

MINUTES OF RETREAT OF THE
CITY COUNCIL OF THE CITY OF SANFORD
SANFORD, NORTH CAROLINA

The City Council held its annual retreat at the Sanford Municipal Center in the West Conference Room in Sanford, North Carolina on Wednesday, February 27, 2013 at 8:30 A.M. The following people were present:

Mayor Cornelia Olive
Mayor Pro Tem Sam Gaskins
Council Member James G. Williams
Council Member Jimmy Haire
City Manager Hal Hegwer
City Clerk Bonnie D. White

Council Member Charles Taylor
Council Member L. I. "Poly" Cohen
Council Member Walter McNeil, Jr.
Council Member Rebecca Wyhof
City Attorney Susan Patterson

Mayor Olive called the meeting to order.

City Manager Hal Hegwer informed council members that there are not a lot of items to talk about today. He advised that Council Members Poly Cohen, Rebecca Wyhof and Sam Gaskins and he met with Lee County Commissioners Kirk Smith, Amy Dalrymple, Jim Womack and Lee County Manager John Crumpton to discuss the interlocal agreements and he will present this information after Financial Services Director Melissa Cardinali presents an overview of where the City is today financially.

Financial Services Director Melissa Cardinali advised that the General Fund gets over 50 percent of its revenues from the ad valorem taxes and it appears they will come in slightly above the current year budget (not more than \$200,000). Sales tax represents about 22 percent of the General Fund revenues and based on our current trend, staff feels they will come in slightly under budget. This is impacted by the economy. She went to a meeting last week and there were several people from Wake County and they are seeing a 5 to 6 percent gain but we are not seeing that this year. This is impacted by refunds when other local governments file to get their refunds and that hurts the rest of us so that distribution gets altered.

Mrs. Cardinali said the Utility Franchise Tax is another larger component for us in our General Fund revenues. This is very sensitive to weather and this distribution lags greatly. We have only received one payment so she is going out on the limb to tell what she thinks it is going to be. It does appear that we are running 4 percent behind budget; however, she thinks this winter has been a lot colder than last year. The other thing impacting this revenue source is that the Department of Revenue, when it was preparing for a computer conversion, realized that from 2002 to 2011, some units were underpaid and some were overpaid. The City of Sanford was overpaid \$30,000 so they will take \$30,000 away from us this year.

Consider Ordinance to Amend Chapter 2, Administration of the Sanford City Code – (Exhibit E)

City Attorney Susan Patterson advised that Council Member Rebecca Wyhof suggested that with the disbanding of the Lee County Environmental Affairs Board by Lee County, that the City of Sanford adopt its own environmental affairs board. For Council's consideration, this is an ordinance to do so. It is based on how the County's Environmental Affairs Board was set up but it has specific environmental concerns to be addressed that are specific to the City of Sanford. It would set up a board of five voting members. Ms. Wyhof suggested seven to nine members. There were nine on the County board but some of them did not live in the City limits. She said this is just a starting point; Council can put as many as they want on the board. Mrs. Patterson said you generally want an odd number on a board and it calls for staggered term limits so that all the board would not turn over at the same time. If we adjust the number of appointments, then we need to adjust the numbers for the two and three year appointments. In addition to the voting members, the manager or his designee would serve as an ex-officio member. There would be officers to preside over the meetings and they would meet as needed. This draft says every other month; however, after consultation with the Community Development Director, he suggested putting in they would meet as needed. She will make the change on the draft before Tuesday night.

Attorney Patterson added that in order to help this board succeed in order to ensure there would be a quorum, they would ask the members to notify the staff if they are unable to attend a meeting. She went over the topics the board would consider.

Council Member Wyhof stated that this is a good draft but her only concern is the number of appointments. She felt that seven members may be a good compromise number; three voting members as a quorum seem like a small number to be making a decision. Mayor Olive agreed with Ms. Wyhof. She encouraged residents to apply for the board.

Mayor Olive referred to Item D on the draft. She felt it would be less pressure on the board if we set the inactive members as two unexcused absences rather than leaving it open, because if we just say at the discretion of the board, it is going to make it awkward. Attorney Patterson replied that the trouble you have is - in what time period; three absences total in a three-year term or three within a year, etc. She added that is the reason the discretion was left that way and also there are members that cannot attend for health reasons etc. Mayor Olive stated that she meant unexcused and if somebody does not take the time to pick up the phone and call to say they are not attending the meeting, she would construe that as inactive. Mayor Olive said that we need to have more simplicity there. Attorney Patterson asked for clarification on how many absences they would like to be in the draft. Ms. Wyhof felt whatever is consistent with the other boards. Attorney Patterson replied that most of the boards do not address this issue. There are one or two boards that say once you have that many, the clerk to that board informs the City Clerk. Mayor Olive added that this is what she is thinking to let the City Clerk know and a letter would go out from the City, rather than relying on the board to do that.

Mayor Olive asked if they need to set a time; three unexcused absences within a six-month period. Mr. Hegwer suggested a year because you may have four meetings or might not have any. It was decided three unexcused absences within a year. Mr. Gaskins felt that five

members would be easier because of finding people to serve but he does not have a problem with seven members on the consent agenda.

Consider Policy for Participation/Voting at Council Meetings by Telephone/Electronically

City Attorney Susan Patterson advised that she has had the opportunity to do some research on this subject for participating when members have to be absent from City Council meetings. There is no state law that authorizes local governments to have voting when members are not present. Some state boards and commissions have explicit authorization under the statutes that allow a conference call participation in the meeting. Generally, the local governments are supposed to conduct their activities in open, in a forum where they can interact with each other and with members of the public that bring matters before them for their consideration. We have had an incident or two where someone has wanted to participate by conference call. It is unclear that even if participation is allowed, whether a voted would be counted. There is no case law on it and it is an open question. There are experts in local government law at the School of Government who hold different opinions on whether it would be allowed or not because there is not a law specifically stating it; it is unclear. Normally, North Carolina is a Dillon Rule State and under that you have to have authority to do all actions that you take. There are some implied powers that go along with this explicit authorization/authorized powers, but technically because we are a municipal corporation - creatures of the Legislature, they give us the powers and duties we are allowed to then enact and take forth.

Attorney Patterson stated that the question is whether Council needs to have a policy on whether they want to allow participation and/or voting by members who could not attend the meeting or be present at the meeting. She was asked a few questions and she has gotten the answers or attempted to. She looked for the local legislation for some places that have gone out to get legislation to do so and got the background on it. She has found one - Hyde County. Hyde County is a county in eastern North Carolina with the outer banks. The Town of Okracoke is a part of Hyde County, but Okracoke is on an island. Because there is a representative from Okracoke on the Hyde County board, if the ferry is not running, sometimes it is difficult to get to the meeting or if there is a long meeting, he has to spend the night on the mainland before he can go home. They sought specific legislation to allow having a conference call participation in their meeting. There are many specific limitations placed on it in that law - participation by remote member. They cannot participate in a quasi-judicial matter because they cannot see what happens in the hearing which is one of the bases for a quasi-judicial decision. They cannot participate in a closed session because it would violate the closed session to have a conference call go out and you not know who is on the other end.

Attorney Patterson advised that under the county rules, county meetings are to be held within the jurisdictional limits of the county; that same limitation is not on cities. We can have our meetings anywhere, so long as it is properly noticed. In the Hyde County Bill, it says that a member can participate provided they are within the county limits. As this may apply to the situations where members have had to be absent from the City meetings, she thought about people who have to be called away for work; they probably would not be working within the county and would not be able to go to the meeting. People sometimes cannot attend due to illness or hospitalization. She said an additional question on participation from someone in the

hospital is whether they are under the influence of drugs; would that impair their ability to make decisions? The other thing is if someone is calling in, there is no guarantee that the person on the telephone is the person you think it might be or it could be somebody under duress. There are many issues to look at in that situation.

Attorney Patterson said she talked with Lee County Clerk to the Board of Commissioners Gaynell Lee to get a copy of their policy and they do not have a written policy. She said that participation in meetings by members who were not present is discouraged; they have allowed it on an occasion or two. Former County Attorney Dick Hoyle would not allow them to do it or discouraged it, unless it was something that the vote would not make a difference in the outcome.

Attorney Patterson said that if Council wants to adopt a policy, there is still no clear authority to do so. We may have to seek legislation to give us authority if you want to put the matter to bed. The recommendation from the School of Government by one of the experts who bases it on cases from other states, said it would be more defensible with a policy; any decision made under that policy may be subject to challenge. There is a risk involved. It is not clear whether anybody can participate or vote at a Council meeting at which they are not present; it is not clear that there is authority and you might be taking a risk by doing so. You can adopt a policy if you choose to and maybe there will be a case where we will decide the law. She needs to know if Council wishes to undertake this. There is probably not a problem with someone listening or maybe even discussing matters, providing the technology exists so that both the person calling in or electronically participating in the meeting, can be heard and the Council members can hear him and they can interact with each other. They call it "simultaneous communication." We may need to get our equipment up to a certain point. She asked the League of Municipalities if they knew how many cities did this and she was told by one of the lawyers there that they knew of no one who had done it but they thought Cary might have done it once. She has not had time to ask Cary if they had a policy. It does not seem to be a prevalent practice throughout the state. Mayor Olive said that it seems to be a becoming practice because it has happened a couple of times in Sanford. Attorney Patterson stated that the first time it occurred it was unbeknownst to her that it was going to happen until right before the meeting and when she explained that she did not think any votes would count. She was told the council member wanted to listen; as it came down, the votes were unanimous for the meeting so it did not have to be addressed whether the votes counted or not. The second time we tried to deal with the issue before it occurred. She thinks Council needs to figure out what they want to do so that people know what is allowed and not allowed. If you do want to allow it, you have to realize you are taking on the risk of any of Council's decisions being overturned or found to be invalid, because it is not clear whether it is allowed or not. Mayor Olive said one issue was the timing. It created a problem because nobody knew about it until about an hour before the meeting was start.

Attorney Patterson advised that there are two blogs by the School of Government that address the issue and there is a difference of opinions between lawyers, Frayda Bluestein and Fleming Bell. She said that the general consensus from the attorneys she has spoken with would discourage it. She noted that she has a potential draft policy if any member would like to have a copy as a starting point.

Mayor Pro Tem Sam Gaskins said that the first time it occurred, Mayor Olive was absent and he was unaware that this had never occurred and there was not a policy and it was a late minute issue. The second time they had an opportunity to discuss it. On one side of the issue, he feels that people need to be represented and the person needs to be able to speak, but on the other side, each council member is elected and committed to be present at the meetings so members that have frequent absences, he did not feel that we should go down this road especially as far as allowing to vote. If you are going to commit to the people you represent, you need to be present. He felt that since there are few other situations where cities are allowing that type of vote, he does not want to set precedence.

Mr. Cohen echoed Mr. Gaskins' comments. If you cannot make four meetings each month, you have to look at your own conscience. Each council member knows what is going to be on the agenda because it comes out ahead of time. Once in a while you will be sick and cannot attend but the rest of the time you take off to go to a ballgame or traveling, you can schedule it a different way or not go to the ballgame. In his opinion, you need to represent the people.

Mr. McNeil echoed Mr. Cohen's comments. Each council member knows when the meetings are going to be held.

Ms. Wyhof stated that it is a difficult situation. She felt it was important to have diversity on the board and she thinks it is difficult for working people to try and juggle all the issues they have on them. She said maybe over time with technology, we can figure out a way to phase in to allow listening and participation in discussion if people want to call in. She said we need to know if people are under duress and the person making the vote is the person that is casting the vote. She felt that the person should be able to listen and participate but not vote and to pursue finding some type of technology to make that happen. The comments made need to be public record on the television and it needs to be very transparent what is said.

Mr. Gaskins added that he would like to allow the person to listen and participate but no vote. Attorney Patterson clarified that the person calling in does not constitute a quorum. A quorum would have to be present in the room before the meeting could be held.

ALL EXHIBITS CONTAINED HEREIN ARE HEREBY INCORPORATED BY REFERENCE AND MADE A PART OF THESE MINUTES.

Other Business

There was no other business.

ADJOURNMENT

Having no further business to come before the Law & Finance Committee, the meeting was adjourned upon the motion of Council Member Walter McNeil, Jr. Seconded by Mayor Pro Tem Sam Gaskins, the motion passed unanimously.

Respectfully submitted,


Cornelia P. Olive, Mayor

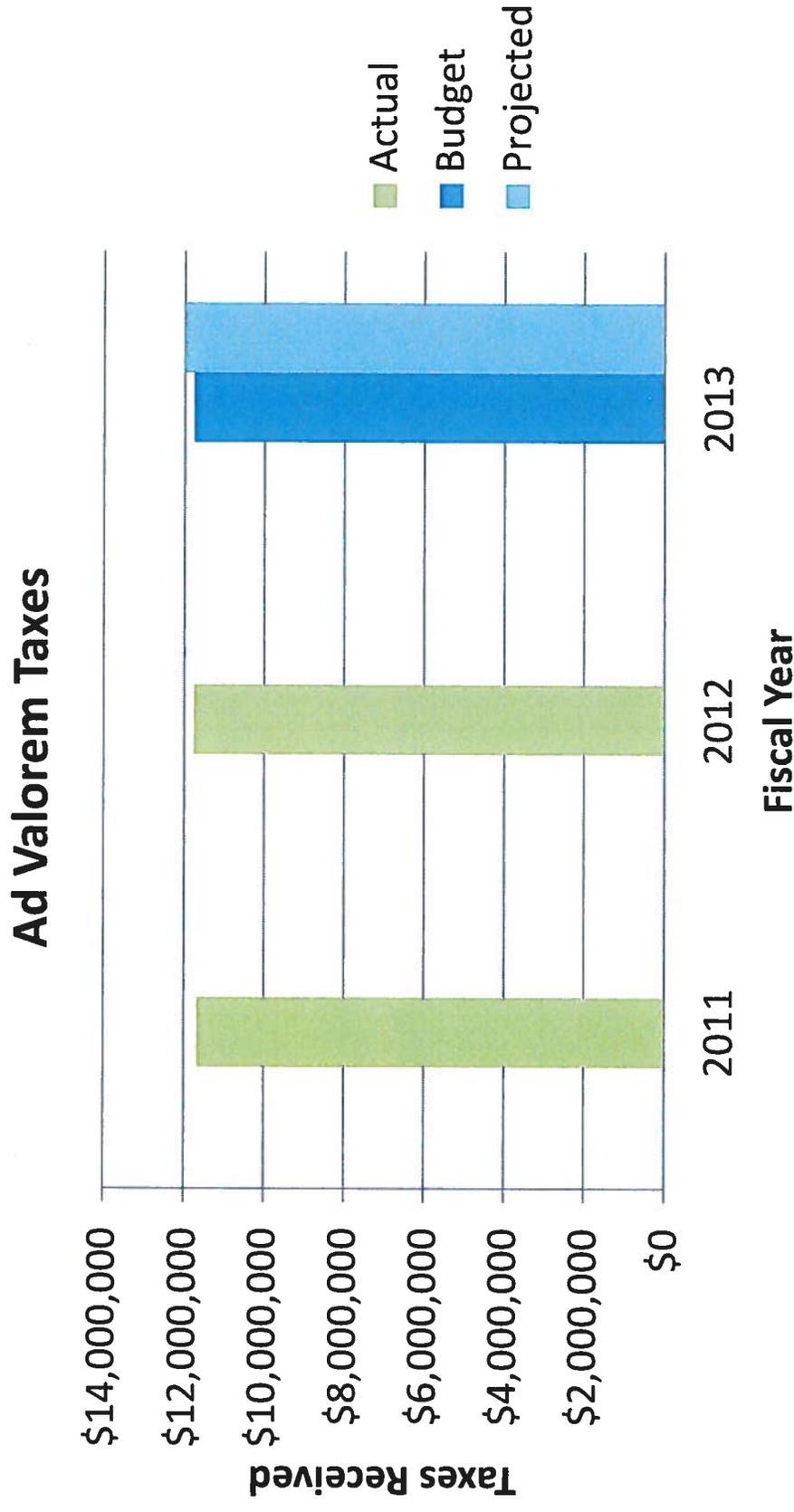
ATTEST:


Bonnie D. White, City Clerk

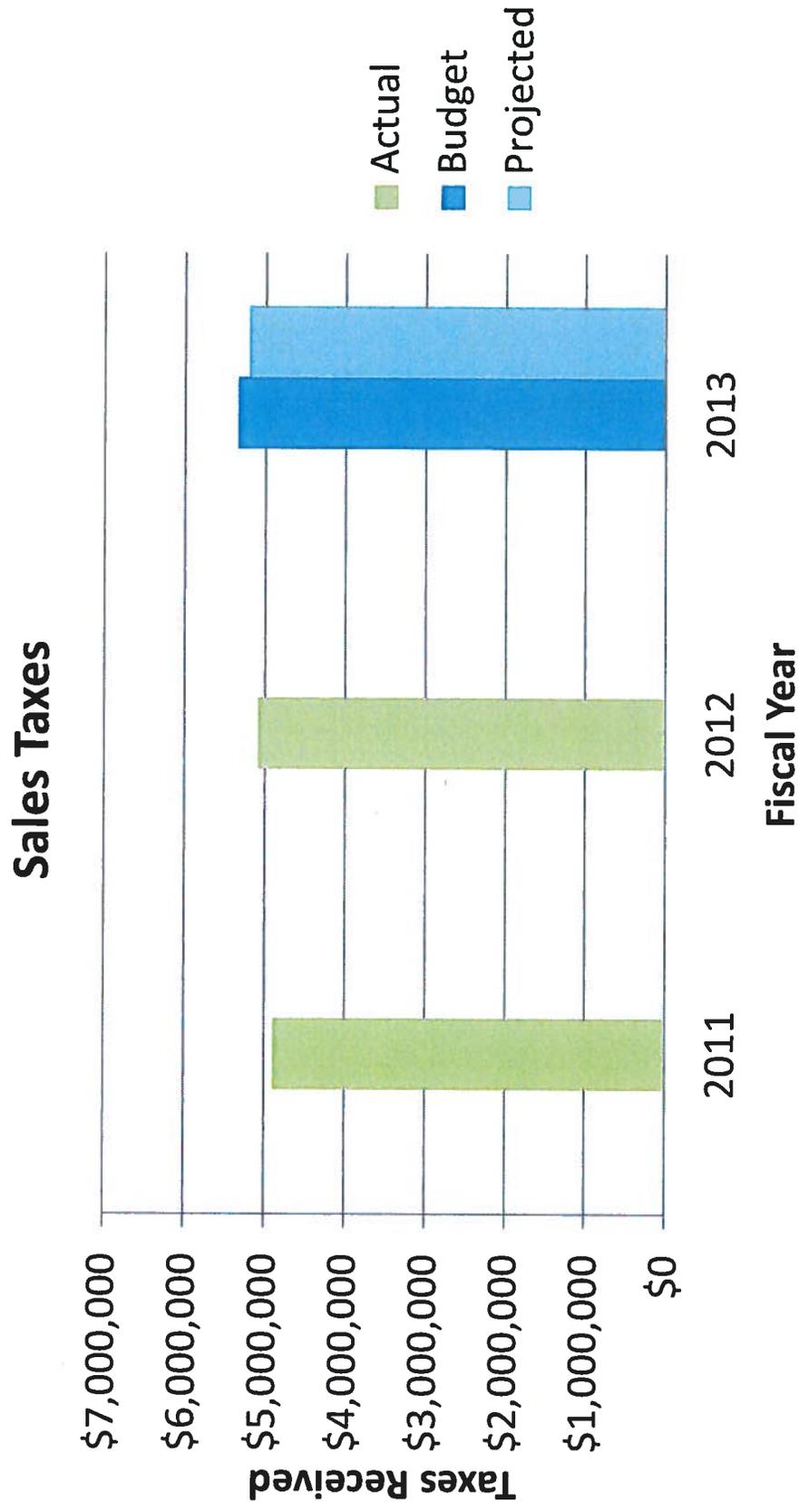
Fiscal Year 2013 Overview

Council Retreat
February 27, 2013

General Fund Revenue

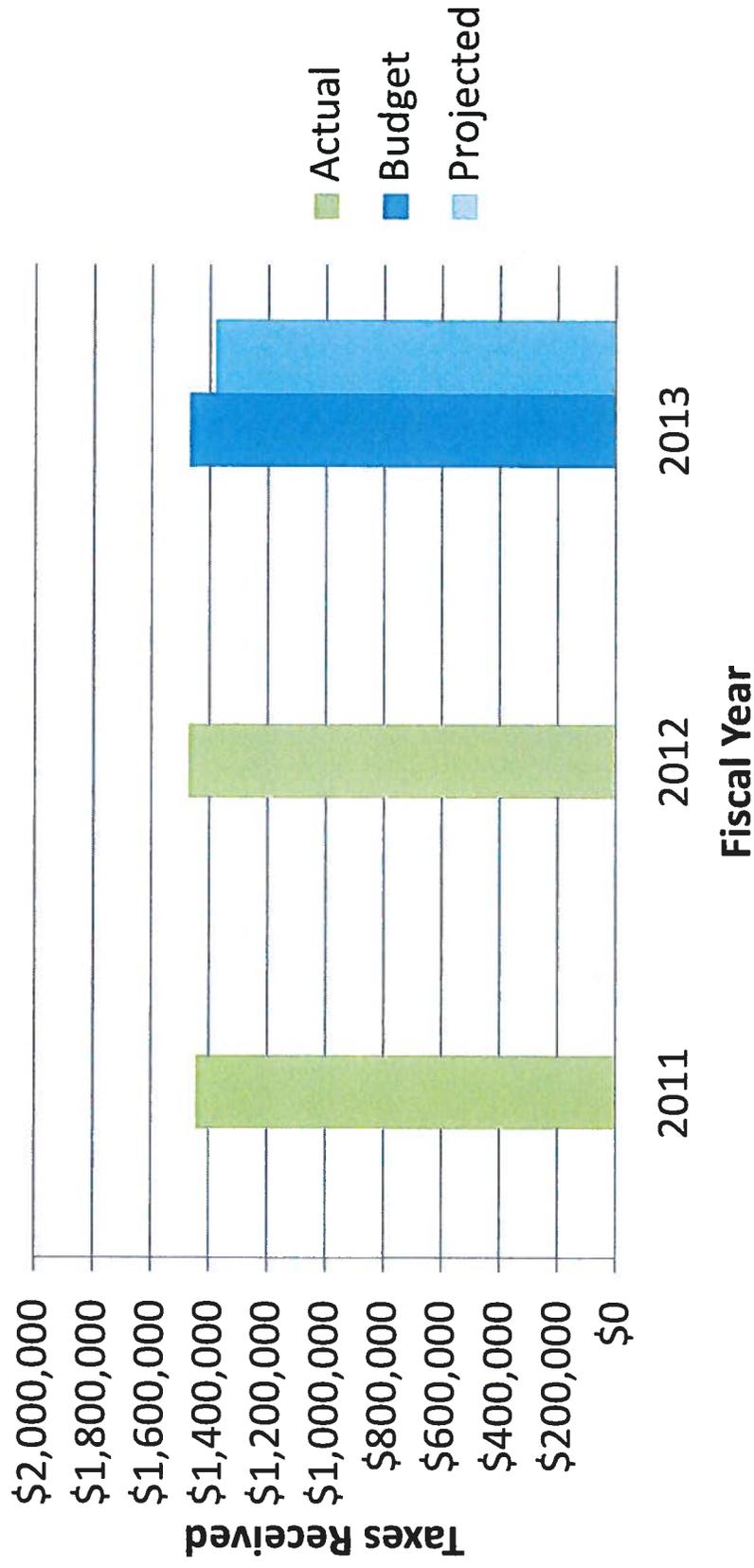


General Fund Revenue



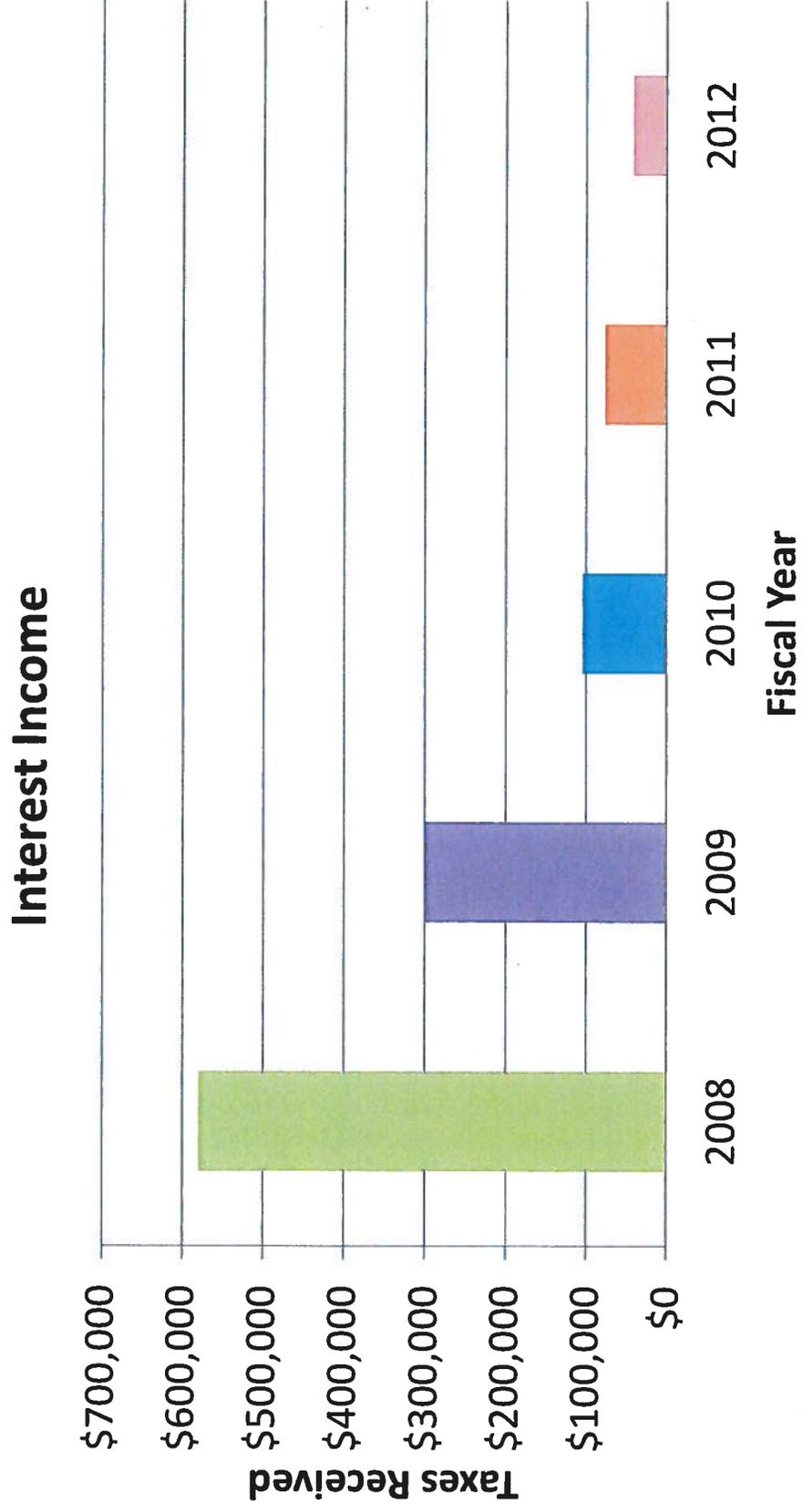
General Fund Revenue

Utility Franchise Tax

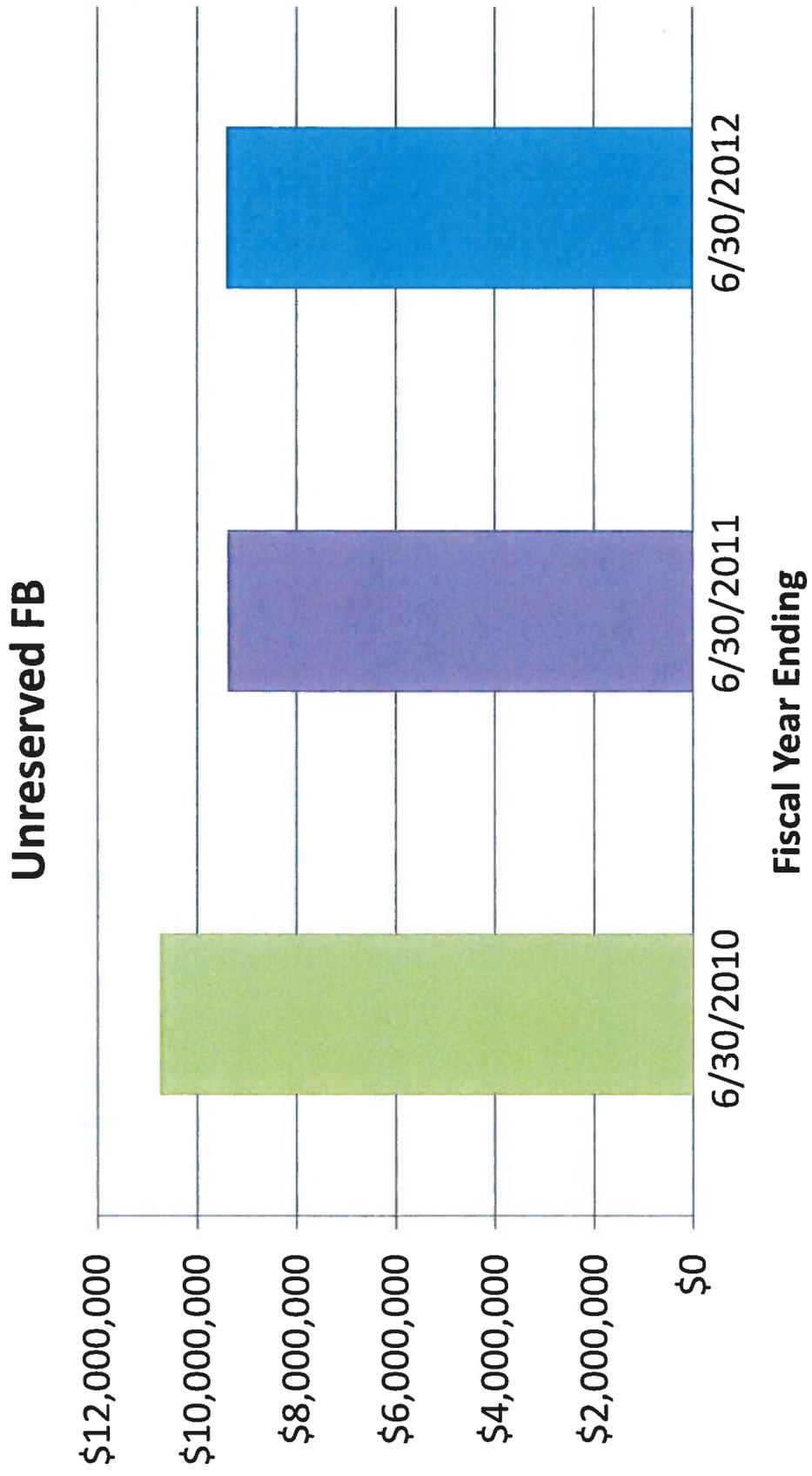


NOTE: Prior years' distributions overpaid to City by \$29,162.96.

General Fund Revenue

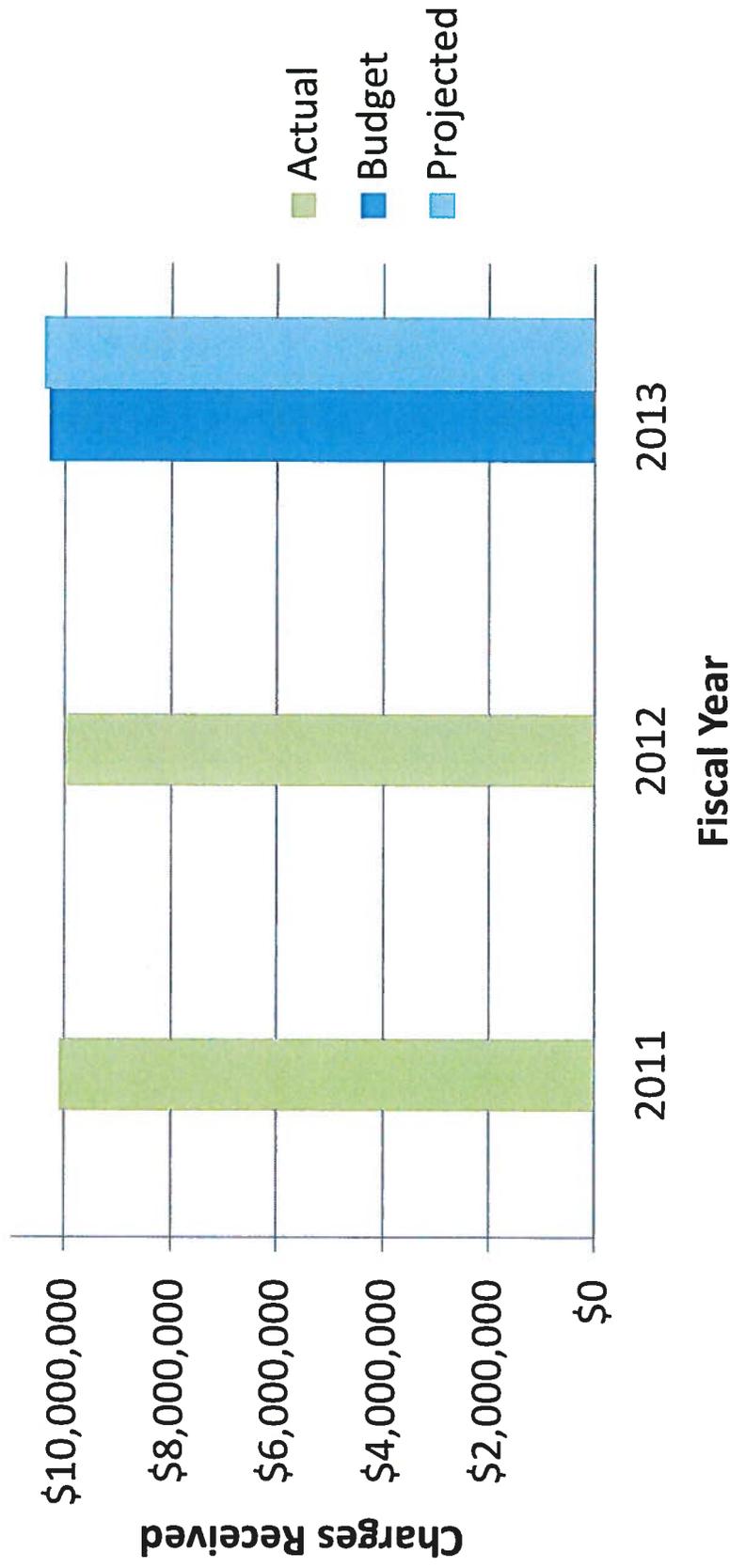


Fund Balance

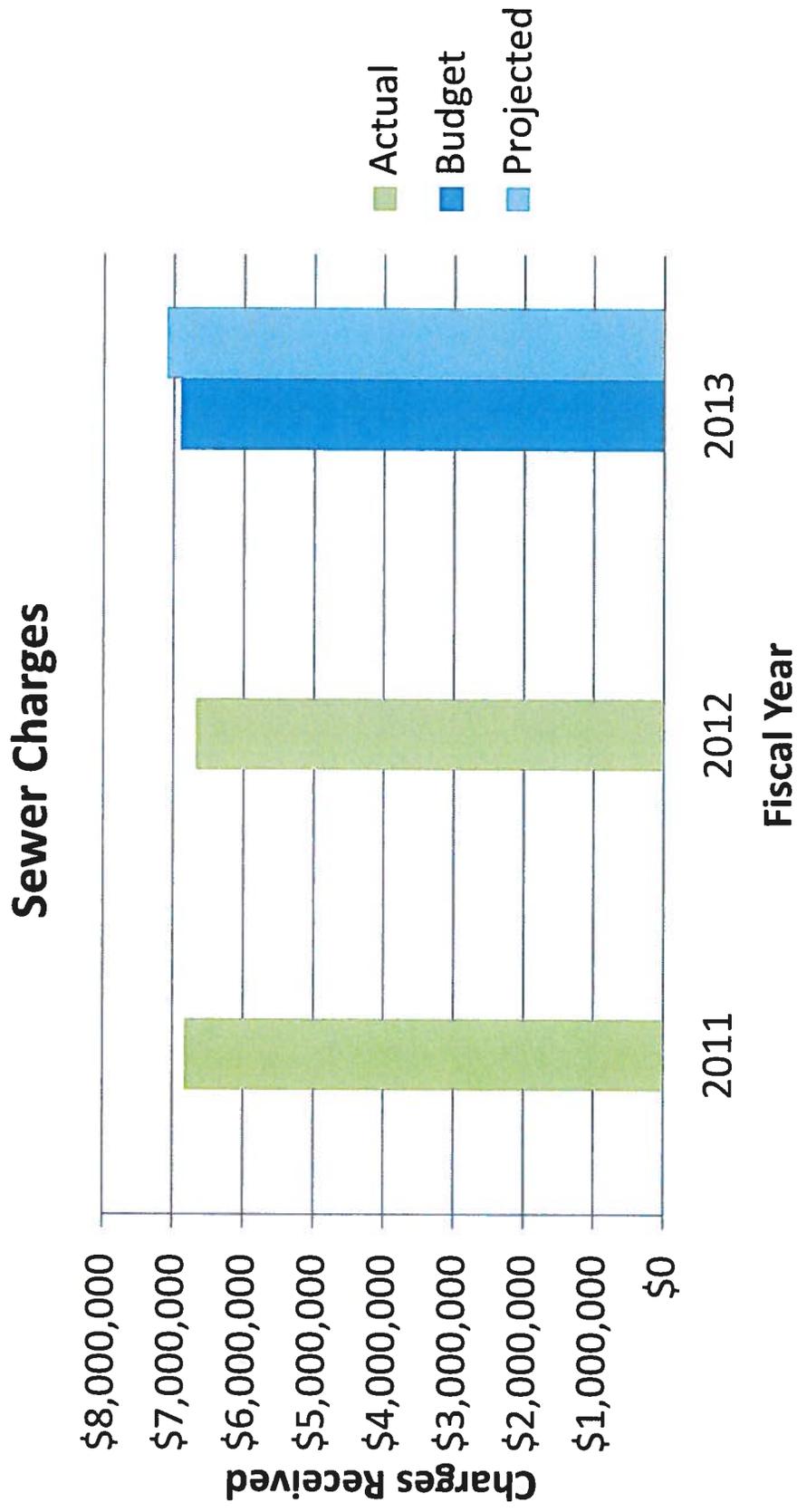


Utility Fund Revenue

Water Charges

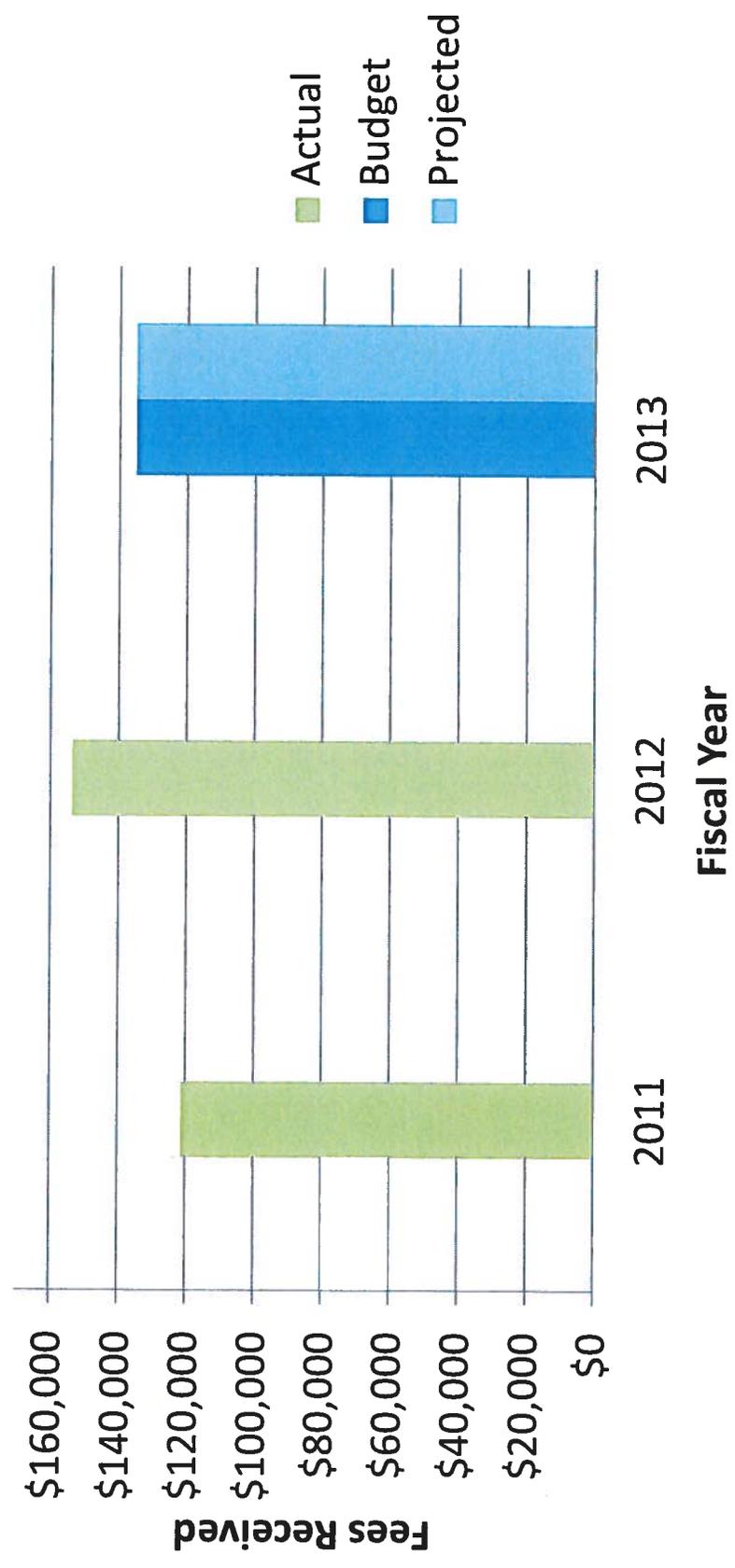


Utility Fund Revenue

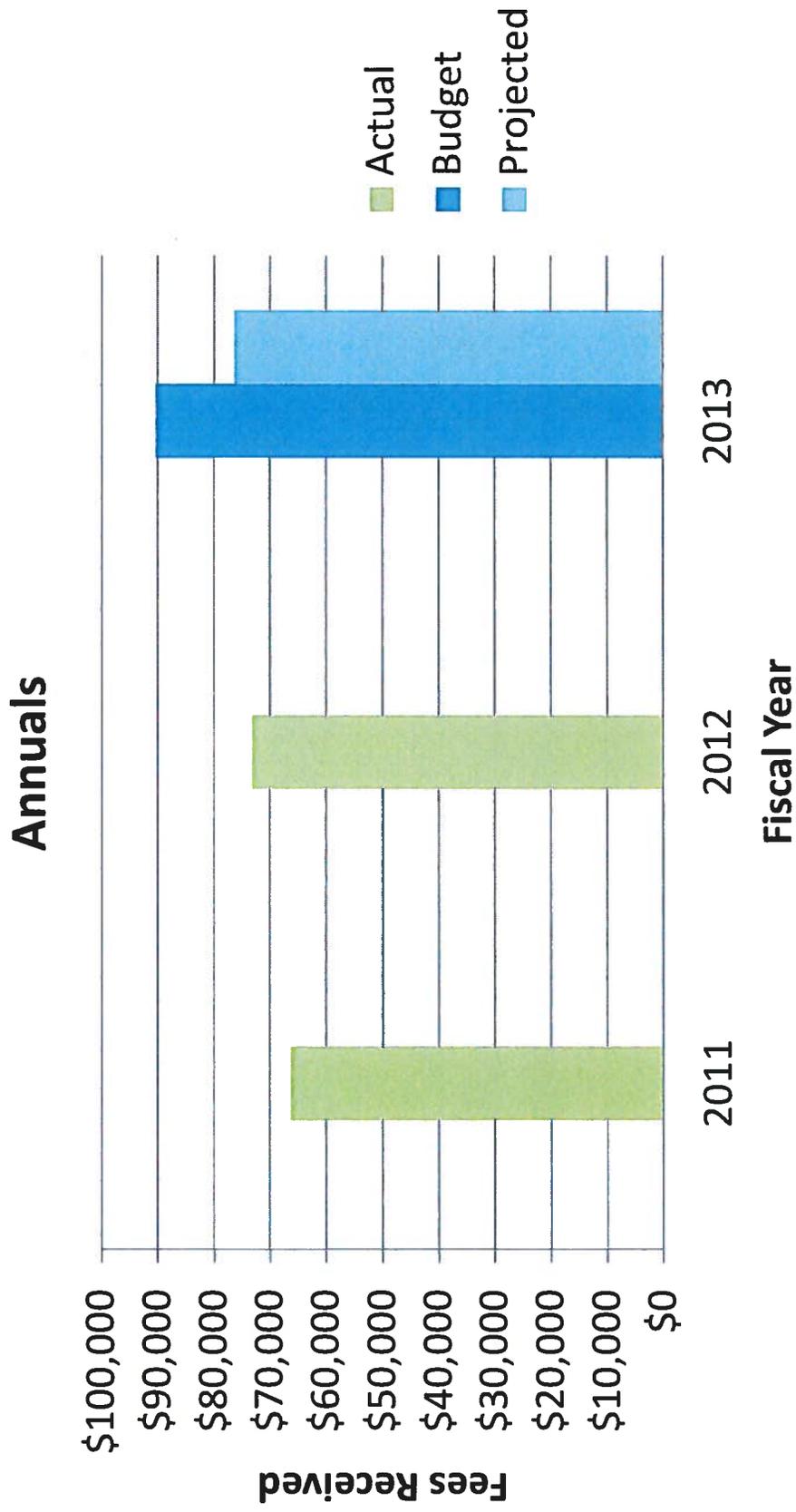


Utility Fund Revenue

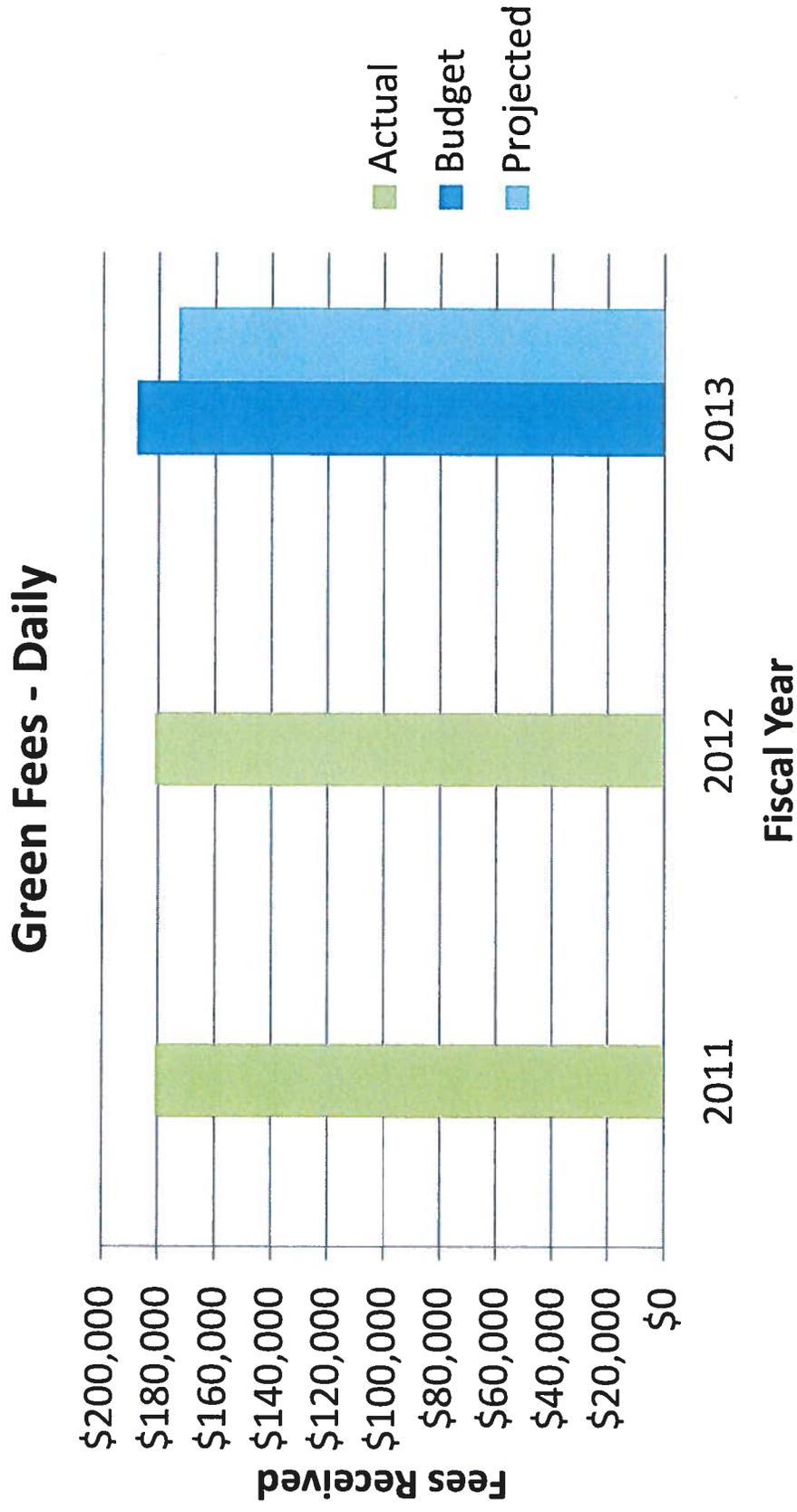
Connection and Tap Fees



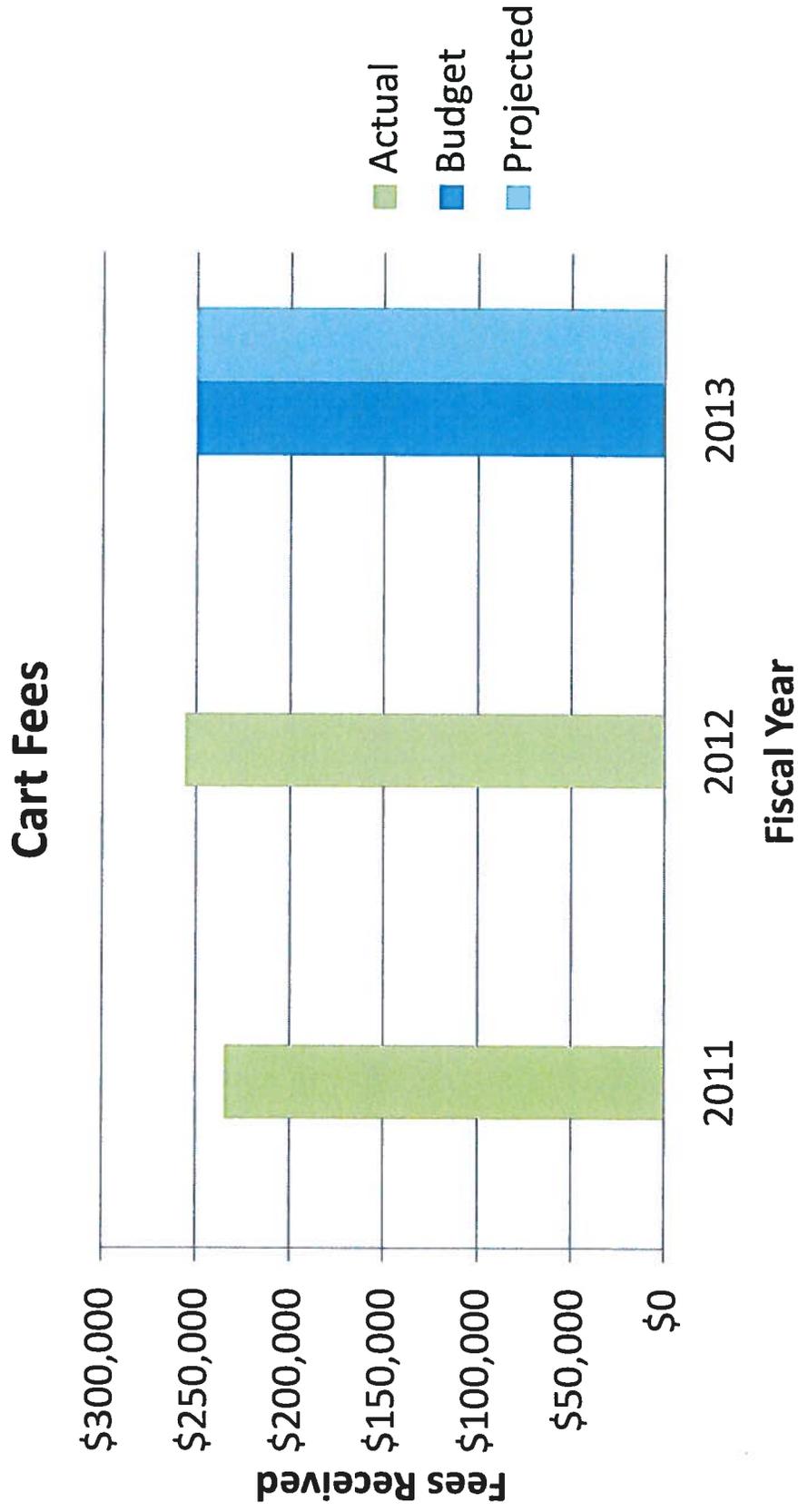
Golf Fund Revenue



Golf Fund Revenue



Golf Fund Revenue



Factors Affecting Golf Fund Revenue

- July afternoon thunderstorms
- October-December had more bad weather on weekends and holidays
- Rain on weekends affects revenue more than rainy weekdays

Budget Issues

- Change in Unemployment Insurance System
- Retirement System Contribution

Change in Unemployment Insurance System

- Required to maintain a reserve equaling 1% of wages
- Anticipated additional expense for FY 2013-2014:

General Fund	\$56,500
Utility Fund	\$19,100
Golf Fund	\$ 1,500

Retirement System Contribution

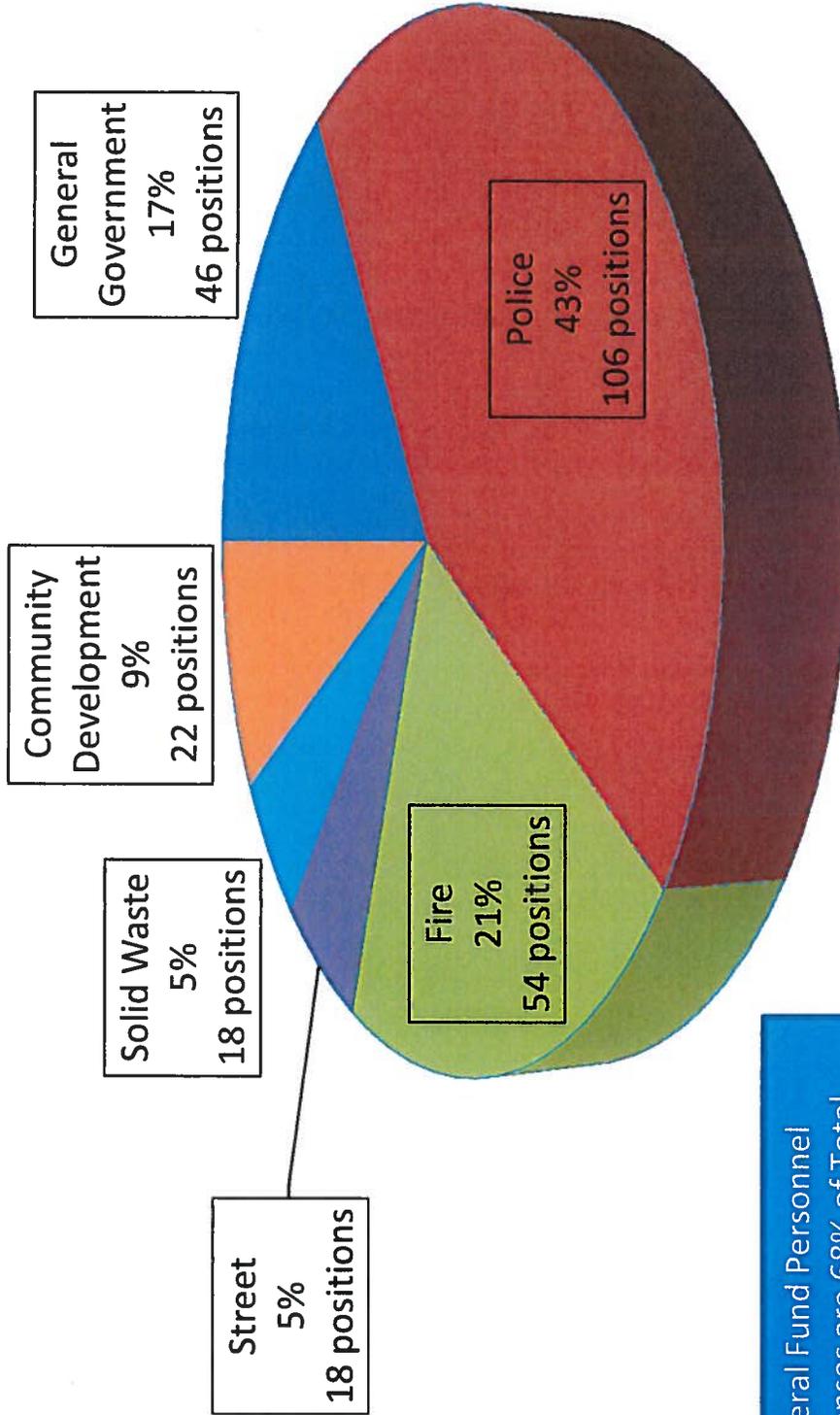
Retirement System Contribution Rates			
FY 2010	FY 2011	FY 2012	FY 2014
4.88%	6.35%	6.88%	7.07%

Anticipated increase 0.33%

Retirement System Contributions

Projected Additional Expense for FY 2013-2014	
General Fund	\$40,800
Utility Fund	\$13,000
Golf Fund	\$800

General Fund Personnel Costs



General Fund Personnel Expenses are 68% of Total General Fund Expenses

General Fund Expenditures

Salaries / benefits	67.65%
Contractual services	7.32%
Capital	4.30%
Inventory - tires, fuel, parts	4.05%
Utilities	2.84%
Department supplies	2.70%
Other expenditures	2.39%
Contributions	2.28%
Fuel	2.19%
Insurance & bonds	1.92%
Landfill charges	1.71%
Contribution - health insurance	1.49%
Telephone	1.30%
Auto maintenance & repair	1.08%
Installment purchase	0.68%
Training	0.64%
Professional services	0.54%
Equipment maintenance & repair	0.52%
Pension fund contribution	0.50%
Building maintenance & repair	0.32%
Contractual services - mowing	0.17%
Advertising	0.14%
Building & equipment rental	0.11%
Computers	0.11%
Dues and subscriptions	0.11%
Contractual services - greenway	0.10%
Bank service charge	0.10%
Rent	0.06%
Postage	0.05%
Janitorial supplies	0.04%
Employee awards	0.04%
Printing	0.03%
Interfund reimbursements	-7.48%
	<u>100.00%</u>

**SUMMARY FROM THE MEETINGS WITH THE CITY OF
SANFORD AND LEE COUNTY LOCAL AGREEMENTS
COMMITTEE**

The members of the City of Sanford and Lee County committee appointed to meet and discuss the inter-local agreements between the two jurisdictions, met on February 12 and again on February 20, 2013. The summary of those meetings and discussions on each contract is as follows.

Planning/Community Development – The Committee is recommending that the City and County continue operating a one stop shop with the City continuing to employ the staff for this department. Funding will continue at the current 45 percent County – 55 percent City split. The County will try to locate this department (along with Building Inspections, Code Enforcement, Environmental Health and GIS into one location). The City agrees to begin movement on long term planning for transportation, infrastructure and growth (replacing the current 2020 plan). The Department agrees to improve communication and information delivery to the County Commissioners.

Joint Planning Commission – This commission will be used in the long term planning process for all jurisdictions and will begin meeting more regularly (at least once a quarter). The commission is to be used to communicate growth related current issues that affect all jurisdictions.

Various Water and Sewer contracts – The City agrees to review its annexation policy and create opportunities for the County to create future growth in the unincorporated areas using water and sewer where appropriate. The County agrees that when annexation makes sense for contiguous reasons, that the County will support the City in those efforts.

Building Inspections – The Committee is recommending that the City and County continue a one stop shop for this department with the employees being City employees. The City will review the fees charged for this service and increase them so that the fees make this a more self-sufficient (enterprise type fund) department. Future short falls will be covered by a split of the costs based on the total dollar permits issued in each jurisdiction.

Tax Collections – the County will continue to collect property taxes (and possibly vehicle taxes depending on what the Legislature does). The Cost for the services will be the actual cost to collect the taxes for the City. The County Manager will provide a cost breakdown for the costs to bill and collect the property taxes. This breakdown will include cost allocations based on the ad valorem method where costs are shared and cannot be broken out to the City and County. If the County collects vehicles taxes the charge will be 2 percent of the collections as is determined by NC General Statute. Costs to collect vehicle collections will be broken out from other property taxes.

Rental Agreement – Makepeace Building – This agreement will end when the Community Development Department (Planning, Inspections and others) move into a new facility. The Department will pay all utilities and minor maintenance expenses. Since the facility will be County owned, the County will be responsible for the capital outlay and major capital expenses (greater than \$5,000).

Geographic Information Services (GIS)/Strategic Services – The County will agree to continue to run this department. The County will allocate charges for the department based on the ad valorem method. **The GIS Team will co-locate with the rest of the Joint County-City Planning and Community Development Department.**

911- No Changes

Parks and Recreation – No contract is needed for this service. All agree that the referendum gave this service to the County. Future infrastructure projects will be jointly planned where appropriate (Bike and Greenway Trail).

Animal Control – the County will no longer charge the City for this service. The City and County will prepare a new contract that lays out the responsibilities of each party.

Economic Development Corporation – City and County agree to work together on developing the new public/private partnership that is currently

Staffing Comparison

Department	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Approved
Governing Body - Elected	9	9	9	9	9
Administration	2	2	2	3	3
Human Resources	4	4	4	4	4
Risk Management	1	1	1	1	1
Finance	8	8	8	8	9
Information Systems	2	2	2	2	2
Legal	2	2	2	2	2
Public Building	3	3	3	3	3
General Services	2	2	2	2	2
Golf	6	6	6	0	0
Fleet Maintenance	5	5	5	5	5
Horticulture	6	6	6	6	6
TOTAL GENERAL GOVERNMENT	50	50	50	45	46
Police	102	106	106	106	106
Fire	53	53	53	54	54
Inspections	7	7	7	7	7
TOTAL PUBLIC SAFETY	162	166	166	167	167
Street	18	18	18	18	18
TOTAL STREET	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	267	267	263	264

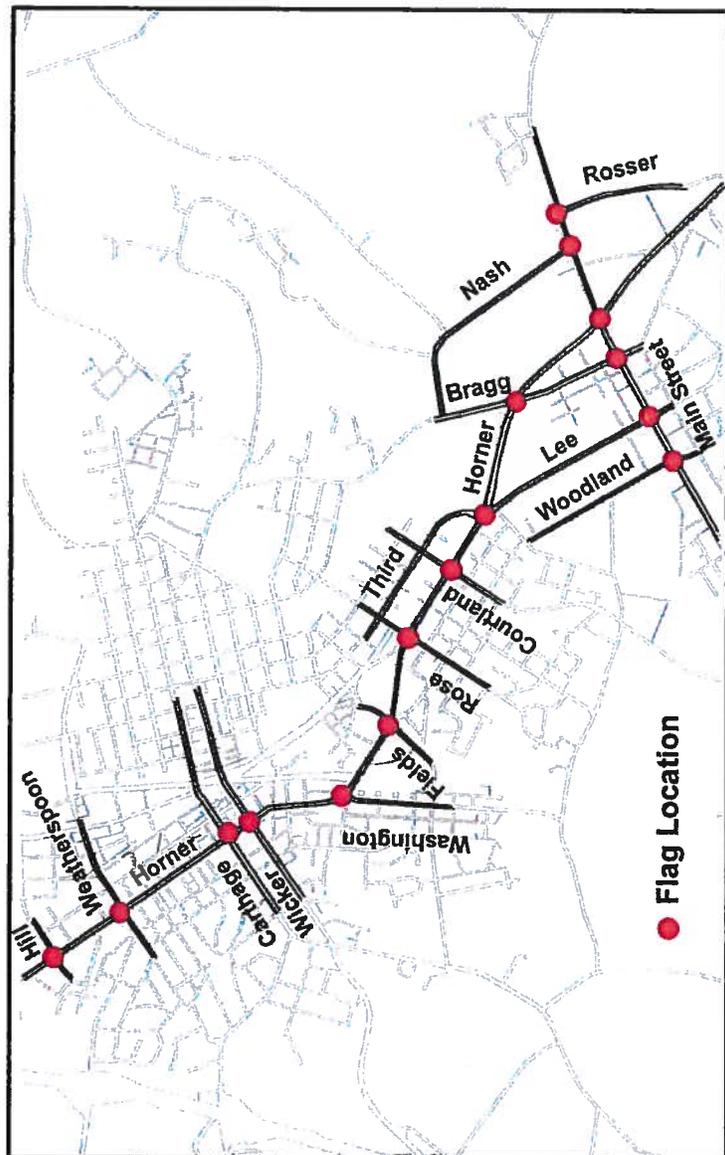
Includes permanent part-time position

Includes frozen position(s)

Proposed Flag Locations

Cross Streets	# Flags
Broadway Rd. & Nash St.	3
Broadway Rd. & Rosser Rd.	3
Main St. & Horner Blvd.	4
Main St. & Dalrymple St.	4
Main St. & Lee Ave.	4
Main St. & Woodland Ave.	4
Horner Blvd. & Bragg St.	4
Horner Blvd. & Third St.	4
Horner Blvd & Courtland Ave.	4
Horner Blvd. & Rose St.	4
Horner Blvd. & Woodland Ave.	4
Horner Blvd. & Washington St.	4
Horner Blvd. & Wicker St.	4
Horner Blvd. & Carthage St.	4
Horner Blvd. & Weatherspoon St.	4
Horner Blvd. & Hill Ave.	4

Proposed Flag Locations

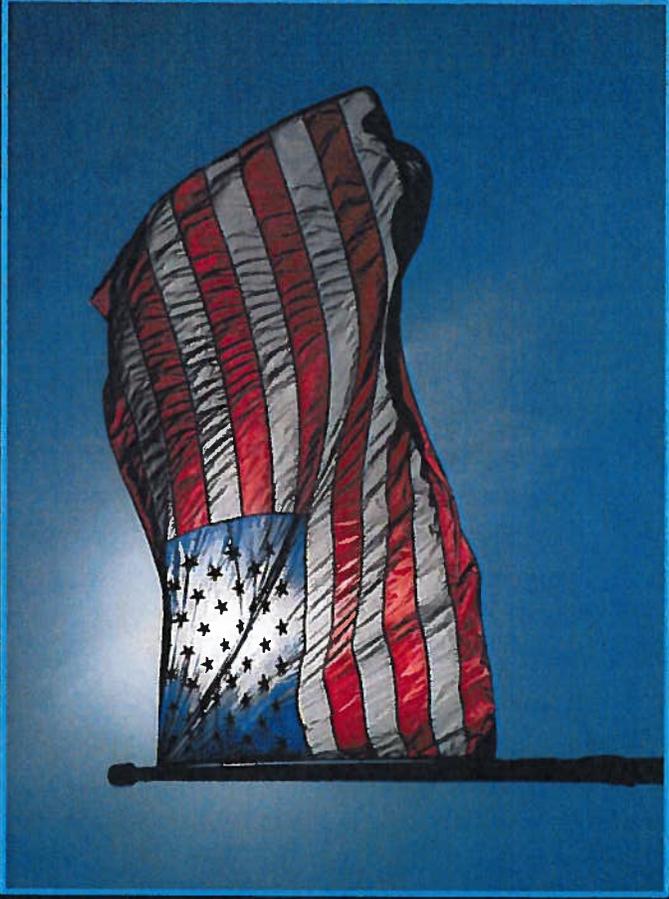


16 Intersections Locations

Flag Display Schedule

Day	Date
MARTIN LUTHER KING DAY	January 17
PRESIDENTS DAY	February 21
ARMED FORCES DAY	May 21
MEMORIAL DAY	May 30
FLAG DAY	June 14
INDEPENDENCE DAY	July 4
LABOR DAY	September 5
PATRIOT DAY	September 11
COLUMBUS DAY	October 10
ELECTION DAY	November 8
VETERANS DAY	November 11

PROPOSED FLAG PROGRAM



COUNCIL RETREAT

FEBRUARY 27, 2013

PURPOSE

- Council interest
- Shows City's patriotism
- Suggested down long major thoroughfares.

ALTERNATIVES

- Installation on existing poles
- Installation at specific intervals, ground mounted

Flag Installation

STEP 1

Identify major roads

- Horner Blvd.
- Beginning & end points
 - Horner Blvd. from Hill to Main
- Main St.
- Major East to West road (NC 78)

Flag Installation

STEP 2

Identify how to install

Option 1: Poles

- Random placement
- Ownership/ Permission
 - Progress Energy
 - Height of wires and flags
- Not uniformly placed

Option 2: Ground mount down street

- Specific intervals
 - Intense

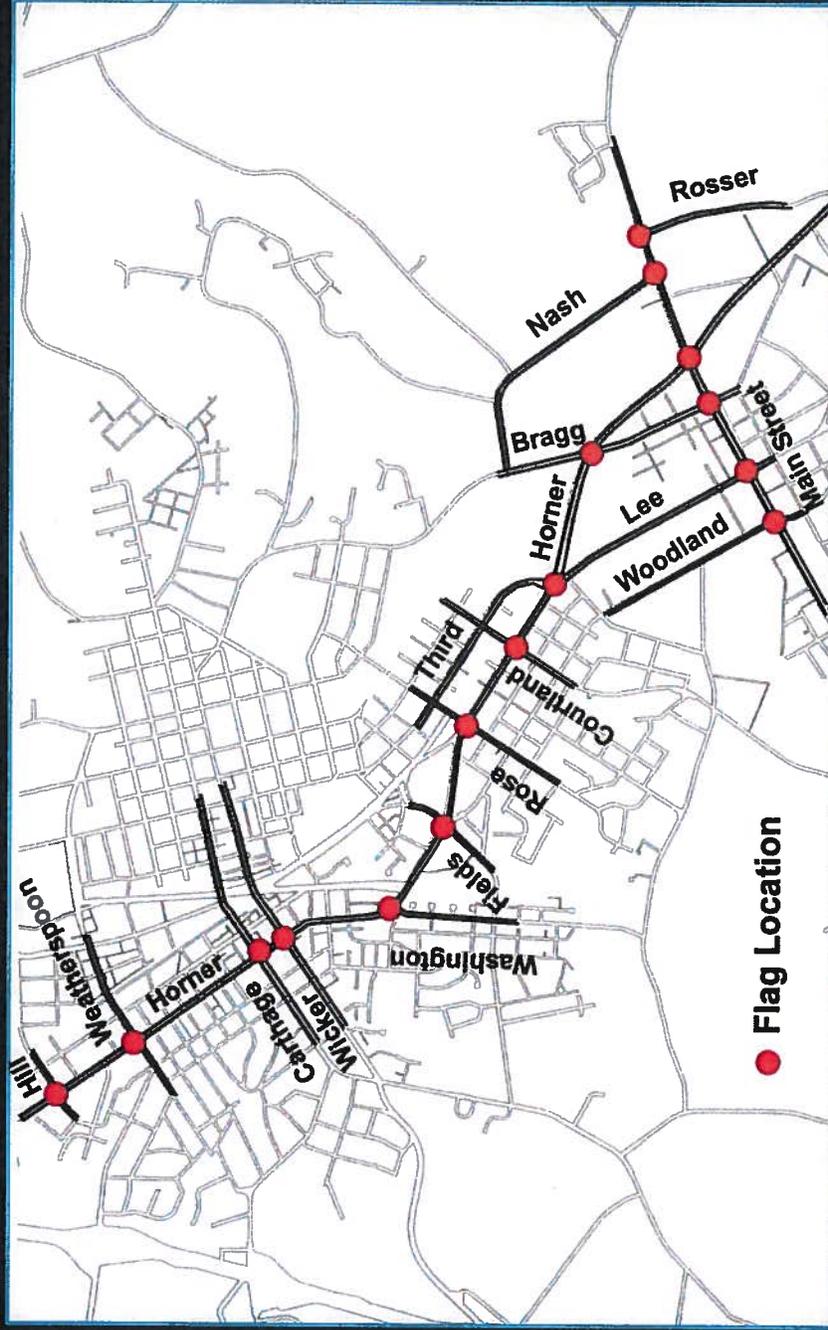
Option 3: Ground mounted poles at selected intersections

- Regulatory
 - Less involved
- Manageable scope

Proposed Locations

Cross Streets	# Flags
<i>Broadway Rd & Nash Street</i>	3
<i>Broadway Rd. & Rosser Rd.</i>	3
<i>Main Street & Horner Blvd.</i>	4
<i>Main Street & Dairymple St.</i>	4
<i>Main Street & Lee Ave.</i>	4
<i>Main Street & Woodland Ave.</i>	4
<i>Horner Blvd. & Bragg St.</i>	4
<i>Horner Blvd. & Third St.</i>	4
<i>Horner Blvd. & Courtland Ave.</i>	4
<i>Horner Blvd. & Rose St.</i>	4
<i>Horner Blvd. & Woodland Ave.</i>	4
<i>Horner Blvd. & Washington Ave.</i>	4
<i>Horner Blvd. & Wicker St.</i>	4
<i>Horner Blvd. & Carthage St.</i>	4
<i>Horner Blvd. & Weatherspoon St.</i>	4
<i>Horner Blvd. & Hill Ave.</i>	4
	62

Proposed Locations



16 Intersection Locations

Materials Cost

16 Intersections

Item	Quantity	Price Total	Total
2 1/2 Sch 40	130 ft	\$1.41/ft	\$ 183.30
End Cap Sch 40	65	\$4.00/each	\$ 260.00
Round Box	65	\$9.30/each	\$ 604.50
Flag w/ Pole *	68	\$80/each	\$ 5,440.00
Lock	65	\$10.89/each	\$ 707.85
Misc. Hardware	65	\$2.26/each	\$ 146.90
Equipment Rental/ Misc Concrete/Asphalt			\$ 7,342.55
Equipment Rental/ Misc Concrete/Asphalt			\$ 2,500.00
Approx. Total Project Cost			\$ 9,842.55
Approx. Total Project Cost			\$ 10,000.00

*3' x 5' Embroidered Flag, 19' x 2" Tapered Pole with Gold Ball
Made in USA

In-ground Flag Pole Mounts



Intersection Locations



Horner Blvd. & Wicker St.



Horner Blvd. & Main St.



Display Schedule

DAY	DATE
MARTIN LUTHER KING DAY	JANUARY 17
PRESIDENTS DAY	FEBRUARY 21
ARMED FORCES DAY	MAY 21
MEMORIAL DAY	MAY 30
FLAG DAY	JUNE 14
INDEPENDENCE DAY	JULY 4
LABOR DAY	SEPTEMBER 5
PATRIOT DAY	SEPTEMBER 11
COLUMBUS DAY	OCTOBER 10
ELECTION DAY	NOVEMBER 8
VETERANS DAY	NOVEMBER 11

From the Town of Southern Pines

Length of time Flags are displayed

- Flags to be erected at between 6-7a and taken down between 5-8p
- Avoid vandalism or Flags missing
- In accordance to 4 USC Section 6: Length of time Flags are displayed and occasions for display
- All weather flags

Summary

- 65 ground mounted flags.
- Budget amendment for \$10,000 (cost of materials).
- Specific intersections on Horner & Main.
- Displayed on list of Holidays.
 - Only on day of Holiday
 - Minimize wear
 - U.S. Code 4 Section 6

Public Information Office – Key Accomplishments

- **Media Relations**

Established a clear line of communication with all local news and media outlets to better promote the City's mission, news, and programs. Local reporters and news directors have a reliable contact person for setting up interviews, gathering information, and fact checking.

- **Email Newsletter**

Creation of weekly e-newsletter to make community leaders and interested citizens aware of the goings-on at the City of Sanford. We have shared news from Public Works, Community Development, Information Technology, both the Fire and Police departments.

15% more people read the City's e-newsletter than newsletters from other government bodies similar to ours and that number climbs each week. We have had no one unsubscribe since the e-newsletter's inception.

- **Blog Overhaul and Increased Use**

New design and implementation plan for the City's blog site, making it easier to read, easier to find new information, and more informative as a whole. The navigation is cleaner and the entire site is mobile-ready. This means a person can view the site on any device without losing the design's integrity.

There has also been increased focus on publishing articles, photos, and features on the blog. This keeps the City at the forefront of residents' and leaders' minds, as well as shows that we are an active and complex organization.

The blog is also a quick and efficient way to get news and updates in front of the public. Posts are immediately shared on the City's social media sites and linked from our e-newsletter.

- **Improved Social Media Implementation**

Facebook is the premiere social media outlet for the Sanford area. However, the City has not always utilized the tool to its fullest extent. The solution to this problem has been to provide frequent updates ranging from profiles on City departments and street closures to Council notices and breaking news.

As a result, the City's Facebook page has seen the following increases: 57% jump in new likes, 42% uptick in reach (how many people see and comment on our posts), and 20% increase in virality (how often people share our posts with their network).

- **Brand Unification Across Channels**

Created new graphics and materials that connect the City of Sanford to its subsidiaries, including Downtown Sanford, Inc.

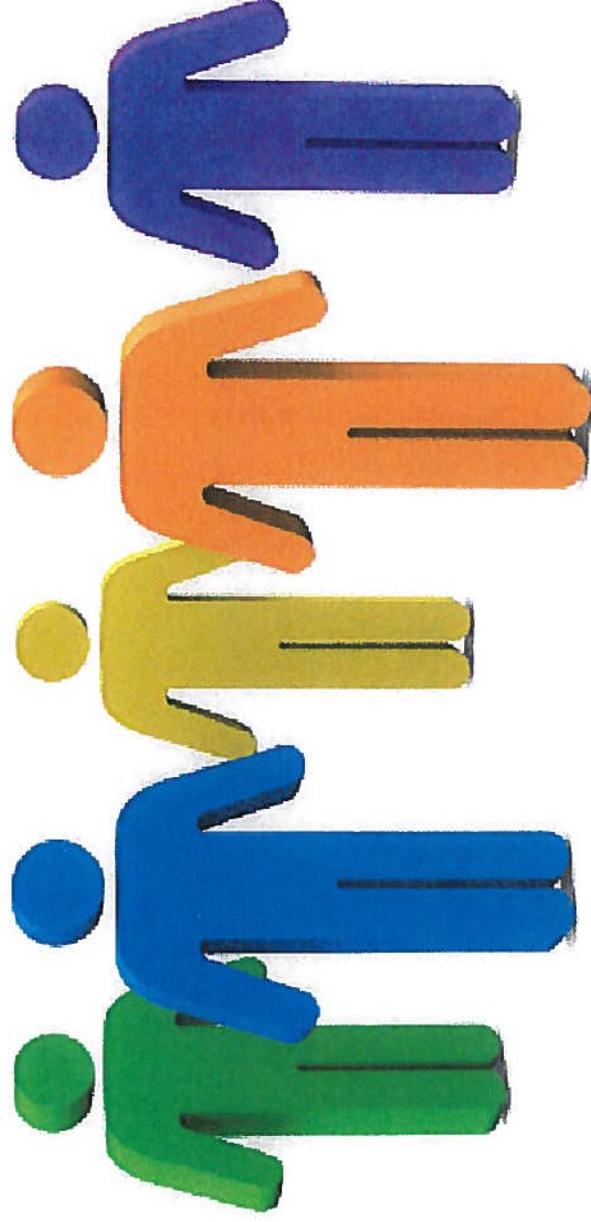
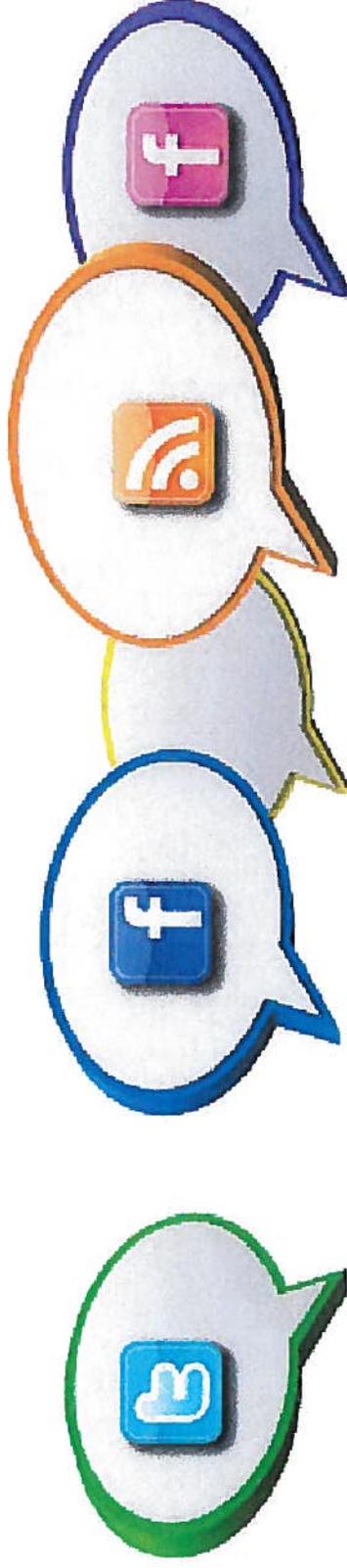
Previously, DSI's graphics and newsletter seemed disconnected from the City's brand. Now DSI's Facebook page, Mailchimp newsletter, and website show clear brand alignment. The same process is underway with all other subsidiaries.

Retirement Site Planning

Met with Chamber of Commerce representatives and other retirement stakeholders to plan how to promote Sanford as a retirement destination following our official certification. Developed an implementation plan that will enhance the Discover Sanford website and turn it into an active, functioning website that will be seen and used by the community.

- **General Information Services**

Helped the IT department keep the City's website updated and free of inaccuracy. Also now field general questions from Facebook and the web so that IT can be free to provide technical support to City employees and associates.



Social Media & the City

What, Why, How, & What's Next

What is Social Media?

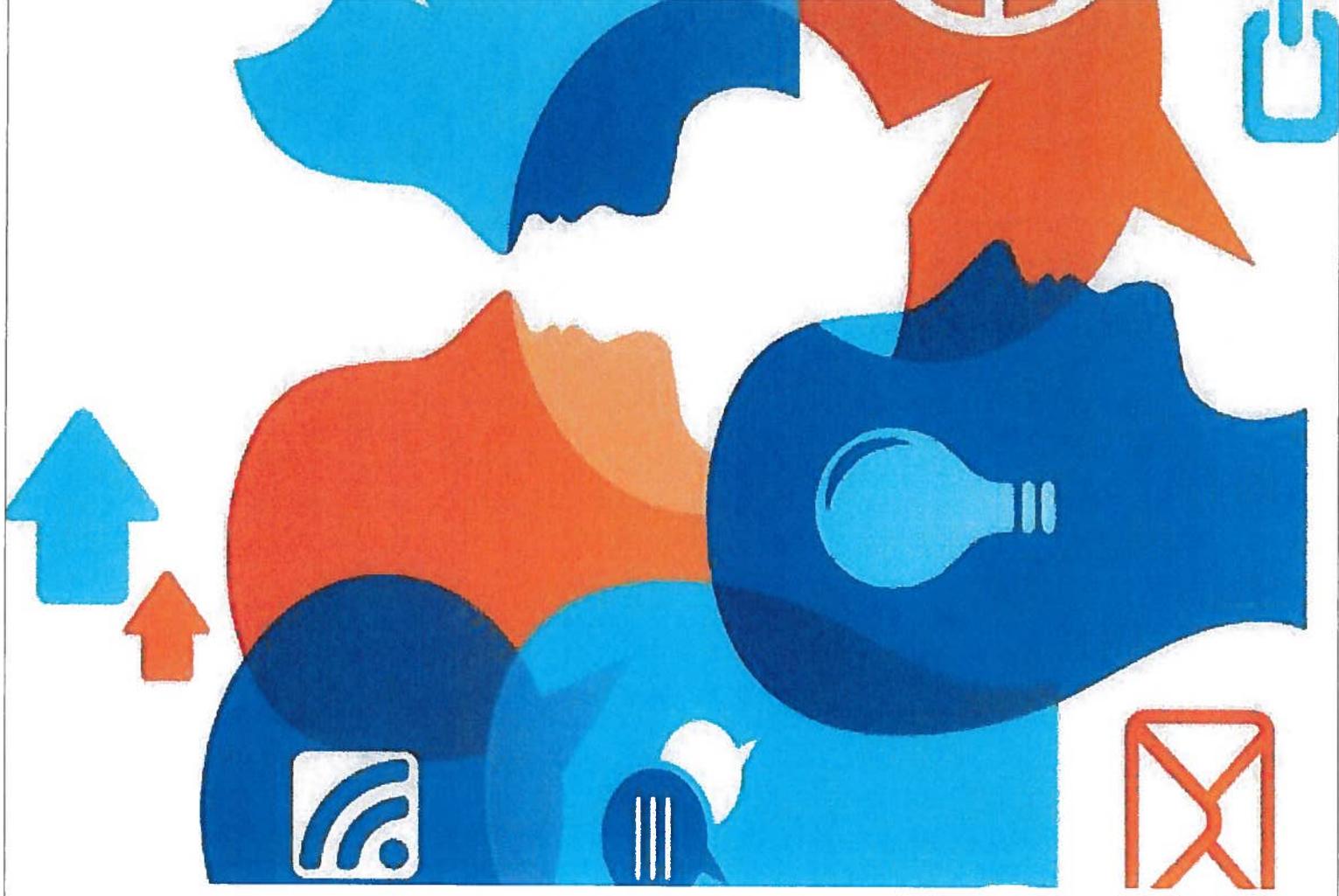
Social Media is

- Virtual networks of people with something in common
- Organic content created and shared by users
- Relationship based
- Popular across demographics
- The top avenue for learning new information, beating out search engines
- The ultimate word-of-mouth marketing machine

Social Media Outlets

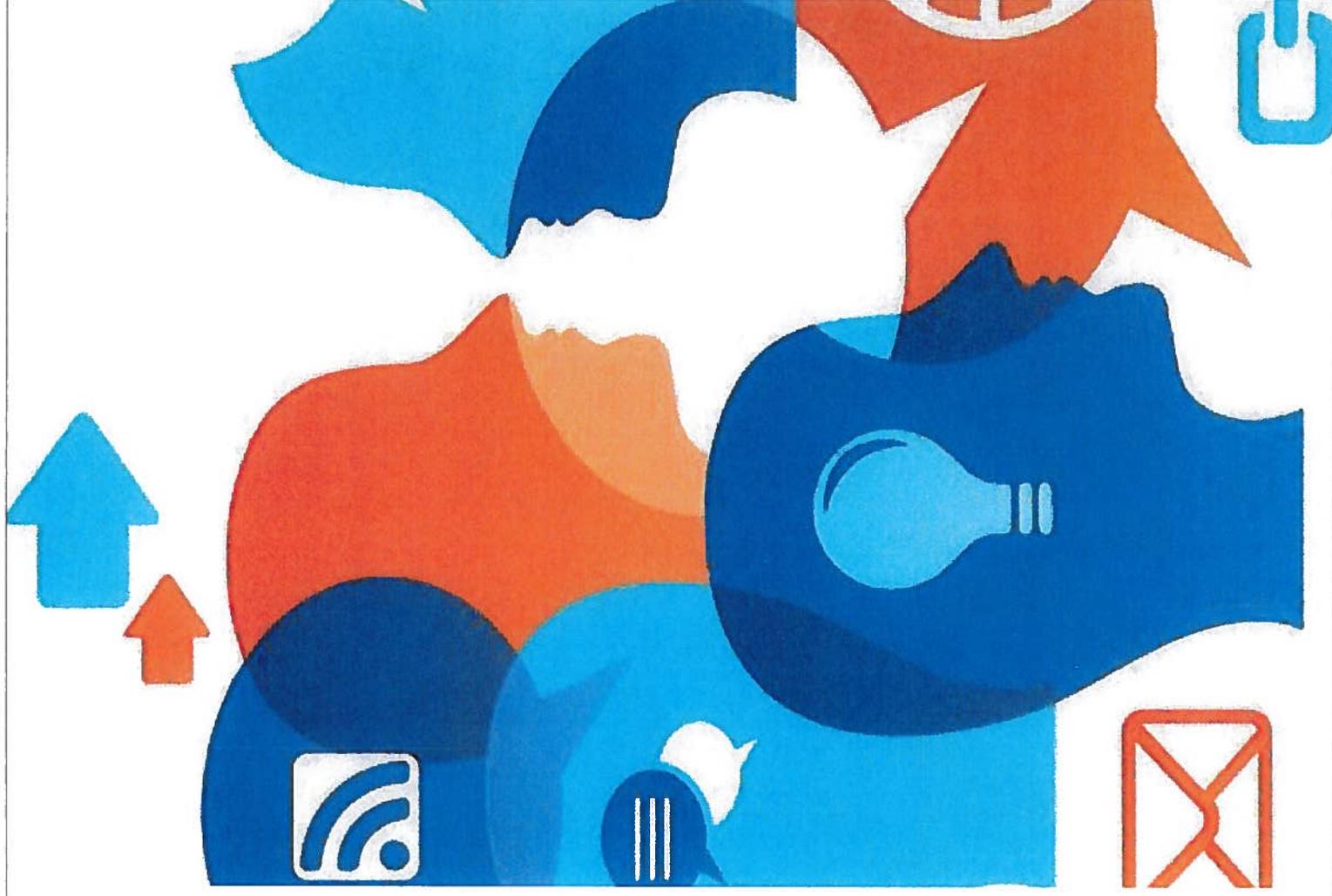
In order of local interest

- Facebook
- Blogs
- YouTube
- Mobile Apps
- Pinterest
- Twitter



The City's coverage

- [Facebook](#)
- [Blogs](#)
- YouTube - [Self hosted videos](#)
- [Mobile Apps](#)
- Pinterest - [Pinnable content](#)
- [Twitter](#)



Why Invest In Social Media?

Multi-Channel Social Media Use

- Citizens report a 14% increase in trust when governmental bodies use social media to share news
- 75% of social media users are more likely to trust a brand or organization that they know their friends and family trust
- Facebook is the network of choice for 90% of local social media users
- 60% of social media users are more likely to engage with a brand/organization after seeing it in multiple channels
- Social media users are 35% more likely to share an "angle" than a post

How Is Social Media Working For The City?

Our Action Plan

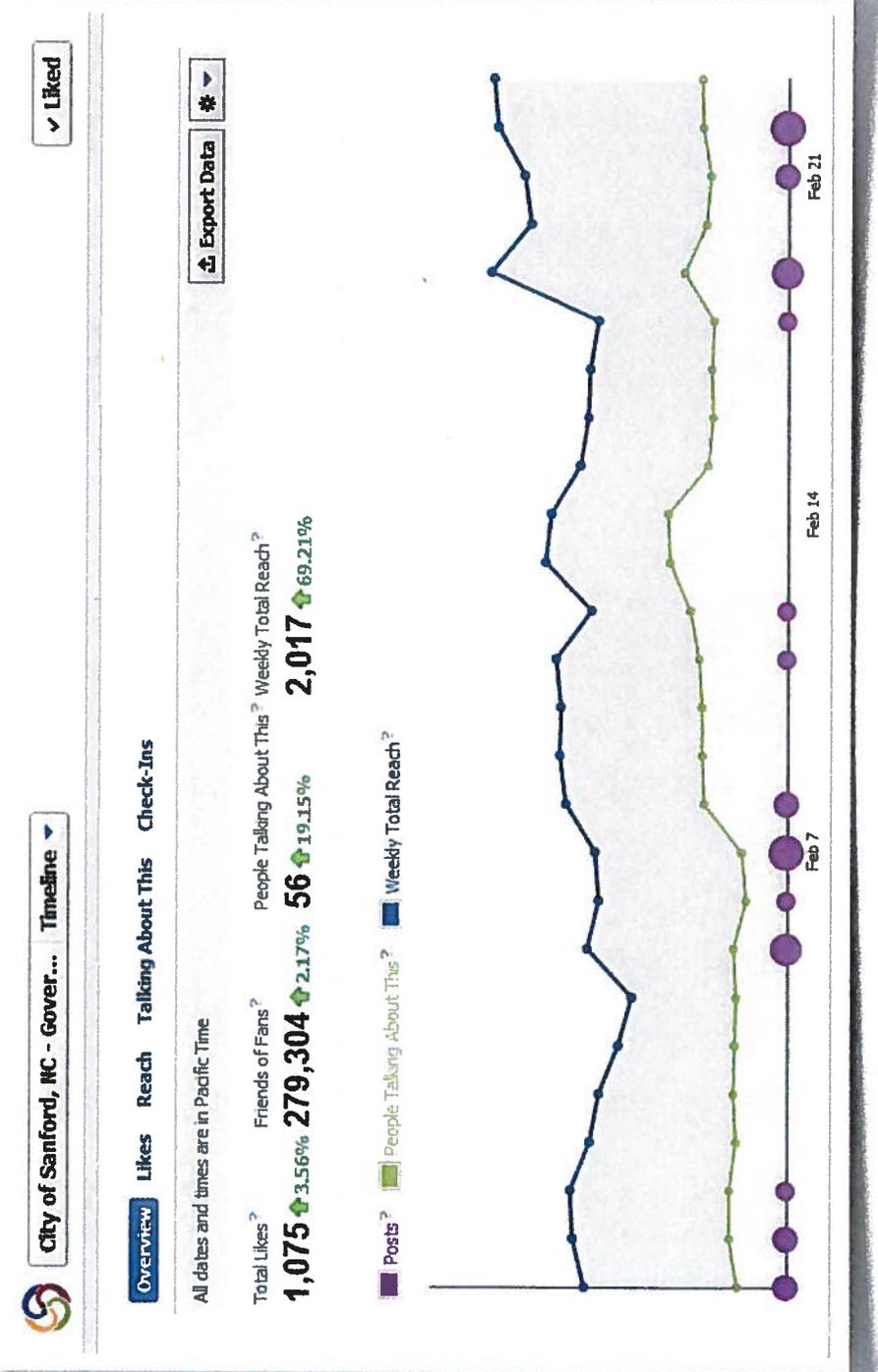
- Streamline and emphasize the brand
- 100% integration across channels
- Multiple points of access, including offline options
- Share breaking news, alerts, notices, and announcements
- Also share features, profiles, and general interest stories that present the City as vibrant, resourceful, and innovative
- Heavy focus on initiative and innovation



SANFORD
NORTH CAROLINA
225 E. Weatherspoon Street
Sanford NC
www.sanfordnc.net

Results: Facebook

- Increased page likes
- 75x more engagement
- 40% increase in virality
- 100% increase in messaging
- Focus on rapid response and visual information



<http://facebook.com/sanfordnc>

Results: Blog

The screenshot shows the City of Sanford, NC website. At the top, there is a navigation bar with links for Home, City Council, Calendar, and Location. Below this is a banner for the City of Sanford, North Carolina, with the address 225 E. Weatherspoon Street and the website www.sanfordnc.net. The main content area features a blog post titled "Depot Park Train Gets A Brand New Look" dated Friday, February 22, 2013. The post includes a photo of a steam locomotive and text describing the restoration of Locomotive #12. A sidebar on the right contains a Facebook widget with the text "On Facebook" and "City of Sanford, NC - Government Offices".

SANFORD
NORTH CAROLINA
225 E. Weatherspoon Street • Sanford NC
www.sanfordnc.net

Home City Council Calendar Location

Friday, February 22, 2013

Depot Park Train Gets A Brand New Look

Prepare for big changes in the train's accessibility.

Restoration of Old Steam Locomotive #12 in Depot Park is nearly complete, but the train's new iron work and fresh paint aren't the only changes for park goers.

For years, visitors to the area have had free access to the locomotive, despite its age and historical value – but not any longer.

Behind Lock And Key

The Railroad House Historical Association, owner of Locomotive #12, plans to protect the train in an effort to minimize wear-and-tear and preserve the engine for another hundred years.

Along with repainting and repainting the engine, the City of Sanford has installed a new fence around the train that will remain locked except for occasional, no-approved, and approved, assume, and assume.

On Facebook

City of Sanford, NC - Government Offices

You like this.

City of Sanford, NC - Government Offices

Find out about changes coming to Depot Park in this week's e-newsletter. Subscribe to the e-newsletter using the links above or click below!

News from the City of Sanford
us6.campaign-archve2.com

199 People Reached - 3 People Talking About This

- 10% increase in mobile users
- 80% increase in page views
- 30% increase in shares
- 60% increase in RSS users
- Equal 'entry' from available channels

<http://cityofsanfordnc.blogspot.com>

Results: Twitter and MailChimp

@cityofsanfordnc



- 35% increase in Twitter followers
- 100% retweet rate

• 300 subscribers in two months

• Open rate is 10% higher than the industry average

• Average click-through rate is 57%

• No unsubscribes

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Like on Facebook
Follow on Twitter
Forward to a Friend

What's Next?

6 Month Goals

- Mobile-ready everything
- Content creation for user-driven website
- Streamlined information access (internally and externally)
- Relationship building across channels



Long Term Goals

- Website re-design with focus on intuitive use and search
- Regular citizen surveys via social media to encourage feedback on City initiatives
- Streamline internal processes to include and benefit from social media and marketing avenues
- Mobile apps for City services



Questions or Concerns?
