000
Other	172,152	96,842	82,762	134,000	91,460	91,460
Interest Income	69	130	181	200	100	100
Retained Earnings	0	0	0	0	0	0
Contribution from GF	482,191	106,890	72,258	91,383	114,574	114,574
Total	1,196,329	724,630	652,730	732,883	719,134	719,134

GRAPHIC REPRESENTATION

FY 15-16 golf revenue decreased \$13,749 or two percent (2%) compared to FY 14-15 budget. This decrease is mainly due to an appropriation of \$40,000 for installment purchase proceeds for the purchase of a rough mower in prior year. The General Fund contribution increased \$23,191 or twenty-five (25%) percent from prior year. User charges reflect an increase of \$5,700 or one (1%) percent compared to prior year. User fees represent seventy-one (71%) percent of total golf fund revenue. The City elected to leave user fees unchanged in this fiscal year as the fees were increased in FY 11-12, FY 12-13 and FY 13-14. Council elected to transfer the Golf Department into the Enterprise fund in FY 11-12 and is now referred to as the Golf Fund.

It should be noted the number of days closed due to weather and rounds played drive this revenue source.



GOLF FUND

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

EXPENDITURE SUMMARIES

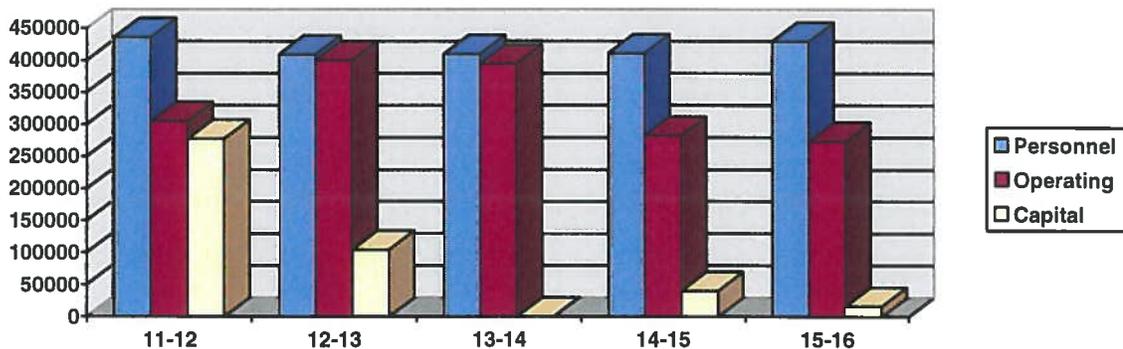
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	436,061	409,084	409,595	410,580	383,180	429,429
Operating	305,330	399,589	394,318	282,303	241,720	273,705
Capital	277,750	104,185	0	40,000	0	16,000
Total	1,019,141	912,858	803,913	732,883	624,900	719,134
Budgeted Employees	6	6	6	6	6	6

2015-2016 CAPITAL OUTLAY DETAIL

Capital outlay funding includes sidewalks at the golf course, \$16,000.

GRAPHIC REPRESENTATION

FY 15-16 appropriations reflect a decrease of \$13,749 or two (2%) percent compared to FY 14-15 budget. Personnel changes are related to a 2% cost of living and market adjustment, a 2% merit adjustment, a 0.48% decrease in retirement, and a 1.6% increase for group health insurance. Staff elected to reduce course maintenance based on historical usage, resulting in the decrease shown within operating. A debt payment in the amount of \$8,447 is included for the purchase of the rough mower bought in FY 14-15 with installment purchase proceeds. Capital outlay funding is shown above. **FY 14-15** personnel adjustments are related to a 2% cost of living adjustment, a 3.5% increase for group health insurance, and a decrease shown within temporary salaries. Operating reflects a decrease mainly due to a reduction in utilities. The city charges the golf course for water and consumption was not as high as originally anticipated. A rough mower was purchased in **FY 14-15** and is shown within the capital cost center. **FY 13-14** personnel adjustments are related to a 0.33% state mandated employer retirement contribution rate increase, a change in method of funding unemployment insurance, and a one-time bonus for employees. **FY 13-14** personnel also reflect a shift from one full time position to a part time position. **FY 12-13** personnel adjustments include a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. 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.



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

13-14 Actual	14-15 Projected	15-16 Projected
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Goal: To maintain the golf course at optimum level in order to provide an enjoyable, quality golf experience for all golfers

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

Measures:

Aerate greens	1	1	1
Aerate fairways	1	2	2
Aerate tees	2	2	2
Fertilize fairways	2	2	2
Fertilize greens	27	28	30
Top dress greens	13	14	15
Spray for foreign grass	3	3	4
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	26,996	24,649	30,000
Days closed	67.5	68.5	45

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SPECIAL TAX DISTRICT FUND

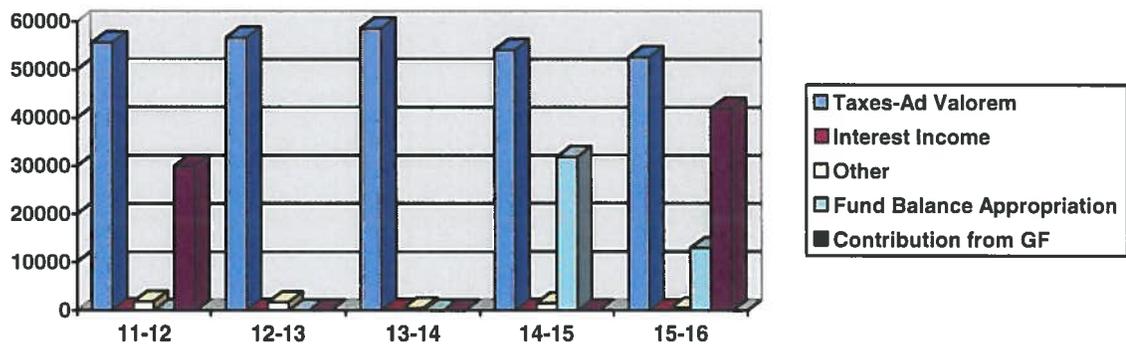
Goal: To account for the activities of the Central Business Tax District established to assist in revitalization of the downtown area.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Taxes- Ad Valorem	55,682	56,685	58,605	54,161	52,638	52,638
Interest Income	230	113	138	135	80	80
Other	1,825	1,705	450	1,500	500	500
Fund Balance Appropriation	0	0	0	31,914	12,942	12,942
Contribution from GF	30,000	0	0	0	42,000	42,000
Total	87,737	58,503	59,193	87,710	108,160	108,160

GRAPHIC REPRESENTATION

FY 15-16 Special Tax District revenue increased \$20,450 or twenty-three percent (23%) compared to FY 14-15 budget. The tax rate remains level at 11 cents per \$100 valuation. Fund balance appropriated in the amount of \$12,942 is for building improvements within the City. Council elected to make a \$42,000 contribution from the General Fund to allow Downtown Sanford, Inc. (DSI) the ability to hire its own employee rather than use city staff.



SPECIAL TAX DISTRICT FUND

EXPENDITURE SUMMARIES

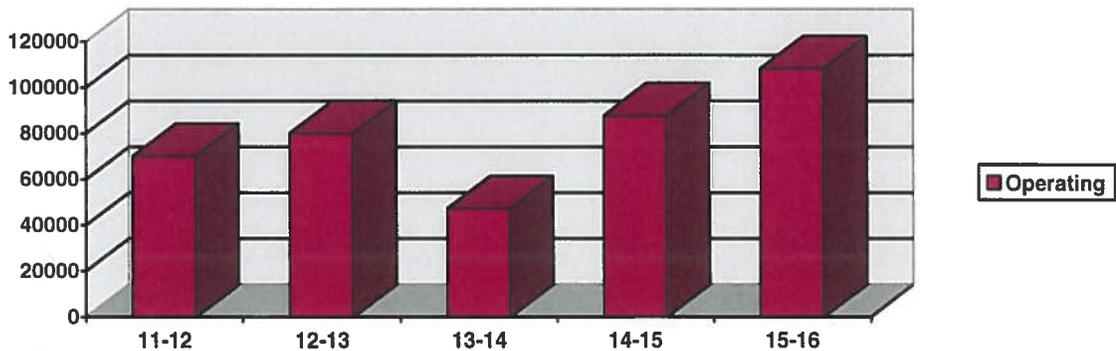
Object of Expenditure	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	REQUESTED 15-16	APPROVED 15-16
Personnel	0	0	0	0	0	0
Operating	70,162	80,195	47,233	87,710	64,850	108,160
Capital Outlay	0	0	0	0	0	0
Total	70,162	80,195	47,233	87,710	64,850	108,160

2015-2016 CAPITAL OUTLAY DETAIL

No capital outlay funding was approved.

GRAPHIC REPRESENTATION

FY 15-16 Special Tax District expenditures reflect an increase totaling \$20,450 or twenty-three percent (23%) compared to FY 14-15 budget. This increase is mainly due to Council electing to make a contribution to this fund to allow Downtown Sanford, Inc. (DSI) the ability to hire its own employee rather than use city staff. 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.



SPECIAL TAX DISTRICT FUND

FUND BALANCE GOVERNMENTAL FUNDS

	ACTUAL 11-12	ACTUAL 12-13	ACTUAL 13-14	BUDGET 14-15	BUDGET 15-16
SPECIAL TAX					
BEGINNING BALANCE	\$ 85,829	\$ 103,404	\$ 81,712	\$ 93,672	\$ 61,758
REVENUES					
AD VALOREM TAXES	55,682	56,685	58,605	54,161	52,638
OTHER	<u>32,055</u>	<u>1,818</u>	<u>588</u>	<u>1,635</u>	<u>42,580</u>
TOTAL	<u>87,737</u>	<u>58,503</u>	<u>59,193</u>	<u>55,796</u>	<u>95,218</u>
EXPENDITURES					
DOWNTOWN REVITALIZATION	<u>70,162</u>	<u>80,195</u>	<u>47,233</u>	<u>87,710</u>	<u>108,160</u>
TOTAL	<u>70,162</u>	<u>80,195</u>	<u>47,233</u>	<u>87,710</u>	<u>108,160</u>
ENDING BALANCE	<u>\$ 103,404</u>	<u>\$ 81,712</u>	<u>\$ 93,672</u>	<u>\$ 61,758</u>	<u>\$ 48,816</u>

Note: The Special Tax District plans to use fund balance in FY 14-15 and FY 15-16 to improve the facades of downtown buildings. Fund balance was used in FY 12-13 for the McIver Street sidewalk.

SPECIAL TAX DISTRICT FUND

To manage the development of Downtown Sanford Inc. (DSI) as the primary economic, cultural, and social center of the community; to educate the community on the unique assets and historical significance of the downtown area; and to promote and stimulate the improvement of these assets.

Performance Measures	13-14 Actual	14-15 Projected	15-16 Projected
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	\$150,000	\$57,500	\$150,000
Private funds attained	\$6,135	\$8,000	\$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	5	5	5
Represent DSI on various local boards	2	2	2
Goal: To improve the district's overall appearance			
Objective: To fund projects to improve the district's overall appearance			
Measures:			
Streetscape implemented on a number of downtown blocks	0	0	6
Building improvement grants awarded	8	11	10
Art project	1	1	2
Goal: To add to the quality of life of local residents			
Objective: Sponsor events that add to the quality of life to local residents while at the same time exposing them to other opportunities that downtown has to offer			
Measures:			
Summer concert series	1	1	1
Holiday tree lighting	1	1	1
Movie series	2	2	2
Downtown festival	1	1	2
Merchant open house	2	1	1
Sanford Second Sunday series	0	1	1

CITY OF SANFORD CAPITAL IMPROVEMENTS PROGRAM

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

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

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

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

Useful Life Table

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

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

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

CAPITAL IMPROVEMENTS SCHEDULE

PROJECT DESCRIPTION	FUNDING SOURCE	BUDGET	PLANNING	PLANNING	PLANNING	PLANNING
		YEAR 2015-16	YEAR 2016-17	YEAR 2017-18	YEAR 2018-19	YEAR 2019-20
WATER:						
Water Rehabilitation	6	500,000	-	-	-	-
Paint Spruce Street Water Tank	6	450,000				
Erection of Elevated Storage Facility for Potable Water	6	-		1,500,000	-	-
Hawkins Avenue Waterline	6	-	2,250,000	2,250,000	-	-
TOTAL WATER		950,000	2,250,000	3,750,000	-	-
SEWER:						
Sewer Rehabilitation	6	500,000	-	-	-	-
Colon Road Pump Station	6	400,000				
Sewer Overflow Project	6	1,000,000				
Gum Fork Branch Forced Main Replacement	6	-	-	1,000,000	-	-
TOTAL SEWER		1,900,000	-	1,000,000	-	-
TOTAL UTILITY FUND		2,850,000	2,250,000	4,750,000	-	-
STREET:						
Street Resurfacing	5	500,000	-	-	-	-
Sidewalks - Bond Project	2	1,680,000				
Sidewalk - Woodland/Courtland	5	145,000				
TOTAL STREET		2,325,000	-	-	-	-
GENERAL SERVICES:						
Downtown Streetscape	2,4	7,585,661				
San Lee Parking Lot	5	-	125,000	-	-	-
421 Bypass Sign	5	-	80,000	-	-	-
Municipal Park	2	-	112,950	1,082,950	804,100	-
Wicker St.-Kiwanis Family Park Greenway	2	-	89,995	510,005	-	-
Medical Mile Greenway/ Carthage Greenway	2	-	-	306,525	1,593,475	-
Little Buffalo Greenway	2	-	-	-	350,000	350,000
Downtown Wicker Street Greenway	2	-	90,700	-	400,000	309,300
Passenger Depot	5	-	250,000	250,000	-	-
Parking Expansion at Service Center	5	-	15,000	135,000	-	-
Remodel / Renovate City Hall	5	-	-	-	-	2,500,000
Greenway System Development	5	-	-	-	1,500,000	1,500,000
Vehicle, Salt, Sand, Rock Storage Buildings	6	-	-	1,000,000	-	-
TOTAL GENERAL SERVICES		7,585,661	763,645	3,284,480	4,647,575	4,659,300

CAPITAL IMPROVEMENTS SCHEDULE

PROJECT DESCRIPTION	FUNDING SOURCE	BUDGET	PLANNING	PLANNING	PLANNING	PLANNING
		YEAR 2015-16	YEAR 2016-17	YEAR 2017-18	YEAR 2018-19	YEAR 2019-20
PUBLIC SAFETY:						
Public Safety Facility	5	-	500,000	3,235,000	3,500,000	-
Central Station Bay Renovation	5	-	90,000	-	-	-
Replace Concrete at Central	5	-	80,000	-	-	-
Sprinkler and Fire Alarm Grant	3	-	222,900	-	-	-
Roof Replacement at Central	5	65,000	-	-	-	-
Equipment Storage Building	5	-	-	380,000	-	-
Renovation - #2 Fire Station	5	-	-	639,585	-	-
Land Acquisition No. 4 Fire Station	5	-	750,000	-	-	-
No. 4 Fire Station	5	-	-	1,960,000	-	-
Land Acquisition No. 5 Fire Station	5	-	-	-	750,000	-
No. 5 Fire Station	5	-	-	-	-	1,960,000
TOTAL PUBLIC SAFETY		65,000	1,642,900	6,214,585	4,250,000	1,960,000
TOTAL GENERAL FUND		9,975,661	2,406,545	9,499,065	8,897,575	6,619,300
GOLF:						
Cart Storage Facility	6	-	-	200,000	-	-
Club House Renovations	6	-	-	-	950,000	300,000
TOTAL GOLF		-	-	200,000	950,000	300,000
TOTAL ALL FUNDS		12,825,661	4,656,545	14,449,065	9,847,575	6,919,300

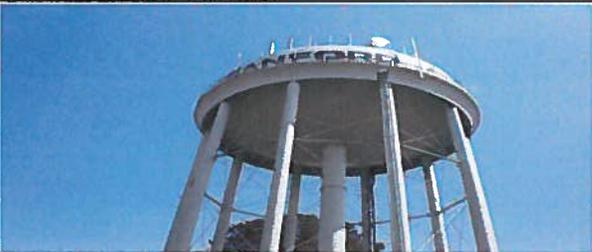
FUNDING SOURCE

- 1 = ASSESSMENTS - Budgeted within Annual Operating Budget
- 2 = BONDS - Budgeted within Capital Projects Ordinances
- 3 = GRANTS - Budgeted within Capital Projects Ordinances
- 4 = LOAN PROCEEDS - Budgeted within Capital Projects Ordinances
- 5 = GENERAL FUND OPERATING REVENUE - Budgeted within Annual Operating Budget
- 6 = ENTERPRISE FUND OPERATING REVENUE - Budgeted within Annual Operating Budget
- 7 = SPECIAL TAX FUND OPERATING REVENUE - Budgeted within Annual Operating Budget
- 8 = STATE FUNDING - Budgeted within Annual Operating Budget
- 9 = GRANTS/LOAN FORGIVENESS - Budgeted within Capital Projects Ordinances

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Water Rehabilitation					
PROJECT DESCRIPTION: Rehabilitation of portions of the water distribution system							
PROJECT JUSTIFICATION: The City maintains approximately 600 miles of water lines and associated appurtenances, 6 elevated storage tanks and 3 booster pump stations. These assets wear out over time.							
Externally Mandated:	No	Growth Related:	No	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: The assets will not be maintained.							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:		\$500,000		Projected Begin:		7/1/2015	
Current Budget Amt:		\$500,000		Est. Completion:		6/30/2016	
Total Expenditures:		\$0					
Projected Balance:		\$500,000					
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	500,000						500,000
Other							0
Total	500,000	0	0	0	0	0	500,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund							0
Utility Fund	500,000						500,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	500,000	0	0	0	0	0	500,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List				Explanation: How & Why			
Department/Division Impacted		This project will not affect the operating budget.					

CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM

Responsible Dept: Engineering - 721				Project Title: Paint Spruce Street Water Tank			
PROJECT DESCRIPTION: Replace the interior and exterior coating on the Spruce Street Water Tank							
PROJECT JUSTIFICATION: The coatings on water tanks have a lifetime of approximately 10 years. After that point, coatings lose their adhesion and the base metal begins to be affected. Over time this can result in significant structural damage to the asset and associated downtime.							
Externally Mandated:	No	Growth Related:	No	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: The asset will not be maintained and structural work may be necessary in the future before the tank can be re-painted.							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:		\$450,000		Projected Begin:		7/1/2015	
Current Budget Amt:		\$450,000		Est. Completion:		6/30/2016	
Total Expenditures:		\$0					
Projected Balance:		\$450,000					
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	450,000						450,000
Other							0
Total	450,000	0	0	0	0	0	450,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund							0
Utility Fund	450,000						450,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	450,000	0	0	0	0	0	450,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
Department/Division Impacted	This project will not affect the operating budget.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Sewer Rehabilitation					
PROJECT DESCRIPTION: Work necessary to rehabilitate identified assets in the sewer collection system.							
PROJECT JUSTIFICATION: The City maintains approximately 200 miles of sewer lines with associated appurtenances and 8 lift stations. These assets wear out over time.							
Externally Mandated:	No	Growth Related:	No	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: The assets will not be maintained which can result in violations of our permits and higher future costs to rehabilitate the affected portions of the system.							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:		\$500,000		Projected Begin:		7/1/2015	
Current Budget Amt:		\$500,000		Est. Completion:		6/30/2016	
Total Expenditures:		\$0					
Projected Balance:		\$500,000					
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	500,000						500,000
Other							0
Total	500,000	0	0	0	0	0	500,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund							0
Utility Fund	500,000						500,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	500,000	0	0	0	0	0	500,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List							
Department/Division Impacted	Explanation: How & Why						
	This project will not affect the operating budget.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Colon Road Pump Station					
PROJECT DESCRIPTION: Purchase Colon Road pump station from Lee County over a two year period. This is the final payment.							
PROJECT JUSTIFICATION: Lee County installed the pump station to provide sewer service to a portion of the Industrial Park. The County is not equipped to operate and maintain the station.							
Externally Mandated:	No	Growth Related:	Yes	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: Potential fines and other costs associated with violation of the City's permit to operate the collection system.							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:	\$400,000			Projected Begin:	7/1/2015		
Current Budget Amt:	\$400,000			Est. Completion:	6/30/2016		
Total Expenditures:	\$0						
Projected Balance:	\$400,000						
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition	400,000						400,000
Construction							0
Other							0
Total	400,000	0	0	0	0	0	400,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund							0
Utility Fund	400,000						400,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	400,000	0	0	0	0	0	400,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense	3,000	3,000	3,000	3,000	3,000	Ongoing	15,000
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	3,000	3,000	3,000	3,000	3,000	0	15,000
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List							
Department/Division Impacted	Explanation: How & Why						
	Anticipate slight increase in operating budget associated with lift station maintenance.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Sewer Overflow Project					
PROJECT DESCRIPTION: Work necessary to start addressing sanitary sewer overflows that occur.							
PROJECT JUSTIFICATION: The City completed a wastewater master plan which identified areas of the sewer collection system which are too small to adequately handle water generated by the 2 year 24 hr storm event. The plan also recommended engineering solutions to address the identified issues.							
Externally Mandated:	No	Growth Related:	Yes	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: Potential fines and other costs associated with violation of the City's permit to operate the collection system.							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:		\$1,000,000			Projected Begin:	7/1/2015	
Current Budget Amt:	\$1,000,000				Est. Completion:	6/30/2016	
Total Expenditures:	\$0						
Projected Balance:	\$1,000,000						
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	1,000,000						1,000,000
Other							0
Total	1,000,000	0	0	0	0	0	1,000,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund							0
Utility Fund	1,000,000						1,000,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	1,000,000	0	0	0	0	0	1,000,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
LIST							
Department/Division Impacted	Explanation: How & Why						
	This project will not affect the operating budget.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Street Resurfacing					
PROJECT DESCRIPTION: Rehabilitation of identified sections of city streets							
PROJECT JUSTIFICATION: The City maintains approximately 135 miles of roads. The road structure wears out over time which requires some form of rehabilitation.							
Externally Mandated:	No	Growth Related:	Yes	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: A road in good condition deteriorates slowly until a critical point is reached. Once that happens, deterioration occurs quickly. The intent of the rehabilitation project is to rehabilitate the roads before they reach that critical point otherwise the cost of work goes up significantly.							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:	\$500,000			Projected Begin:	7/1/2015		
Current Budget Amt:	\$500,000			Est. Completion:	6/30/2016		
Total Expenditures:	\$0						
Projected Balance:	\$500,000						
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	500,000						500,000
Other							0
Total	500,000	0	0	0	0	0	500,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund	500,000						500,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	500,000	0	0	0	0	0	500,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
Department/Division Impacted	This project will not affect the operating budget.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721				Project Title: Sidewalk - Bond Project			
PROJECT DESCRIPTION: Sidewalk bond project to install \$2 million in new sidewalks.							
PROJECT JUSTIFICATION: The voters approved a bond referendum for \$2 million in new sidewalks. The areas for the new sidewalk were determined using the pedestrian plan and staff input. This project will provide a walking surface for pedestrians in the target areas.							
Externally Mandated:	No	Growth Related:	Yes	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: None							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:		\$1,680,000		Projected Begin:		7/1/2015	
Current Budget Amt:	\$2,000,000			Est. Completion:		6/30/2016	
Total Expenditures:	\$320,000						
Projected Balance:	\$1,680,000						
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	1,680,000						1,680,000
Other							0
Total	1,680,000	0	0	0	0	0	1,680,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds	1,680,000						1,680,000
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	1,680,000	0	0	0	0	0	1,680,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense	174,194	171,690	167,442	163,194	158,946	1,815,737	2,651,203
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	174,194	171,690	167,442	163,194	158,946	1,815,737	2,651,203
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List							
Department/Division Impacted	Explanation: How & Why						
Debt Service	Funds are required to re-pay the debt associated with the issuance of GO bonds.						
	As the new sidewalk ages, we anticipate an increase in operating cost to maintain them.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Sidewalk - Woodland/Courtland					
PROJECT DESCRIPTION: Installation of new sidewalk along the south side of Woodland from Homer Blvd to Courtland, and from Woodland to Homer.							
PROJECT JUSTIFICATION: The City was awarded grant funding in the amount of \$110,000. The City's estimated portion of the project is \$145,000							
Externally Mandated:	No	Growth Related:	Yes	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: None							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:	\$145,000			Projected Begin:	7/1/2015		
Current Budget Amt:	\$145,000			Est. Completion:	6/30/2016		
Total Expenditures:	\$0						
Projected Balance:	\$145,000						
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	145,000						145,000
Other							0
Total	145,000	0	0	0	0	0	145,000
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund	145,000						145,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	145,000	0	0	0	0	0	145,000
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense					5,000	Ongoing	5,000
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	5,000	0	5,000
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List Department/Division Impacted	Explanation: How & Why						
	As the new sidewalk ages, we anticipate an increase in operating cost to maintain them.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Engineering - 721		Project Title: Streetscape					
PROJECT DESCRIPTION: Installation of sidewalk, brick paver strip, granite curb, underground conduits, period lighting. Conversion of overhead utilities to underground. Mill and resurface roads.		Downtown Sanford (Proposed)					
PROJECT JUSTIFICATION: Revitalization project for the Downtown Sanford and Jonesboro areas.		 Wicker Street		 Steele Street		 Moore Street	
Externally Mandated:	No	Growth Related:	Yes	Service Related:	Yes		
IMPACT IF CANCELLED OR DELAYED: Project will be unfinished.							
PROJECTED STATUS as of JUNE 30, 2015:				PROJECTED DATES:			
2015 Appropriation:		\$7,585,661		Projected Begin:	1/1/2015		
Current Budget Amt:	\$9,250,000			Est. Completion:	6/30/2016		
Total Expenditures:	\$1,664,339						
Projected Balance:	\$7,585,661						
Appro/Expenditure Plan	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	7,585,661						7,585,661
Other							0
Total	7,585,661	0	0	0	0	0	7,585,661
Financing Plan (to be completed by Finance Dept.)	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds	6,500,000						6,500,000
Installment Contracts	1,085,661						1,085,661
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	7,585,661	0	0	0	0	0	7,585,661
Operating Budget Impact	2015-16	2016-17	2017-18	2018-19	2019-20	Remaining Yrs	Total
Personnel							0
Operating Expense	876,274	868,166	854,414	840,662	826,910	9,255,580	13,522,006
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	876,274	868,166	854,414	840,662	826,910	9,255,580	13,522,006
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
LIST	Explanation: How & Why						
Department/Division Impacted							
Debt Service	Funds are required to re-pay the debt associated with the issuance of GO bonds.						
	Also anticipate increase in cost to operating related to water taps, maintenance of granite curb, maintenance of paver band, and maintenance of underground lighting circuit.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2015-2020
PROJECT SUMMARY FORM**

Responsible Dept: Fire Department		Project Title: Roof replacement @ Central Fire					
<p>PROJECT DESCRIPTION: Replace existing Tar roof with new Rubber roof. The new roof would have a new type insulation board that will divert the water to 4 new drains instead of 2 drains that are being used now. The pitched sections of roof will also be re-shingled.</p>							
<p>PROJECT JUSTIFICATION: The Tar roof has been on since 1997. There have been leaks occurring in different places on the roof. The fiber board that was put down in 1997 has deteriorated creating low spots on the roof which hold water in the center not allowing it to drain like it was designed.</p>							
Externally Mandated:	No	Growth Related:	No	Service Related:	Yes		
<p>IMPACT IF CANCELLED OR DELAYED: The leaks create wet spots through out the station. The insulation and the ceiling tile hold water and creates mold problems.</p>							
PROJECTED STATUS as of JUNE 30 2015				PROJECTED DATES:			
2015 Appropriation:		\$65,000		Projected Begin:	7/1/2015		
Current Budget Amt:	65,000			Est. Completion:	6/30/2016		
Total Expenditures:	-						
Projected Balance:	65,000						
Appro/Expenditure Plan	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	65,000						65,000
Other							0
Total	65,000	-	-	0	0	0	65,000
Financing Plan (to be completed by Finance Dept.)	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	Remaining Yrs	Total
General Fund	65,000						65,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Govt (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	65,000	0	0	0	0	0	65,000
Operating Budget Impact	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
<p>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).</p>							
List	Explanation: How & Why						
Fire Dept.	Prevent mold and help keep the building in proper working conditions for occupation by our firefighters. This project will help to extend the life of this structure.						

CITY OF SANFORD CAPITAL/GRANT BUDGETS

The City of Sanford's Capital/Grant Budgets are authorized for appropriations through General Statutes 159-13.2 and are adopted separate from the annual operating budget. This authorization includes funding of "capital project" and "grant project" appropriations. The capital budget is used for projects financed totally or in part through bond proceeds, notes or other debt instruments which involve a capital asset. The grant budget refers to projects financed with revenues received from state or federal government for operation or capital purposes defined by the specific grant. The project ordinance authorizes the funding for the length of the project, therefore funds are cumulative for the life of the project. The city uses these ordinances to fund projects within the Capital Improvements Program and Community Development Grant Program. Each ordinance clearly identifies its purpose and authorization and identifies the revenues and appropriations (balanced). A project ordinance may be amended with City Council enactment in the same manner as the annual operating ordinance.

Following is a summary of ongoing project activity:

APPROPRIATION	PROJECT / PROGRAM BUDGET	CURRENT YR. ACTIVITY	PRIOR YRS. ACTIVITY	TOTAL TO JUNE 30, 2014
SPECIAL REVENUES				
Community Development				
Revenues	4,124,109	191,073	4,257,666	4,448,739
Expenditures	4,124,109	211,884	3,763,002	3,974,886
Project Fund Balance				<u>\$ 473,853</u>
GENERAL FUND CAPITAL PROJECTS				
Downtown Improvements				
Revenues	91,995	-	91,995	91,995
Other financing sources	468,230	-	468,230	468,230
Expenditures	560,225	262,630	249,053	511,683
Project Fund Balance				<u>\$ 48,542</u>
GENERAL FUND CAPITAL PROJECTS				
Sidewalk / Greenway / Streetscape				
Revenues	-	-	-	-
Other financing sources	1,722,030	1,722,030	-	1,722,030
Expenditures	1,722,030	99,888	-	99,888
Project Fund Balance				<u>\$ 1,622,142</u>
UTILITY CAPITAL PROJECTS				
Water & Sewer Capital Improvements				
Revenues	433,000	519	521,130	521,649
Other financing sources	60,843,371	-	59,811,358	59,811,358
Expenditures	61,276,371	3,862,215	52,810,711	56,672,926
Project Fund Balance				<u>\$ 3,660,081</u>

**2015-2016
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
GOVERNING BODY (9)		
Mayor	1	*
City Council Members	7	*
City Clerk/Asst. to City Manager	1	\$47,858 - \$78,966
DEPARTMENT OF ADMINISTRATION (3)		
City Manager	1	*
Administrative Support Assistant	1	\$35,577 - \$58,703
Public Information Officer/Grant Writer	1	\$47,858 - \$78,966
DEPARTMENT OF HUMAN RESOURCES (5)		
<i>HUMAN RESOURCES</i>		
Human Resources Director	1	\$71,040 - \$117,216
Human Resources Analyst	1	\$43,351 - \$71,530
Human Resources Assistant	1	\$35,577 - \$58,703
Receptionist	1	\$26,455 - \$43,652
<i>RISK MANAGEMENT</i>		
Risk Management Officer	1	\$50,283 - \$82,967
DEPARTMENT OF LEGAL (2)		
City Attorney	1	\$78,436 - \$129,420
Paralegal	1	\$37,390 - \$61,693
DEPARTMENT OF COMMUNITY DEVELOPMENT (22)		
<i>COMMUNITY DEVELOPMENT</i>		
Comm. Development Director	1	\$78,436 - \$129,420
Asst. Comm. Dev. Director	1	\$61,276 - \$101,106
Administrative Services Coord.	1	\$39,292 - \$64,831
Comm. Development Manager	1	\$58,324 - \$96,234
Design Review Coordinator	1	\$58,324 - \$96,234
Zoning Administrator	1	\$58,324 - \$96,234
Planner II	1	\$50,283 - \$82,967
Planning Technician	2	\$39,292 - \$64,831
Staff Assistant	1	\$32,244 - \$53,204

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

**2015-2016
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (22)		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$58,324 - \$96,234
Field Superintendent	1	\$52,828 - \$87,167
Building Inspector III	1	\$47,858 - \$78,966
Building Inspector I	2	\$43,351 - \$71,530
Permit Coordinator	1	\$29,205 - \$48,189
Administrative Technician I	1	\$32,244 - \$53,204
<i>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</i>		
Code Enforcement Supervisor	1	\$47,858 - \$78,966
Code Enforcement Officer	2	\$41,279 - \$68,111
Staff Assistant	1	\$29,205 - \$48,189
<i>COMMUNITY ENHANCEMENT – DOWNTOWN/HPC</i>		
Downtown Development Manager II	1	\$58,324 - \$96,234
DEPARTMENT OF INFORMATION TECHNOLOGY (3)		
Information Technology Director	1	\$71,040 - \$117,216
Program Analyst/Webmaster	2	\$50,283 - \$82,967
SANFORD GOLF COURSE (6)		
Golf Course Manager	1	\$61,276 - \$101,106
Golf Course Superintendent	1	\$50,283 - \$82,967
Asst. Golf Course Manager	1	\$41,279 - \$68,111
Lead Turfgrass Technician	1	\$32,244 - \$53,204
Turfgrass Technician	1	\$29,205 - \$48,189
Turfgrass Technician	1	Part-time

**2015-2016
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF POLICE (106)		
Chief of Police	1	\$78,436 - \$129,420
Assistant Chief	1	\$64,376 - \$106,220
Administrative Support Asst.	1	\$35,577 - \$58,703
Staff Assistant	1	\$32,244 - \$53,204
Police Records Supervisor	1	\$39,292 - \$64,831
Records Clerk	1	\$32,244 - \$53,204
Major	1	\$61,276 - \$101,106
Internal Affairs / Training Officer	1	\$55,516 - \$91,602
Narcotics Captain	1	\$55,516 - \$91,602
Patrol Captain	6	\$52,828 - \$87,167
Narcotics Sergeant	1	\$47,858 - \$78,966
Detective Sergeant	1	\$47,858 - \$78,966
Sergeant	3	\$45,547 - \$75,152
Detective Captain	1	\$55,516 - \$91,602
Detective	7	\$43,351 - \$71,530
Narcotics Agent	4	\$43,351 - \$71,530
Police Officer III	40	\$41,279 - \$68,111
Police Officer II	6	\$39,292 - \$64,831
Police Officer I	11	\$37,390 - \$61,693
Telecomm. Supervisor	1	\$41,279 - \$68,111
Telecommunicator	12	\$33,890 - \$55,919
Receptionist	4	\$26,455 - \$43,652
DEPARTMENT OF FIRE (54)		
Chief	1	\$74,636 - \$123,150
Division Commander / Fire Marshal	1	\$52,828 - \$87,167
Battalion Commander	3	\$52,828 - \$87,167
Staff Assistant	1	\$32,244 - \$53,204
Company Captain	9	\$45,547 - \$75,152
Firefighter III	24	\$39,292 - \$64,831
Fire Inspector	1	\$43,351 - \$71,530
Fire Inspector	1	Part-time
Firefighter III/Driver Operator	9	\$39,292 - \$64,831
Firefighter II	1	\$37,390 - \$61,693
Firefighter I	3	\$35,577 - \$58,703

2015-2016
DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF FINANCIAL SERVICES (20)		
<i>FINANCE</i>		
Director of Financial Services	1	\$78,436 - \$129,420
Financial Services Supervisor	1	\$55,516 - \$91,602
Financial Services Support Assistant	1	\$32,244 - \$53,204
Accountant I	2	\$37,390 - \$61,693
Senior Budget Analyst	1	\$47,858 - \$78,966
Accounting Technician	2	\$32,244 - \$53,204
Finance Application Support Analyst	1	\$47,858 - \$78,966
<i>UTILITY FUND ADMINISTRATION</i>		
Revenue Manager	1	\$52,828 - \$87,167
Assistant Revenue Manager	1	\$47,858 - \$78,966
Senior Accountant	1	\$45,547 - \$75,152
Customer Service Representative	4	\$29,205 - \$48,189
Customer Service Representative	1	Part-time
Senior Customer Service Represent.	1	\$32,244 - \$53,204
Revenue Assistant	1	\$32,244 - \$53,204
Billing Clerk	1	\$32,244 - \$53,204

**2015-2016
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS (131)		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$82,381 - \$135,930
Public Works Administrator	1	\$47,858 - \$78,966
Public Works Safety Officer	1	\$41,279 - \$68,111
Administrative Support Asst.	1	\$35,577 - \$58,703
<i>STREET</i>		
Street Superintendent	1	\$52,828 - \$87,167
Crew Supervisor I	3	\$35,577 - \$58,703
Equipment Operator III	1	\$32,244 - \$53,204
Equipment Operator II	4	\$29,205 - \$48,189
Equipment Operator I	2	\$27,800 - \$45,870
Maintenance Worker II	5	\$27,800 - \$45,870
Lead Maintenance Worker	1	\$29,205 - \$48,189
Traffic Services Technician	1	\$33,890 - \$55,919
<i>SOLID WASTE</i>		
Solid Waste Superintendent	1	\$52,828 - \$87,167
Crew Supervisor I	3	\$35,577 - \$58,703
Equipment Operator II	8	\$29,205 - \$48,189
Equipment Operator I	1	\$27,800 - \$45,870
Lead Maintenance Worker / Graffiti	1	\$29,205 - \$48,189
Maintenance Worker II	2	\$27,800 - \$45,870
Maintenance Worker I	2	\$26,455 - \$43,652
<i>HORTICULTURE</i>		
Horticulturist	1	\$45,547 - \$75,152
Lead Groundskeeper	2	\$29,205 - \$48,189
Groundskeeper II	1	\$27,800 - \$45,870
Groundskeeper I	2	\$26,455 - \$43,652

2015-2016

DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (131)		
<i>FLEET MAINTENANCE</i>		
Fleet Maint. Superintendent	1	\$52,828 - \$87,167
Mechanic II	3	\$35,577 - \$58,703
Garage Clerk	1	\$32,244 - \$53,204
<i>ENGINEERING</i>		
City Engineer	1	\$67,618 - \$111,570
Civil Engineer II	1	\$55,516 - \$91,602
Civil Engineer I	1	\$50,283 - \$82,967
Drafting Technician	1	\$33,890 - \$55,919
Engineering Technician	1	\$39,292 - \$64,831
Utility Locator	1	\$33,890 - \$55,919
Engineering GIS Technician	1	\$37,390 - \$61,693
Construction Inspector	2	\$39,292 - \$64,831
<i>SEWER CONST. & MAINT.</i>		
Sewer Utilities Superintendent	1	\$52,828 - \$87,167
Public Works Coordinator	1	\$45,547 - \$75,152
Utility Connection Coordinator	1	\$45,547 - \$75,152
Crew Supervisor I	1	\$35,577 - \$58,703
Utility Technician	1	\$33,890 - \$55,919
Utility Maint. Worker II	3	\$27,800 - \$45,870
Utility Maint. Worker I	2	\$26,455 - \$43,652
Lead Utility Maint. Worker	1	\$29,205 - \$48,189
Equipment Operator III	1	\$32,244 - \$53,204
Equipment Operator II	2	\$29,205 - \$48,189
<i>WATER CONST. & MAINT.</i>		
Water Utilities Superintendent	1	\$52,828 - \$87,167
Crew Supervisor I	4	\$35,577 - \$58,703
Lead Utility Maint. Worker	4	\$29,205 - \$48,189
Utility Maintenance Worker II	4	\$27,800 - \$45,870
Utility Maintenance Worker I	2	\$26,455 - \$43,652
Meter Reading Supervisor	1	\$35,577 - \$58,703
Meter Reader	7	\$29,205 - \$48,189
Meter Services Technician	1	\$30,695 - \$50,647
Equipment Operator II	3	\$29,205 - \$48,189

**2015-2016
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (131)		
<i>WATER PLANT</i>		
WTP Superintendent	1	\$58,324 - \$96,234
Chief WTP Operator	1	\$41,279 - \$68,111
WTP Operator III	4	\$35,577 - \$58,703
WTP Operator II	1	\$32,244 - \$53,204
WTP Operator I	1	\$32,244 - \$53,204
Utility Mechanic II	1	\$35,577 - \$58,703
Lab Supervisor	1	\$47,858 - \$78,966
Lab Technician II	1	\$39,292 - \$64,831
<i>WASTEWATER TREATMENT PLANT</i>		
WWTP Superintendent	1	\$58,324 - \$96,234
Chief WWTP Operator	1	\$41,279 - \$68,111
Pretreatment Coordinator	1	\$43,351 - \$71,530
Lab Supervisor	1	\$47,858 - \$78,966
Lab Technician II	1	\$39,292 - \$64,831
Utility Mechanic II	1	\$37,390 - \$61,693
Utility Mechanic I	1	\$35,577 - \$58,703
WWTP Operator III	3	\$35,577 - \$58,703
WWTP Operator II	3	\$32,244 - \$53,204
<i>WAREHOUSE</i>		
Maintenance/Inventory Tech.	1	\$32,244 - \$53,204
<i>PUBLIC BUILDING</i>		
Bldg./Grounds Superintendent	1	\$52,828 - \$87,167
Maintenance/Inventory Tech.	1	\$32,244 - \$53,204
Staff Assistant	1	\$32,244 - \$53,204
<i>GENERAL SERVICES</i>		
General Services Director	1	\$71,040 - \$117,216
Staff Assistant	1	\$32,244 - \$53,204

CITY OF SANFORD, NC		
PERSONNEL PROCEDURE		
SUBJECT	EFFECTIVE DATE	NUMBER
Employee Wage and Salary Program	March 1, 2012	COS-PP-301

1.0 GENERAL

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

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

2.0 ADMINISTRATION AND MAINTENANCE

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

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

3.0 NEW EMPLOYEES – STARTING SALARIES

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

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

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

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

4.0 TRAINEE DESIGNATION AND PROVISIONS

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

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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
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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.

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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.

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15.0 OVERTIME PAY PROVISIONS

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

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

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

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

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

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

16.0 CALL-BACK and ON-CALL PAY

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

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

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

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

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

17.0 PAYROLL DEDUCTIONS

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

There are three (3) classes of payroll deductions:

1. Statutory deductions - mandatory for all full-time employees:
 - a) F.I.C.A.
 - b) Federal Income Tax
 - c) State Income Tax
 - d) Local Government Employees Retirement

2. Voluntary deductions - these deductions must be authorized in writing, by the employee:
 - a) Voluntary life insurance
 - b) Cancer insurance
 - c) Savings
 - d) Miscellaneous collections

3. Special Deductions - these deductions may be made as requested, but will not require the approval of the employee:
 - a) Tax garnishments
 - b) Overpayment of wages
 - c) Under deduction of statutory deductions
 - d) Court orders

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

1.0 GENERAL

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

The purpose of the performance management program is to:

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

2.0 PERFORMANCE MANAGEMENT PROCESS

The Performance Management Process consists of the following steps:

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

The following actions are required:

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

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Performance Management Program	March 1, 2012	COS-PP-303

3.0 PERFORMANCE APPRAISAL GUIDELINES AND DISCUSSION

Performance appraisals must be completed on all:

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

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

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

4.0 APPROVALS

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

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

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

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

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

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

CITY OF SANFORD, NC		
FINANCE PROCEDURE		
SUBJECT	EFFECTIVE DATE	NUMBER
Investment Policy	June 1, 2006	COS-FP-901

PURPOSE

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

RESPONSIBILITY

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

PORTFOLIO DIVERSIFICATION

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

Diversification by Instrument:Percent of Portfolio

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

Diversification by Financial Institution:**Bankers' Acceptance (BAs):**

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

Commercial Paper:

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

Repurchase Agreements:

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

Certificates of Deposit (CDs)

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

Maturity Scheduling:

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

Under	1 year	80%
Under	2 years	100%

CITY OF SANFORD, NC

FINANCE PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Investment Policy	June 1, 2006	COS-FP-901

A. Strategy

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

B. Market Trading Procedures

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

C. Collateralization of Deposits

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

D. Third-Party Safekeeping

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

REPORTING REQUIREMENTS

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

Extracted from Comprehensive Annual Financial Report
Fiscal Year Ended June 30, 2014

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
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%
2013	28,670	N/A	21,755	37.00	9,585	11.2%
2014	28,862	N/A	21,716	38.00	9,697	8.1%

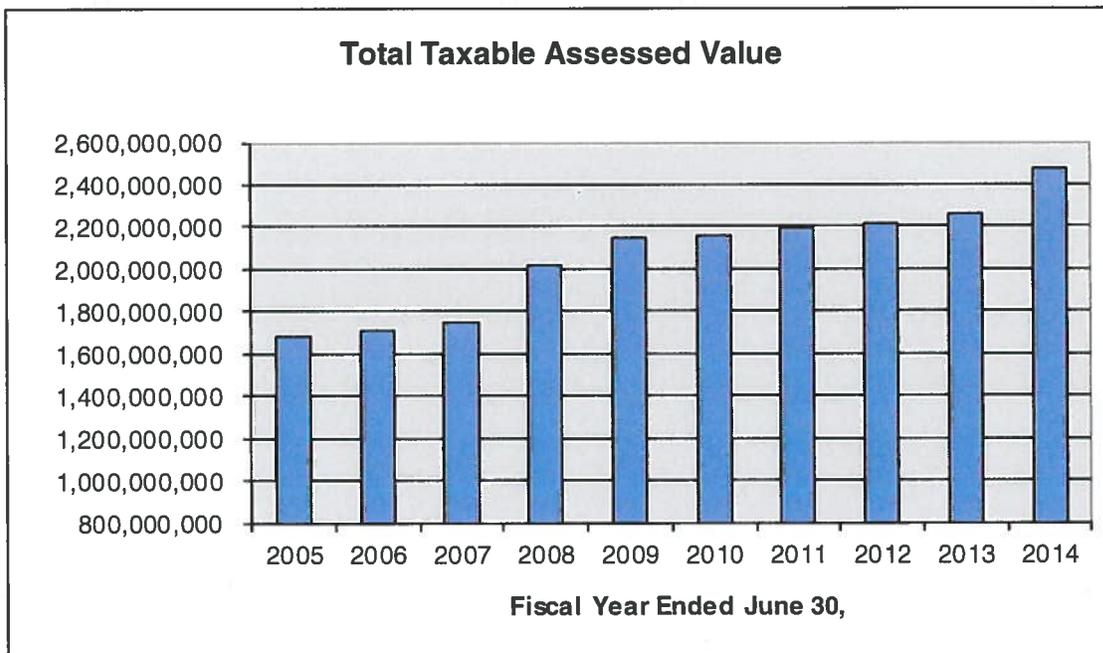
Sources of Information:

Population information provided by the North Carolina Office of State Budget and Management
 Personal income and median age provided by Lee County Living Magazine
 School enrollment provided by NC School Report Cards
 Unemployment rate provided by North Carolina Department of Commerce Division of Employment Security

Extracted from Comprehensive Annual Financial Report
 Fiscal Year Ended June 30, 2014

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
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%
2013	1,658,374,237	552,791,412	49,831,105	2,260,996,754	0.54	98.37%
2014	1,757,667,113	671,166,645	47,978,665	2,476,812,423	0.54	99.33%



Source: Lee County Tax Office

Extracted from Comprehensive Annual Financial Report
Fiscal Year Ended June 30, 2014

CITY OF SANFORD, NORTH CAROLINA
PRINCIPAL PROPERTY TAX PAYERS
JUNE 30, 2014 COMPARED TO JUNE 30, 2004

Taxpayer	2014			2004		
	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Coty, Inc.	\$ 115,378,073	1	4.66%	\$ 50,280,214	2	3.04%
Frontier Spinning Mills	72,707,456	2	2.94%	51,941,907	1	3.14%
Simpson & Simpson	69,442,371	3	2.80%	28,975,685	4	1.75%
Magneti Marelli USA, INC.	42,332,015	4	1.71%	25,942,626	5	1.57%
Static Control	34,303,413	5	1.38%	17,631,928	8	1.06%
Moen, Inc.	33,522,960	6	1.35%	45,262,029	3	2.73%
The Pantry	33,139,740	7	1.34%			
AMI/ Central Carolina Hospital	28,808,344	8	1.16%	20,275,475	7	1.22%
Pentair	23,659,350	9	0.96%			
Postoak Sanford	20,420,500	10	0.82%	17,232,300	9	1.04%
Alltel				22,938,982	6	1.39%
Wachovia Capital Markets				13,650,900	10	0.82%
Total	\$ 473,714,222		19.13%	\$ 294,132,046		17.77%

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, 2014

CITY OF SANFORD, NORTH CAROLINA
PRINCIPAL EMPLOYERS
JUNE 30, 2014 COMPARED TO JUNE 30, 2006

Employer	2014			2006		
	Employees	Rank	Percentage of Total Lee County Employment	Employees	Rank	Percentage of Total Lee County Employment
Static Control	1,250	1	4.86%	1,400	1	5.49%
Pilgrims Pride	1,100	2	4.28%			
Coty	850	3	3.30%	750	2	2.94%
Pfizer	600	4	2.33%			
Pentair	500	5	1.94%	420	6	1.65%
Frontier Spinning	476	6	1.85%	345	8	1.35%
Arden	457	7	1.78%	384	7	1.51%
Tyson	443	8	1.72%	460	5	1.80%
Moen	415	9	1.61%			
Caterpillar	374	10	1.45%	725		2.84%
Magneti Marelli				585	4	2.29%
Parkdale Mills				220	9	0.86%
National Textiles				165	10	0.65%
Total	6,465		25.13%	5,454		21.38%

Source: Lee County Living Magazine

Note: Cumulative information is only available for the past 8 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

APPENDIX

FY 14-15 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

- ◇ The implemented Nuisance Fire Alarm fee is helping to reduce the number of false alarm calls responded to by the Fire Department.
- ◇ Purchased a new pumper to replace a 1977 Mack Pumper that is stationed at number 3 fire station as a reserve. The new pumper will be located at Central Fire Station as the first out engine.
- ◇ Replaced the server used for the Virtual Protected Network server. This allows staff to put Mobile Communications Terminals (MCT) on the first out trucks. These MCT's allow for the trucks to communicate with the 911 center without radio traffic.
- ◇ With the separation of the data from the old server we were able to utilize it for the Virtual Protected Network server. This allowed the city to put Mobile Communications Terminals (MCT) on the first out trucks. These MCT's allow the trucks to communicate to the 911 Center without radio traffic. Personnel are currently in training for this program.
- ◇ 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.
- ◇ Continued five year replacement of turnout gear (NFPA).
- ◇ Continued training staff at the Emergency Services Training Center for more in depth and realistic training.
- ◇ Two fire investigators have passed their State Certified Fire Investigation requirements. The department now has three certified fire inspectors with two additional employees working to obtain their certification as well.
- ◇ Started replacement of station furniture at all three fire stations.
- ◇ Replaced various exercise equipment at all three fire stations.

Risk Management

- ◇ Conducted thirty-five job site and/or facility inspections.
- ◇ Conducted or assisted in training city employees in various safety related topics such as: Active Shooter Training, First Aid and CPR, Workers' Compensation and Confined Space.
- ◇ Maintained compliance with safety standards to include training, hearing conservation program, reporting, HAZCOM, OSHA, etc.
- ◇ Assisted public works in working with state OSHA and hosted a mock inspection of city facilities and safety processes.
- ◇ Investigated 50+ property and liability claims against the city ranging from damage to vehicles, damage to homes or businesses from water line breaks or sewer backups, damage to crops/fields from city spraying activities, and damage to light poles and cables.
- ◇ Implemented a new procedure for managing sewer backups during the initial cleanup phase that is projected to have a significant cost savings for the city.
- ◇ Inventoried all equipment valued at over \$5,000 and all 300+ vehicles ensuring proper insurance coverage.
- ◇ Managed a 16% reduction in the cost of Workers' Compensation claims.

- ◇ Successfully transitioned an employee who could no longer work in her current job capacity following an injury.

PLANNING AND ZONING

Code Enforcement

- ◇ Continued on-going enforcement of city's nuisance codes and minimum housing code, including the demolition of a number of blighted residential structures.
- ◇ Assisted in the enforcement of the city's recently adopted commercial maintenance code.

Zoning and Design Review

- ◇ Continued administration of the Unified Development Ordinance (UDO) and related land development activities, including review of site plans and subdivision plats, issuance of all zoning approvals, site inspections and amendments to the UDO as warranted based on land use needs.
- ◇ Processed and prepared staff reports for numerous rezonings, variances, and special use permits for the respective boards of Sanford, Lee County, and the Town of Broadway.
- ◇ Processed numerous development review applications and site plans through the Technical Review Committee (TRC).

Long-Range Planning

- ◇ Held 8th annual Fall Festival – Jubilee.
- ◇ Held 14th annual Christmas Tree Lighting.
- ◇ Held 9th annual Holiday Open House.
- ◇ Held 7th 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.
- ◇ Tree City USA re-certification.
- ◇ Organized fundraisers for the Mural Public Arts Program and assisted in the completion of the Sanford Spinner Mural.
- ◇ Partnered with B.T. Bullock Elementary School to plant trees for the Arbor Day Celebration.
- ◇ Staff continues to attend training conferences on Historic Preservation, Urban Forestry, and Storm Mitigation.
- ◇ Transitioned the role of Executive Director of DSI from a city staff position to a private sector staff position.

TRANSPORTATION AND PUBLIC WORKS

Solid Waste

- ◇ Replaced a knuckleboom truck and a leaf vac unit.
- ◇ Completed state requirements for disposing all leaf compost and woodchips annually.
- ◇ Continued contract mowing of NC Department of Transportation right-of-ways and city right-of-ways.

Fleet Maintenance

- ◇ Continued to buy compact trucks/cars to increase fuel mileage and lower initial costs.
- ◇ Continued scrutiny of vehicular usage in an attempt to maximize conformance of fleet vehicle replacement program.
- ◇ Disposed of surplus property through on line auction with GovDeals.
- ◇ Replaced 40 year old roof at the shop.

Horticulture

- ◇ Continue to renovate several maintained areas throughout the city.
- ◇ Continue to redesign annual beds with plants that grow larger reducing the amount to be planted while still maintaining an aesthetically pleasing look.

- ◇ Continue with the turf program consisting of turf herbicide applications and regular fertilizer applications. This reduces weed population and provides nutrients to turf to make it healthier and easier to maintain as well as improving the appearance.

UTILITIES

Engineering

- ◇ The Wastewater Treatment Plant Administration Building's interactive display was completed.
- ◇ Procured a grant from Golden Leaf Foundation for \$200,000 to assist with sewer construction at the Veteran's Administration Clinic Project on Tramway Road.
- ◇ Continued 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.

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.
- ◇ The Water Plant was recognized by the NC Department of Labor for eighteen consecutive years with no loss time accidents.
- ◇ The Water Plant installed three new chemical flow meters that pace the addition of chemicals into the process stream. The upgrade increases the efficiency and accuracy of treatment chemicals into the process.
- ◇ The Water Plant installed two new mixers for flocculation into the process stream. This upgrade provides treatment reliability and redundancy providing an uninterrupted supply of drinking water to our customers.
- ◇ The Water Plant began sampling under the Stage 2 Disinfection By-Products rule in August of 2014. The sampling performed under the Stage 2 rule is more stringent and requires a greater oversight of quality control in the treatment process. Currently, quarterly sampling has been well below the maximum contaminant level for disinfection by-products.
- ◇ Improved team cohesion and staff development through encouragement, communicating expectations, and setting attainable goals.
- ◇ No violations reported for the Water Plant NPDES Discharge Permit.
- ◇ The Water Plant exceeded meeting all state / federal regulations for drinking water.

Wastewater Treatment Plant (WWTP)

- ◇ Maintained laboratory certification.
- ◇ Land applied 364 dry tons of sludge.
- ◇ Treated 1.4 billion gallons of wastewater.
- ◇ Used 2.9 million gallons of reclaimed water.
- ◇ Added three new parameters to the laboratory certification list.
- ◇ Updated the Safety Data Sheet program to comply with OSHA regulations.
- ◇ Submitted Engineers Certification for the final completion of the Wastewater Treatment Plant Upgrade, September 30, 2014.
- ◇ Switched to new NPDES permit due to the completion of the Wastewater Treatment Plant Upgrade.
- ◇ Started adding alum for phosphorus removal.
- ◇ Sampled ten industries semi-annually to ensure compliance with pretreatment program.

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 47.5 miles of the city's collection system lines.
- ◇ Staff responded to 176 stoppage complaints, mowed 37.5 miles of right-of-way easements, and inspected 53 miles of priority lines.
- ◇ Treated 1.8 miles of sewer main with root control.
- ◇ Vacuumed all wet wells and cleaned all build up and solids.
- ◇ Televised 1.6 miles of sewer line.
- ◇ Improved stock of spare parts to decrease downtime of lift stations.
- ◇ Ten employees attended the AWWA Pipe and Meter School to obtain NC state certifications.

Water Construction and Maintenance

- ◇ Maintained 588 miles of distribution lines, and 1,040 of hydrants.
- ◇ Repaired 83 major water lines and 36 minor water lines.
- ◇ Made 84 new water taps and 71 water retaps.
- ◇ Installed 28 new water meters and replaced 871 old meters.
- ◇ Tested 28 large water meters and 8 small water meters.
- ◇ Read 231,564 water meters.
- ◇ Inspected 46 city owned backflow devices and 788 privately owned backflow devices.
- ◇ Removed 848,895 gallons of grease containing fluids and inspected 45 (of 164) grease traps.
- ◇ Inspected 1,654 valves.

FINANCIAL PLANNING

Utility Fund Administration

- ◇ 30,672 payments were collected on-line for a total of \$1,842,231.
- ◇ 54,463 payments were collected through the lockbox for a total of \$6,828,728.
- ◇ The city's Debt Set Off Program continues to be successful in the collection of delinquent accounts; \$24,453 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, 2014 Comprehensive Annual Financial Report; this is the 34th 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, 2015; this is the 29th 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.
- ◇ Received general obligation bond rating of AA- from Fitch in December 2014 and Aa3 from Moody's in January 2015 for voter approved streetscape and sidewalk projects within the city.

DEVELOPMENT OF STAFF AND TECHNOLOGIES

Governing Body

- ◇ Established a Sister City relationship with Yixing, China.

Information Technology

- ◇ Provided many updates on our social networking sites on Facebook and Twitter to keep citizens informed.
- ◇ The Information Technology department managed an upgrade of YourGov mobile app to provide more functionality for citizens that can be accessed anywhere in Sanford.
- ◇ Purchased and distributed 69 systems for the 2014 Employee Computer Purchase Program.
- ◇ Improved processes to provide electronic agendas and budgets to tablets.

- ◇ Received state grant for operation of the Government Access Channel Sanford TV191.
- ◇ Created the video that helped the city win the 2014 National Night Out award as well as producing several informational videos for city services on Sanford TV191 and the website.
- ◇ Enhanced the city intranet to allow employees to stay connected with Human Resources and Risk Management information.
- ◇ Maintained, repaired, and supported 235 computer systems / users in 15 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.
- ◇ The Information Technology department helped to complete an offsite 911 backup facility, 911 backup server, and installed new dispatch computers.
- ◇ Installed new mail server to increase storage and speed to accommodate the growing use of email.
- ◇ Installed networking equipment and upgraded software in the police department.
- ◇ Moved and installed several new computer systems at the wastewater treatment plant.
- ◇ Installed new terminal server for fire programs access to the fire trucks and remote fire stations.
- ◇ Enhanced and added many pages to the city's website: www.sanfordnc.net.
- ◇ Installed a new Cartegraph server for public works.

Human Resources

- ◇ Over \$3.1 million paid in medical claims/fix costs under our BCBSNC group health care plan resulting in a loss ratio of 100.7%; up from 97.11% for plan year 2013-14; claims costs increased approximately \$265,938 from prior year.
- ◇ A rate increase of 1.6% for plan year 2015-16 was recommended to cover expected medical claims, fixed and health care reform costs. Successfully re-negotiated no increase in stop-loss fee and only 1.5% increase in administrative fee. The PPO medical plan option continues to be the plan of choice among employees.
- ◇ Changed vendors from Reliance Standard to Lincoln Financial Group for employee life, dependent life, accidental death and dismemberment (AD&D), and short-term disability (STD) benefits. Change resulted in cost savings/avoidance of approximately \$23,500 per year and the rates are guaranteed for a two year period.
- ◇ Successfully re-negotiated rates with the city's flexible spending account plan provider with no administrative rate change for 2015-16 plan year.
- ◇ Re-negotiated dental rates for all plans resulting in no increase for 2015-16 plan year.
- ◇ Wellness Program continues to be successful. Participation continues to remain steady and the committee remains active.
- ◇ Coordinated successful flu shot program and health and wellness fair to include health screenings.
- ◇ Successfully coordinated the benefits open enrollment program. HR intranet, e-mail, postings, newsletter and PA announcements all used as communication tools.
- ◇ Recruited, hired, conducted new employee orientation, and processed 18 new employees; processed 9 new council / board / commission members; and processed 19 employee promotions.
- ◇ Coordinated the external employee classification and compensation study with Springsted. Implemented salary changes recommended by Springsted / city council. Distributed all employee notices and updated job descriptions and presented an overview of results to all employees.
- ◇ Changed from step pay plan to pay bands and reinstated merit pay beginning FY 2015-16.
- ◇ Completed external wage and salary surveys and internal job evaluation studies.
- ◇ Sponsored and coordinated a number of retirement ceremonies.
- ◇ Coordinated a Critical Incident Stress Management crisis intervention session for police personnel following the death of a city employee.
- ◇ Decrease in employee turnover rate from 7.85% in calendar year 2013 to 3.92% in 2014.

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