



# **GOVERNING BODY**

**THE HONORABLE WINSTON C. HESTER, MAYOR**

**MAYOR PRO TEM JOSEPH E. MARTIN**

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

**COUNCIL MEMBER CORNELIA OLIVE**

**COUNCIL MEMBER JAMES G. WILLIAMS**

**COUNCIL MEMBER CLAWSON ELLIS**

**COUNCIL MEMBER LINWOOD S. MANN, SR.**

**COUNCIL MEMBER PHILIP E. DUSENBURY**

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

**BY**

**Leonard O. Barefoot  
City Manager**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sanford  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2004**

President

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, 2004. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

## TABLE OF CONTENTS

<b>INTRODUCTORY OVERVIEW</b>		Risk Management	93
Table of Contents	i	Elections	95
History	iii	Finance	96
Community Profile	iv	Information Systems	98
Organizational Chart	vi	Legal	100
City Goals and Accomplishments	vii	Community Development	102
		Comm. Dev. – 911 Coordinator	104
		Strategic Information Services	106
<b>TRANSMITTAL LETTER</b>	1	Public Building	108
Changes Prop. to Approv. Budget	9	Comm. Enhancement – Downtown/HPC Central Office	110 112
<b>BUDGET ORDINANCE</b>	11		
		<b>PUBLIC SAFETY</b>	
<b>BUDGET GUIDE</b>		Police	113
		Fire	115
Financial Policies	39	Inspections	117
Budget Process	41	Comm. Enhancement – Code Enforce.	119
Budget Calendar	43		
Budget Format	44	<b>PUBLIC WKS/TRANS.</b>	
Revenue Assumptions	47	Public Works Administration	121
		Street	123
<b>EXECUTIVE SUMMARY</b>		Street Capital Improvements	125
		Beautification	126
Consolidated Budget	57	Shop	128
Revenue Summaries	58		
Revenue Detail Analysis	59	<b>WASTE MANAGEMENT</b>	
Expenditure Detail Analysis	65	Solid Waste	130
Expenditure Summaries	67	Sanitation	132
Staffing Comparison	69		
Capital Outlay Sort – General Fund	71	<b>OTHER</b>	
Capital Outlay Sort – Enterprise Fund	73	General Fund Contributions	134
Capital Outlay Sort – Special Tax	75		
Fund Balance	76	<b>ENTERPRISE FUND</b>	135
Debt Service	77		
<b>GENERAL FUND</b>	85	<b>UTILITY FUND</b>	137
<b>GENERAL GOVERNMENT</b>		<b>DEBT SERVICE</b>	
Governing Body	87	Debt Service	139
Administration	89		
Human Resources	91	<b>OTHER</b>	
		Utility Fund Contributions	140

<b>PUBLIC UTILITIES</b>		<b>CAPITAL IMP. PROGRAMS</b>	
Utility Administration	141	Program Summary	161
Engineering	143	Capital Improvements Schedule	162
Sewer Const. & Maint.	145	Project Descriptions	164
Water Const. & Maint.	147	Capital / Grant Budgets	180
Water Plant	149		
Wastewater Treatment Plant	151	<b>SUPPLEMENTARY</b>	
Water Capital Improvements	153	<b>INFORMATION</b>	
Sewer Capital Improvements	154		
Store	155	Dept. Employee Classification	181
		Wage and Salary Program	188
<b>GOLF FUND</b>		Performance Appraisals	192
		Investment Policy	194
<b>OTHER</b>		Investment Maturity Procedures	197
Golf Commission	157	Demographic Statistics	199
		Prop. Value, Const., and Bank Deposits	200
<b>SPECIAL TAX DISTRICT FUND</b>		Principal Taxpayers	201
<b>OTHER</b>		<b>GLOSSARY</b>	203
Special Tax District	159	<b>INDEX</b>	211

## **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 is in excess of 23,000. In addition to these citizens, there are presently some 8,500 individuals who either reside in the Extra-Territorial Planning Jurisdiction or who are connected to existing municipal water and sewer service.

# Community Profile

- o Population
- o Landscape
- o Economic Characteristics
- o Family Income
- o Current Tax Rates
- o Education/Hospital
- o 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

City of Sanford*	24,000
Town of Broadway*	1,085
Lee County*	50,709

## Population Projections

Lee County in 2005*	54,933
Lee County in 2010*	58,806
Lee County in 2015*	62,459

## Landscape

Land Area*	257.2 sq. miles
Population Density*	191.11 people/sq. mi.
Urban Area (Sanford)*	49 percent
Rural Area (Outside City)*	51 percent
Latitude	35° 28'
Longitude	79° 07'

\*From the Office of State Planning, Population density figures are from 2002.

## Economic Characteristics

Median Age (2002)	35.9 years
Average Household Size	2.6 people
Bond Rating for City of Sanford	
▪ Standard & Poor's	A+
▪ Moody's	A1
Bond Rating for Lee County	
▪ Standard & Poor's	A+
▪ Moody's	A1

### **Family Income**

Median Household**	\$41,822
Per Capita**	\$20,375
Average Household**	\$53,339

\*\* (Figures from fiscal year 2003)

### **Current Tax Rates**

Lee County	\$0.79 per \$100 valuation
Sanford	\$0.59 per \$100 valuation
Broadway	\$0.49 per \$100 valuation

### **Education**

Public High Schools	2
Public Middle Schools	2
Public Elementary Schools	7
Private K-12 Schools	2
Montessori Schools	2

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
---------------------------	-----------------------------

### **Climate**

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

### **Water System Daily Capacity**

Sanford	12,000,000
Broadway	500,000

### **Waste Water System Capacity**

Sanford	6,800,000
Broadway	145,000

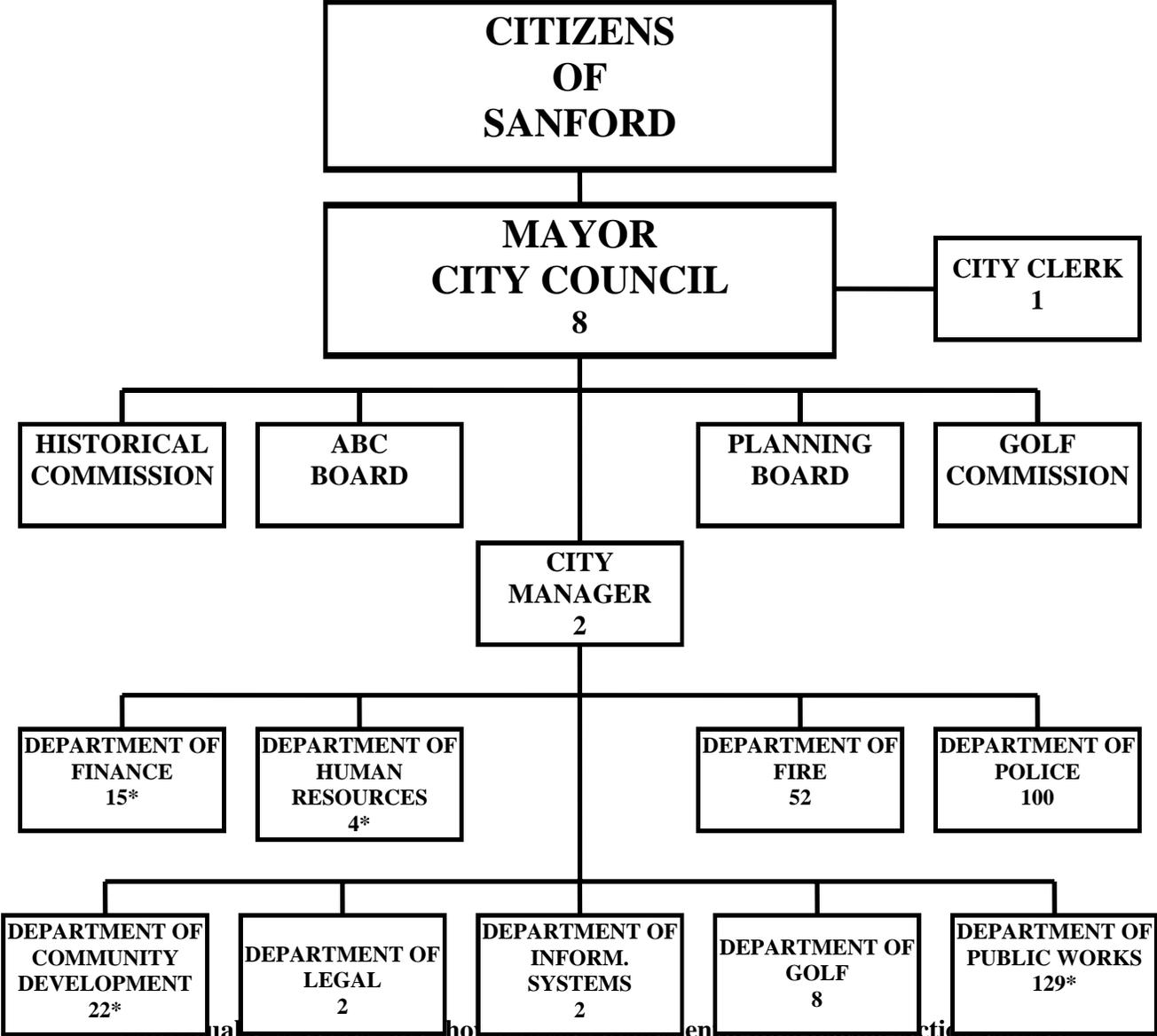
### **General Information**

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

# CITY OF SANFORD



## ORGANIZATIONAL CHART



\*Departmental Employee Classification.

## **FY 2005-2006 MAJOR GOALS**

The goals of the City of Sanford have been adopted to strengthen the relationship between service priorities and delivery of service. The goals and key budget principles on which the budget was developed do not vary considerably from past budgets. The goals are established with the clear understanding that the citizens of Sanford demand a high quality of service. 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.

**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 01-02 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**

- The Inspection Department enforced the International building Code, which became effective January 1, 2002. In addition, the city ordinances were enforced, with regards to issuing zoning violations pertaining to junked or abandoned vehicles, nuisance violations, overgrown lots, and minimum housing.
- The Fire Department continues to be the organizational lead for the SAFE KIDS COALITION in Lee County. Applied for and received an additional grant to operate a permanent checking station for child passenger restraints. All department members received training and certification to operate the checking station.
- A Permanent Fitting Station Grant in the amount of \$20,000 was awarded through the Governors Highway Safety program and a grant in the amount of \$10,000 was awarded to purchase a trailer and equipment in order to conduct safety checkpoints. These funds were received as a result of efforts within the Community Development and Sanford Fire Department.
- The Fire Department has four Level III fire inspectors as a result of training and testing during this year. Training continues for new 2002 addition of the North Carolina Fire Prevention Code.
- Information systems procured new computers for the Police Department to utilize for the Records Management Software. Also completed network connectivity at Fire Station No. 3 and Jonesboro Fire Station.

### **MASTER PLANNING AND ZONING**

- The Sanford/Lee County/Broadway Unified Ordinance re-write continues which will consolidate land use and development regulations for the three municipalities into one document. This will provide more adequate services and land use regulations for the citizens of Sanford, Broadway and Lee County.
- The Community Development Department initiated long-range planning and education efforts through the development of a small area plan for the Greenwood community. This project is at the beginning stages, and will resume in late fall of 2002.
- The Geographic Information Systems Section of the Community Development Department continues to create maps and charts for various city departments and other agencies. It also has expanded its extensive database, including assigning 591 new addresses, acquisition of soil data, topography maps and FIRM Maps.
- Voluntary annexations continue.
- Three new restaurants and more than twelve new businesses opened in the Downtown Sanford District. Downtown Sanford was awarded a Building Improvement Grant in the amount of \$10,000 for awning replacements, façade improvements, building improvements and new signage.
- Phase I of Depot Park was completed, and several special events were held in the park, including the Depot Park Dedication, Holiday Tree Lighting, Unity in the Park and Earth Day. More than five concerts were held in the bandstand.

- Downtown Sanford participated in the planning and implementation of the Inaugural Pottery Festival. Activities included a downtown event, “Fine Arts Downtown Sanford”, which drew over 1,000 people into downtown businesses and restaurants, and held a fundraiser for the Pottery Festival and Fine Arts Downtown.

### **TRANSPORTATION AND PUBLIC WORKS**

- In preparation for construction of highway projects including US 421 bypass and Lee Avenue widening, design, contract administration and construction inspection was performed for \$400,000 of water, sewer main and appurtenance adjustments.
- Street improvements totaling approximately \$525,000 were performed last fiscal year including curb, sidewalk and street rehabilitation and resurfacing. Engineering performed all design, construction inspections and administration.
- Asphalt crew and/or pothole patching crew placed 2,509 tons of asphalt on city maintained streets, which is a 22% increase in production.
- Street markings were placed on city streets with an increase production ratio of 228%.
- Traffic services performed sixty nine percent more site distance cutbacks.

### **UTILITIES**

- Cool Springs Road water tank was painted on both the interior and exterior. Engineering performed design, contract administration and construction inspections for the project.
- Construction improvements at the Water Treatment Plant have begun. The treatment process is being modified from free chlorine to chloramines, as well as rehabilitation of the existing filters.
- A 36-inch valve was installed on the pipe header at the influent station. This allows the main influent pumps to isolate while a secondary pump handles the flows, allowing work to be performed on the main header or influent pumps.
- Encasement pipes for future sewer line crossing of the US 421 bypass were installed this year. Design, construction, administration and inspection were performed by the Engineering Department.
- The City’s sewer, water, and street systems were expanded by 2.4, 3.0, and 2.4 miles respectively, at a value of approximately \$1.8 million. The Engineering Department performed plan review and construction inspection for these projects.
- Through the petition assessment process, utility service was provided to approximately 40 new customers by installation of 3,500 linear feet of lines. Engineering performed all design, construction inspection and administration.
- Sludge removal through land applications was continued (six million gallons of bio-solids distributed).
- Certification of the Wastewater Treatment Plant laboratory was completed this year.
- Completed final draft application for 28 mgd allocation for Jordan Lake.
- Completed a major update to the Public Works Policy & Procedures Manual, Utility Manual, and Safety Manual.

### **FINANCIAL PLANNING**

- Replaced condensing unit for air conditioning at the Federal Building resulting in a savings of approximately \$95,000.

- A major construction project began at the Sanford Golf Course to include but not limited to a sewer re-use grant project, which includes a new irrigation system. Other improvements at the course were completion of greens re-construction, bunker re-construction, tee complex re-construction, a new driving range and construction of five new golf holes. The project should be totally complete by early fall of 2002.
- Designed, created, and implemented an automated timesheet for employees and supervisors. The automated timesheet has significantly reduced the number of manual math calculations and provides precise information for payroll.
- Coordinated computer software changes for banking services from Wachovia to RBC Centura.
- Completed the fiber optic project for high speed networking among the main government structures. Added forty new email users citywide and completed network connectivity at Fire Station No.3, Jonesboro Fire Station, Water Plant, Wastewater Plant, City garage and Sanford Golf Course.
- Administration continues for a FY 2000 Community Development Block Grant Scattered site Project in the amount of \$387,500; a 1999 Single-Family Rehabilitation (“SFR99”) Program; the Little Buffalo Creek Clean Water Management Trust Fund Grant, in the amount of \$765,000; and a Lee County Community Development Block Grant and a Housing Finance Agency Single-Family Rehabilitation Grant totaling \$600,000.
- A Community Revitalization Grant was awarded in the amount of \$1,750,000 to be spent over a five year time period. This grant will be utilized for the restoration of the W. B. Wicker School as a multi-use community center, including adolescent and elderly day care facilities, Lee County Youth Services Center, mental health and supportive housing for Lee Harnett Haven, a computer center, a cafeteria, and a small business incubator. This grant requires a qualifying local government to seek historic approach in addressing the root causes of poverty in high poverty areas.

#### **DEVELOPMENT OF STAFF**

- Building inspectors attended schools, and seminars in an effort to stay abreast of the code changes.
- Shop supervisor has access to state contract pricing by adding Internet at the shop.
- The Information Systems expanded the city website to 400 + pages for citizens and city employees to use for job postings, applications, forms, departmental information and more.
- Human Resources Division prepared employee benefits information sheets detailing benefits available and their costs. The benefit value was provided by dollar and percentage of salary.
- Human Resources held the second Benefits Fair and increased providers participating from twelve to twenty-three. A Health Fair was held in conjunction with the Benefits Fair. It was an open house setting with information, handouts and door prizes.
- A complete review of the personnel database has been performed by the Human Resources Department in order to ensure accuracy of employee information.
- The Human Resources Department organized, bid and executed the City’s Service Awards Luncheon. This was the first luncheon and the first to be held in the Public Works Assembly Room that included service awards for employees obtaining benchmark years.

- The Human Resources Department administered the bidding process for health, life, short-term disability, cobra and dependent life insurance. Negotiations led to a contract with Blue Cross and Blue Shield of North Carolina. Over twelve training sessions with employee (active and retired employees) followed and enrollment was completed timely and efficiently.
- Information systems administered the continuation of the Employee Computer Purchase Program with sixty-seven personal computers acquired.

## **FY 02-03 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**

- The Mobile Precinct and the Community Policing Team continue to be one of our major accomplishments. We continue to initiate community watch programs and are working very closely with the communities across Sanford. This continues to be one of our major changes in the philosophy of law enforcement in Sanford.
- The City/County Drug Unit continues to provide a public awareness of the drug problems in Sanford and Lee County through stringent drug enforcement and educational programs to young people, which utilize narcotic enforcement officers.
- The Code Enforcement Department enforced the City of Sanford City ordinances with regards to issuing zoning violations pertaining to junked or abandoned vehicles, nuisance violations, overgrown lots and minimum housing.
- The Fire Department continues to be the organizational lead for the SAFE KIDS COALITION in Lee County. All department members received training and certification to operate the checking station.
- The Fire Department has five Level III fire inspectors as a result of training and testing during this year. Level I inspector training and one member of the department has completed testing with award anticipated for early 2003-2004. The 2002 Edition of the North Carolina Fire Prevention code is now in effect and being used for new and existing buildings in Sanford/Lee County.
- Training of all fire department members continued during the year with all members maintaining an average of over 240 hours in such diverse topics as hazardous materials, basic life support, firefighting tactics, apparatus operation and vehicular extrications.
- Rescue services have been transferred to the Sanford/Lee County Fire Departments. A study by the fire service of Lee County was completed and each department is scheduled to handle specific areas of rescue as a specialty. The Sanford Fire Department will be handling, in addition to extrication, confined space, trench and structural collapse rescue duties.
- The Inspection Department reviewed construction plans and conducted the necessary inspections to ensure compliance with the International Building Code. The inspectors attended schools, and seminars, in an effort to stay abreast of the code changes. The department was merged with Lee County to enhance service and provide the most economical and efficient service.
- Information Systems added the fiber optic backbone for high-speed networking and data transfer capabilities to the Makepeace Building with the Inspections/Permit staff.

### **MASTER PLANNING AND ZONING**

- The Sanford/Lee County/Broadway Unified Ordinance re-write continues which will consolidate land use and development regulations for the three municipalities into one document. This will provide more adequate services and land use regulations for the citizens of Sanford, Broadway and Lee County. The completion date is scheduled for January 2004.

- The Community Development Department initiated long-range planning and education efforts through the development of a small area plan for the Greenwood community. This project is at the beginning stages, and will resume in late fall of 2003 with an expected completion date of January 2004.
- The Geographic Information Systems Section of the Community Development Department continues to create maps and charts for various city departments and other agencies. It also has expanded its extensive database, including assigning new addresses, acquisition of soil data, topography maps and FIRM Maps.
- Four voluntary annexations were completed during the year.
- Two new restaurants and more than thirteen new businesses opened in the Downtown Sanford District. Downtown Sanford was awarded a Building Improvement Grant in the amount of \$10,000 for awning replacements, façade improvements, building improvements and new signage.
- The downtown district west of Horner Boulevard was adorned with Downtown Sanford banners on light posts to give the area a more defined boundary. Several events were held in the recently completed Phase I of Depot Park, including the holiday tree lighting, multiple music concerts, large family gatherings, fundraising events, and even a wedding.
- Downtown Sanford, Incorporated and the City just received North Carolina Department of Transportation Enhancement Funding to begin Phase II of Depot Park. The phase will include a splash-fountain; information kiosk, landscaping, fencing, picnic tables, public restrooms and improvements to the popular train play area.
- DSI and the City also applied for an Urban Redevelopment Grant from the Department of Commerce in the amount of \$900,000 for the purpose of renovating the Buggy Factory in partnership with Progressive Contracting Company and streetscape along Chatham Street and Charlotte Avenue.
- The current planning division continued to administer the land use regulations of the City of Sanford, Lee County and the Town of Broadway. This division processed six zoning text amendments, reviewed ninety-eight site plans, an average of fifty minor subdivisions, and twenty-three major subdivisions. Planners met with developers and citizens, and processed forty rezoning, special use and variance cases for three jurisdictions.

#### **TRANSPORTATION AND PUBLIC WORKS**

- The Engineering and Street Departments began a major street improvement project to resurface streets with the use of \$1,000,000 installment loan proceeds.
- Design, contract administration and inspections were performed on the Hill Avenue bridge improvement project (\$200,000).
- The Solid Waste Division and Public Works Director negotiated the waste management contract for garbage collection (five year contract).
- The Solid Waste Division was granted permit renewal to operate a large type three-compost facility for an additional five years.
- Street improvements totaling \$300,000 was completed including sidewalk catch basin, curb and gutter repair, as well as street patching. Street ditches cleaned totaled 32,676 feet, which was a 122% increase over last year. Drainage pipe installed totaled 389 feet, which was an increase of 42% compared to the prior year.

## **UTILITIES**

- Construction at the water treatment plant to change the city's treatment process has been completed.
- A study was performed on a portion of the Dry Creek drainage basin to identify sources of inflow and infiltration. The basin serves the Rosemount-McIver areas with sewer. Meters were placed in manholes; rain gauges measured rainfall in given storms and a model of the sewer system developed.

## **FINANCIAL PLANNING**

- The Sanford/Lee County Community Development Department administered the FY 2000 Community Development Block Grant Scattered Site Project (\$387,500); a 1999 Single Family Rehabilitation Program; the Little Buffalo Creek Clean Water Management Trust Fund Grant (\$765,000); and a Lee County Scattered Site Housing grant (\$400,000).
- The Department also administered the first phase (\$350,000) of a \$1,750,000 Revitalization Strategies Community grant. This grant will be utilized for the restoration of the W. B. Wicker School. Year one consisted of demolition and clearance activities on the buildings in the rear of the Wicker site. Plans are to construct a dental facility and mental health offices to serve the low wealth community.
- The Sanford/Lee County Community Development Department was responsible for assisting Sanford Fire Department in applying for a FEMA/USFA grant in the amount of \$101,850 for equipment items, such as, thermal imaging cameras, portable radios, rapid intervention kits, vehicle extraction systems, and personal protective equipment.

## **DEVELOPMENT OF STAFF**

- Human Resources held the third annual benefits/health fair with the number of participating vendors increasing from twenty-three to thirty-three. This year's health vendors included a chiropractor, a masseur, masseuse and acupuncturist.
- Human Resources updated the employee benefits summary sheets which provide general information about subjects such as health, life and short term disability insurance, vacation and sick leave accrual, personal leave, 401K retirement plan, paid holidays, etc.
- The Human Resources Department organized and held the second annual City of Sanford service awards luncheon in the public works assembly room. Forty-two employees were recognized for a total of 545 years of service to the City of Sanford.
- The Human Resources Department negotiated renewal of the health, life, short-term disability and dependent life insurance contract with Blue Cross Blue Shield of North Carolina.
- Information systems administered the continuation of the Employee Computer Purchase Program with forty personal computers acquired. The Information Systems Department enhanced the city website ([www.sanfordnc.net](http://www.sanfordnc.net)) for citizens and city employees to use for job postings, applications, schedules, downloadable forms, departmental information and much more.
- Information systems supported and modified an automated timesheet for employees and supervisors. The automated timesheet has significantly reduced the number of manual math calculations and provides precise information for payroll.

- Information systems added fifteen new email city users and maintained, repaired and supported one hundred forty-five computer systems/users. Also began project to upgrade network connectivity with newer low cost high-speed circuit technology at Fire Station No.3, Jonesboro Fire Station, Water Plant and Sanford Municipal Golf Course.

## **FY 03-04 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**

- The Inspection Department reviewed construction plans, and conducted the necessary inspections to ensure compliance with the International Building Code.
- The Inspection Department staff continued to attend schools and seminars in an effort to stay abreast of code changes.
- The Code Enhancement Department enforced the City of Sanford City Ordinance, with regards to issuing zoning violations pertaining to junked or abandoned vehicles, nuisance violations, overgrown lots, and minimum housing.
- The changeover by the Lee County and the City of Sanford Fire services to include rescue services in addition to firefighting and other emergency services has taken place. The Sanford Fire Department is now handling extrication, confined space, trench and structural collapse rescue duties.
- The Fire Department's permanent checking station for Child Passenger Safety Seats has been very active at Central Fire Station. Staff at all three fire stations take an active part in instruction and installation for parents and families of young children in need of this service. The Lee County SAFE KIDS Coalition continues to be spearheaded by members of the Sanford Fire Department.
- The Fire Department has completed another year of SCBA physicals and medical testing to ensure our members have base-line monitoring for use in physical fitness programs and incident scene vital statistic record keeping.

### **MASTER PLANNING AND ZONING**

- The Sanford/Lee County/Broadway Unified Ordinance re-write continues which will consolidate land use and development regulations for the three municipalities into one document. This will provide more adequate services and land use regulations for the citizens of Sanford, Broadway and Lee County. This process began in March 2000 and continues with a completion planned in January 2005.
- The Community Development Department initiated long-range planning and education efforts through the development of a small area plan for the Greenwood community. This project is at the beginning stages, and will continue with a completion date of January 2005.
- The Geographic Information Systems Section of the Community Development Department continues to create maps and charts for various city departments and other agencies. It also has expanded its extensive database, including assigning new addresses, acquisition of soil data, topography maps and FIRM Maps.
- Two voluntary annexations were completed during the year with one for the new Lee County High School property.
- Several new businesses opened in downtown Sanford and several events were held in the recently completed Phase I of Depot Park.
- Phase II of Depot Park began this year which will include a splash-fountain, information kiosk, landscaping, fencing, picnic tables, public restrooms and improvement to the popular train play area.

- DSI and the City were awarded an Urban Redevelopment Grant from the Department of Commerce in the amount of \$900,000 for the purpose of renovating the Buggy Factory in partnership with Progressive Contracting Company and streetscape along Chatham Street and Charlotte Avenue.
- Over twenty-seven recorded events were held at Depot Park and a pilot light project on Steele Street was begun which increased lighting to encourage more pedestrian traffic at night.
- DSI granted fourteen businesses \$20,570 in matching building improvement funds, resulting in a total of \$87,240 improvements in private and matching funds.
- The current planning division continued to administer the land use regulations of the City of Sanford, Lee County and the Town of Broadway. This division processed twenty-four zoning text amendments and rezoning cases; reviewed sixty-eight site plans; an average of forty nine minor subdivisions; and ten major subdivisions. Planners met with developers and citizens, and processed four special use and variance cases for three jurisdictions.
- Historic Preservation and Appearance Commission reinstated with three major and seventeen minor cases ruled on. Also the commission reinstated the annual historic preservation and community appearance awards.

### **TRANSPORTATION AND PUBLIC WORKS**

- The Engineering and Street Departments finalized a major street improvement project to resurface streets with the use of \$1,000,000 installment loan proceeds and operating budget revenues totaling approximately \$300,000. This project included twenty-two miles of street resurfacing.
- The Engineering Department performed inspection and administration for the replacement of 2,100 feet of sidewalk, 1,700 feet of curb and gutter and installation of 29 wheelchair ramps.
- Traffic services performed 251 cutbacks for site distance and installed 259 traffic lights. Street name signs installed totaled 158 and the street sweeper recorded 1,303 man-hours.
- Street improvements completed include 15,895 feet of street ditches cleaned. Drainage pipe installed totaling 554 feet and installed and repaired 1,380 feet of sidewalk. Curb and gutter installations and repairs for the year totaled 927 feet.
- Replacement of the heating and air conditioning system in the shop was completed. This included switching from heating oil to natural gas, which has saved substantially in operational cost.
- Replacement of one of the in ground lifts in the shop which included upgrading the lift capacity from 9,000 lbs. to 12,000 lbs.
- All city shop mechanics were certified with the state of North Carolina for emission testing.
- The Solid Waste (Refuse) division collected 1,465 loads of limbs and 673 loads of leaves during this fiscal year. The division submitted application to renew the permit to operate a Large Type III compost Facility for another five years. Also replaced 3-man leaf vac truck with new Freightliner one-man leaf vac.
- The Engineering Department coordinated with contractors and developers to expand three miles of city streets.

### **UTILITIES**

- Construction at the water treatment plant to change the city's treatment process to a chlorination system has been successfully completed.

- The Sewer Construction Department successfully cleaned forty-two percent of the city collection lines.
- All sewer lift stations were installed with remote communications, audible and visual alarms and telemetry, which has greatly, enhance the reliability of the system. Also other major repairs were completed at each lift station. Additional backup parts were inventoried in order to decrease down time of lift stations.
- Sewer right-of-way access points and creek crossings were improved and mowing of 40 miles of right-of-way easements was completed.
- Sewer crews responded to 213 stoppage complaints and jetted 72 miles of sewer main. There were approximately 15 miles of sewer pipe smoked tested.
- The Engineering Department coordinated with contractors and developers to expand two miles of water lines and three miles of sewer lines.
- The Engineering Department coordinated with contractors to install permanent generators at Carr Creek and Gaster's Creek Sewer Lift Stations and electrical connections were provided at all other lift stations for a portable generator.
- The sewer system evaluation was initiated for the Little Buffalo drainage basin. The study divided the area into several sub-basins then prioritized the sub-basins based on volume of storm water inflow and infiltration.
- Approximately 10,000 linear feet of the sewer system was rehabilitated by inserting a cured-in-place liner in the Dry Creek drainage basin.
- Major installation of new gear drive on clarifier number 2 completed and rebuilt influent bar screen with all new parts at the wastewater treatment plant. Also drained and cleaned both sides of the chlorine contact tank. Installed new air dryer system on effluent filters. Replaced control panel at influent grip collector and completely rebuilt gear and reducer for Thicken Waste Activated Sludge pump.
- Land applied six million gallons of bio-solids as part of the land application program at the wastewater treatment plant.

## **FINANCIAL PLANNING**

- The Sanford/Lee County Community Development Department continued administration of the FY 2000 Community Development Block Grant Scattered Site Project (\$387,500); a 1999 Single Family Rehabilitation Program; the Little Buffalo Creek Clean Water Management Trust Fund Grant (\$765,000); and a Lee County Scattered Site Housing grant (\$400,000).
- The Department also administered the second phase (\$350,000) of a \$1,750,000 Revitalization Strategies Community grant. This grant will be utilized for the restoration of the W. B. Wicker School. Plans are to construct a dental facility and mental health offices to serve the low wealth community.
- The City's Debt Set Off program was started this past year and continues to be successful in the collection of delinquent accounts.
- The Governmental Accounting Standards Board (GASB) has changed the framework of financial reporting for state and local governments. The result of this project was the issuance of GASB Statement No. 34 which represents the most important change in the history of accounting and financial reporting for state and local governments. The City has successfully completed its first audit addressing the new GASB 34 accounting rules.

- This year the accounting records have been updated to reflect new account numbers. The new account numbers should assist in grouping and reporting of accounts relative to the new GASB rules. A new fixed asset program was also implemented which should further enhance the City's financial records.
- The City of Sanford has received the Government Finance Officer's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Financial Report for twenty-two consecutive years. It has also been awarded the GFOA's Distinguished Budget Presentation Award for eighteen consecutive years.

#### **DEVELOPMENT OF STAFF AND TECHNOLOGIES**

- Information Systems administered the continuation of the Employee Computer Purchase Program with thirty-eight personal computers acquired. The Information Systems Department continues to enhance the city website ([www.sanfordnc.net](http://www.sanfordnc.net)) for citizens and city employees to use for job postings, applications, meeting minutes, schedules, downloadable forms, departmental information and much more.
- Information Systems created the Downtown Sanford Website for citizens and others to access local information.
- New computers were reinstalled at City Hall, Fire Departments, Service Center and the Water Plant. New software was installed as required.
- Network connectivity was upgraded with low cost ADSL high-speed circuit technology at Fire Station No. 3, Jonesboro Fire Station, Wastewater Treatment Plant, Water Treatment Plant, and Sanford Municipal Golf Course.
- Twenty new email users were added to the city's network.
- Information Systems continues to maintain, repair, and support 150 computer systems/users on 9 local area networks at 10 remote systems with 40-networked printers.
- The Fire department continued during the year with all members maintaining an average of over 240 hours in such diverse topics as aerial ladder operation, AED operation, hazardous materials, basic life support, firefighting tactics, apparatus operation and vehicular extrication.
- The Human Resources Department held the fourth annual benefits fair. One hundred thirty employees attended, visiting many of the thirty vendors present. The goal was to provide valuable benefit information that could be used during the annual employee benefit open enrollment process.
- Human Resources provided overview sessions to interested employees regarding all of the City's benefit programs. This educational tool served as a reminder of the complete benefit package provided to employees by the City. Employees also received updated information packets including BCBSNC Certification Booklets, Benefits Review and Summary sheets, Summary Plan Descriptions, etc.
- Human Resources negotiated renewal of the health, life, short-term disability and dependent life insurance contract with BCBSNC. Health insurance premiums were increased 2.8%, while other benefit premiums remained unchanged.
- Human Resources organized another successfully Service Awards Banquet in 2003 recognizing fifty-four recipients.
- Human Resources implemented process improvements for a number of tasks to include employee separation, leave of absences, new employee orientation, etc. These changes should improve productivity, efficiency and customer service.

- Human Resources developed and distributed an Employee Development and Training Needs Assessment to all employees of the Fire Department. Results from the assessment will now be used to identify priority training needs, develop materials and conduct training sessions.
- Human Resources audited all City of Sanford facilities to ensure Department of Labor compliance for posting of appropriate labor information.

## **FY 04-05 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**

- The Public Building Department completed a system wide change out of the uninterrupted power source (UPS) for the City's 911 call center and emergency backup systems. The new UPS insures that citizens will have continuous access to emergency services.
- The Inspections Department reviewed construction plans, and conducted the necessary inspections to ensure compliance with the International Building Code. Additionally, the Inspections staff continued to attend schools and seminars in an effort to stay abreast of code changes.
- The Code Enhancement Department enforced the City of Sanford City Ordinance, with regards to issuing zoning violations pertaining to junked or abandoned vehicles, nuisance violations, overgrown lots, and minimum housing.
- The Fire Department received a federal grant in the amount of \$184,200. This grant was used to place emergency generators at all three fire stations. These generators allow the Fire Department to continue normal operations during all types of weather events as well as serve an emergency dispatch center during power outages. Also purchased were exhaust removal systems, two thermal imaging cameras, six additional portable radios, and three Rapid Intervention Team kits. These items help to enhance the health and safety of Fire personnel.
- The Fire Department's permanent checking station for Child Passenger Safety Seats at Central Fire Station remains very active. Staff at all three fire stations take an active part in instruction and installation for parents and families of young children in need of this service. The Lee County SAFE KIDS Coalition continues to be spearheaded by members of the Sanford Fire Department.
- The Fire Department has completed another year of SCBA physicals and medical testing to ensure our members have base-line monitoring for use in physical fitness programs and incident scene vital statistics record keeping.

### **MASTER PLANNING AND ZONING**

- The Unified Development Ordinance is intended to consolidate land use and development regulation for the three governmental units of Sanford, Broadway, and Lee County into one document. The result will provide more adequate services and land use regulations for the citizens of Lee County. The process began in March 2000 and continued through the 2004 -2005 fiscal year. The ordinance is projected to be completed in October 2005.
- The Community Development Department administered the third phase (\$350,000) of a \$1,750,000 Revitalization Strategies Community grant. This grant is being utilized for the restoration of the W.B. Wicker School. Plans are to contract a dental facility and mental health offices to serve the low wealth community.
- The Community Development Department initiated long range planning and education efforts through the development of a small area plan for the Greenwood Community. The plan was completed in January 2005.

- The Geographic Information Systems Section of the Community Development Department continued to create maps and charts for various City departments, and other agencies, and expanded its extensive database, including assigning new addresses, acquisition of soil data, topography maps, and FIRM maps.
- Work was completed for the consolidation of the Sanford Strategic Services Division of Community Development and the Lee County Land Records Department.
- The Community Development Department continued to be involved in several voluntary annexations and one involuntary annexation.
- DSI awarded \$13,356 in Building Improvement Grants, which generated \$28,888 in private investments.
- Over twenty events were held in the recently completed Depot Park including a grand opening celebration, Lee County Orchestra performances, jazz concerts and private band performances.
- The newly completed Depot Park includes an interactive fountain, a train play zone, sidewalks, benches, and information kiosks.
- DSI continued to administer a \$900,000 Urban Redevelopment grant for the purpose of renovating the Buggy Factory.
- The City was awarded a \$150,000 Enhancement Grant which DSI used to implement the Pilot Street Light Project to increase lighting throughout downtown.
- The Planning Division continued to administer the land use regulations of the City. The Division processed 11 zoning text amendments, 33 rezoning cases, and reviewed 168 site plans.

#### **TRANSPORTATION AND PUBLIC WORKS**

- The Solid Waste (Refuse) Division collected 1,326 loads of limbs, 763 loads of leaves and 630 loads of bulk trash during the fiscal year. They also put a new knuckle boom truck into service.
- The Engineering Department coordinated contractors to accomplish \$500,000 in street improvements, resurface 10 miles of street, replace 680 feet of sidewalk, as well as replacing 1600 feet of curb and gutter.
- The Shop Department replaced three in ground lifts – two 10,000 pound lifts and one 12,000 pound lift. Shop also upgraded the emissions machine to meet the new CANS standard, which allows in house inspection of 2005 year model vehicles.
- The Shop Department began using online computer diagnostics, replacing the compact discs that were only upgraded every three months.
- The Street Department continued to repair catch basins, ditches, and sink holes.
- Additionally, the Street Department worked with utility companies to get more street lights installed.
- Street Department began a program to change all signal lights in the City to LED lights.
- The Street Department continued to post public parking signs as well as street markers.

#### **UTILITIES**

- The Finance, Public Works and Legal Departments worked together to accomplish the purchase of the Lee County Water System. This purchase resulted in a 33% increase in the City's water customer base and streamlines the water system for uniform growth throughout the County.

- The Water Construction and Maintenance (C&M) division continued hydrant maintenance as well as the meter exchange program.
- Water C&M also repaired main breaks, installed water taps, replaced broken hydrants, located control valves and repaired booster pumps.
- Testing of meters also continued to insure accuracy in billing of water consumption.
- The Sewer Construction and Maintenance (C&M) division cleaned 42% of the City's collection system lines, handily exceeding the annual requirement of 10%.
- Sewer C&M smoke tested 12 miles of sewer pipe to aid in problem detection, as well as rodded and jetted 88 miles of sewer main to reduce potential stoppages. Additionally, 86 miles of the sewer collection system were inspected.
- Repairs and maintenance were performed on the Northview, Lemon Springs, Globe Street, Carr Creek and West Lake Downs lift stations.
- The Big Buffalo wastewater treatment plant's (WWTP) laboratory received certification.
- The Gaster's Creek lift station received a new air control system, a new surge valve, two new suction valves and a new drive shaft for the pump.
- The WWTP completed and submitted a new process safety management program.
- During the fiscal year, the WWTP reissued permits for the pretreatment program.
- The WWTP drained and cleaned both sides of the chlorine contact tank and land applied six million gallons of bio-solids.
- The City accepted 2 sewage lift stations during the year; Gum Fork lift station which serves approximately 2200 acres and the expanded Lee County Industrial Park, and the Mulatto Creek lift station which serves approximately 1500 acres as well as the new Southern Lee High School.
- Approximately 25,000 linear feet of the sewer system was rehabilitated by inserting a cured-in-place liner in the Little Buffalo drainage basin. Additionally, 100 manholes were cemetitiously lined.
- The Engineering Department coordinated with contractors and developers to expand the water system by 4 miles and the sewer system by 5 miles.

#### **FINANCIAL PLANNING**

- The City's Debt Set Off program continues to be successful in the collection of delinquent accounts.
- The City of Sanford has received the Government Finance Officer's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Financial Report for twenty-three consecutive years. It has also been awarded the GFOA's Distinguished Budget Presentation Award for nineteen consecutive years.
- The Revenue Division began the outsource printing of monthly water bills. The outsourcing allowed the billing statements to be upgraded from a post card style bill to a larger 8 ½ x 11 paper size bill.
- The Revenue Division oversaw the implementation of a lockbox service to receive payments from utility customers. This service allows payments made by mail to go directly to the bank for immediate credit to the City. Additionally, customer service staff is relieved of processing mail payments and are able to focus on assisting customers.
- Public Works Administration negotiated and entered into a contract with the Town of Broadway which commits Broadway to purchase all of its water from the City.

- The Store Division of Public Works implemented reporting changes to enable Finance to account for adjust inventory levels accurately.
- The Store Division worked with Finance to insure the accurate accounting of freight and delivery charges. In this year alone, Store was able to account for over \$1,300 in these charges thereby avoiding inaccuracy in it's year end inventory reporting

#### **DEVELOPMENT OF STAFF AND TECHNOLOGIES**

- Information Systems enhanced the City website for citizens and employees to use for job postings, applications, City Council meeting minutes, schedules, downloadable forms, and departmental information.
- Information Systems updated the Downtown Sanford website for citizens to access local information.
- Information Systems installed new computer systems at City Hall, the Fire Departments, the Public Works Service Center and the Inspections Building.
- Twenty five computers were reformatted and software reinstalled for both software upgrades and hardware replacements.
- The email system was upgraded with new web enabled features for remote access.
- Information Systems maintained, repaired, and supported 150 computer systems/ users on 9 local area networks at 10 remote sites with 40 networked printers.
- Human Resources organized and sponsored another successful benefits fair for City employees.
- Human Resources created HIPPA documentation to ensure compliance by the City with the privacy act.
- All City job descriptions were reviewed by Human Resources to ensure compliance with recent changes to FLSA regulation. Additionally, the year end vacation report was audited to insure accuracy with leave records.
- Human Resources organized, bid and executed the catered City Service Awards Luncheon that included service award for employees obtaining benchmark years of service. The luncheon included music and local dignitaries.
- The Human Resources Department sponsored financial planning sessions for all employees. Additionally, monthly wellness sessions were held on important topics such as weight loss and high blood pressure.
- Human Resources conducted Personnel Policy review meetings for management team members. These policy review meetings will be an ongoing monthly event in the next fiscal year as well.



PO Box 3729

Sanford, NC 27331-3729 **City of Sanford**

(919)775-8202

---

## MEMORANDUM

TO: Mayor and Council Members  
FROM: Leonard O. Barefoot, City Manager  
DATE: May 17, 2005  
SUBJECT: Fiscal Year 2005-06 Proposed Annual Operating Budget

Pursuant to North Carolina General Statute Article 159-11, my proposed budget for Fiscal Year 2005-2006 is hereby presented for your consideration. I am extremely pleased to inform the City Council that our proposed budget includes no increase to our ad valorem tax rate, no increases to any of our user fees, no increases to water or sewer rates, nor the addition of any new personnel. The proposed budget actually reduces the total number of City employees by three.

Our staff is keenly aware of the proposed increase to our citizens' county tax rate which will be necessary to pay for schools and other important county needs. I salute them for their diligent effort to craft a budget which will allow us to continue our mission without adding additional costs for governmental services at this time. It is particularly gratifying to accomplish this feat in view of a continued slow, statewide economy and ever-increasing inflationary pressures, particularly as they relate to the rising cost of fuel. There are, however, a number of positive trends which have helped us in the preparation of this budget.

Growth in our assessed valuations is projected to be a modest 1.3 percent; however, building permit projections indicate that this trend may continue at a more rapid pace going forward. More importantly, our proposed collection rate for budgeting tax revenues is 96.21 percent compared to the current year rate of 95.14. This increase of more than 1 percent will allow additional revenues to be budgeted in the amount of \$106,258. Please be reminded that we can only project ad valorem tax collections at a rate which cannot exceed the previous year's rate.

The North Carolina League of Municipalities projects that our sales tax revenues will increase by 4 percent during the next fiscal year. We see this upward trend continuing statewide and are particularly pleased with the strong growth in our local sales tax revenues. Finally, our health insurance costs have stabilized for the second year in a row with a projected increase of

only 1.3 percent. Because we are a service organization which relies heavily on personnel, containing our health care costs is very important to us as we try to hold down expenditures.

Within our Utility Fund, we continue to face escalating operating costs, as well as the need for additional major capital expenditures. We are pleased to have purchased the Lee County Water System and its assets on March 10, 2005. In exchange for the assets, we issued debt in the amount of \$7,630,000 for a fifteen-year term at a very favorable interest rate of 3.47 percent. We also agreed to pay off \$1.2 million in debt which Lee County could not prepay. It is our view that consolidation of these water systems will have a profound positive effect on citizens of our county for many years to come. Since we acquired the system barely two months ago, staff is continuing to work through numerous issues relating to the consolidation with an eye towards a rate study to be accomplished within the next year or two.

In the meantime, water and sewer revenues appear to be growing stronger and, hopefully, will allow us to eliminate or minimize rate increases for the foreseeable future. We also expect that operating efficiencies from the consolidation of the systems should have a positive effect on our finances going forward. Likewise, the continued capital improvements to our aging sewer system should soon begin to pay dividends.

The proposed budget for FY 2005-2006 of \$35,621,692 reflects an increase of \$1,983,300 or 6 percent when compared to the current year appropriation. Our General Fund budget represents 57 percent of the total, an amount equal to \$20,236,070, which is an increase of \$664,492 or 3 percent when compared to the current year appropriation. The proposed Utility Fund budget of \$14,673,265 reflects an increase of \$1,386,481 or approximately 10 percent when compared to the current year appropriation. This increase is due in large part to the acquisition of the county's water system and ongoing system-wide capital expenditures. The following represents a summary of revenues and expenditures contained within the proposed FY 2005-2006 budget.

### **GENERAL FUND REVENUES**

For FY 2005-2006, General Fund revenues are estimated to be \$19,331,870 which reflects an increase of \$639,269 or 3 percent when compared to our current year's budget. A fund balance appropriation in the amount of \$904,200, which is essentially earmarked for increased capital spending, is included. Available fund balance at June 30, 2004, was \$6.2 million or 27 percent of General Fund Expenditures. Please note that cities our size typically maintain a ratio of 35 to 40 percent available fund balance to General Fund appropriations. Because this year's appropriation is essentially for capital expenditures and the fact that we anticipate only \$139,400 of the original appropriation for FY 2004-2005 budget will be used, I feel comfortable with this level of appropriation from fund balance.

Using a proposed rate of \$.59 per \$100 valuations, ad valorem tax revenues are projected at \$9,846,792 which represents an increase of \$248,852, or 3 percent more than our current year budget. As noted earlier, our improved collection rate is attributable to a major portion of this increase.

Other significant General Fund revenues include intergovernmental revenues and sales tax revenues. Intergovernmental revenues within the General Fund amount to \$2,769,728 which represents a decrease of \$330,914, or 11 percent compared to the current year budget. Sales tax

revenues are projected to be \$4,334,350 which reflects an increase of \$299,035 or approximately 7 percent. As noted earlier, compared to recent years, this trend represents very good news for our General Fund Revenues.

One source of income which has been negatively impacted during the last three to four years is investment income or interest on idle funds. However, during the past nine months alone, yields on interest rates have doubled. As a result, we expect to gain an additional \$65,000 or an increase of more than 75 percent over FY 2004-2005 total. This trend is projected to continue for the next several years. We see this as a bright spot for us, since we undertook a number of capital projects during the past few years while interest rates were low.

### **GENERAL FUND EXPENDITURES**

Our annual budget ordinance segregates governmental functions within the General Fund into five categories. They are General Government, Public Safety, Public Works/Transportation, Waste Management, and Operating Transfers/Contributions. My comments regarding General Fund expenditures will be segregated accordingly. Significant changes in the General Fund expenditures are as follows:

**General Government** - This category shows a decrease of \$115,273 or a 3 percent reduction when compared to the current year. All of this decrease and more is associated with the elimination of the City's Strategic Information Services Department. This department will be combined with Lee County's Land Records Department to form the Strategic Information Services Division as a part of the Sanford/Lee County Community Development Department. Because this department, which will be headed by Don Kovasckitz, will be a County department, this category of expense will become a contracted service and accounted in our operating transfers/contributions cost center. This shift will produce a reduction of \$126,564 in this category. The contracted services amount will be approximately \$90,000.

Other expenditures within this category include full funding for the Risk Management position which was included in the current budget year for partial year funding. I expect to fill this position within the next two months. Also, funds are included to pursue establishing a public television access station. The amount of appropriation is \$65,000 which will revert to fund balance if not used for this purpose. Finally, this category includes an appropriation of \$60,000 for the Municipal Center renovations, which were put on hold during the past two years. There are two areas under consideration - one being the space vacated by the building inspectors near the elevator area and the other, customer service counter area, located within our Revenue Department.

**Public Safety** - This category of expenditures is proposed to decrease by \$273,363 or 3 percent when compared to current year budget. This decrease is primarily attributable to the fact that we purchase police vehicles during alternating years. Police vehicles were purchased during our FY 2004-2005 at a cost of \$236,500.

Within our Code Enforcement cost center, we included additional funds during the current year to hire and equip two additional code enforcement officers in order to allow us to keep pace with ever-increasing code enforcement issues and, also, allow us to begin to provide our own animal control services. One of those code enforcement officers was hired almost immediately, while the other was placed on hold until we could negotiate with Lee County to

accept our animals at their shelter. It should be noted that county governments are under no obligation to accept animals from municipalities who operate their own animal control programs.

During those discussions, the health director asked us to give them an additional opportunity to increase their level of animal control services within the City to a level satisfactory to us. The health director gave us numerous reasons for their failures in the past and pledged to be successful this time around. We actually have a meeting next week to finalize their offer. Based on those budget discussions, adjustments may be necessary depending upon our final agreement.

**Public Works/Transportation** – This category essentially includes all of our General Fund public works expenditures with the exception of refuse and sanitation. Overall, this category is recommended to increase by approximately \$666,790 or 24 percent when compared to current year budget. Capital increases within this cost center include funds for the paving of Currie Drive, Rand Street, and Webb Street. There is also an additional appropriation of \$360,000 for paving due to the exponential cost increases associated with this service. Asphalt prices have gone through the roof during the last several weeks, as have other costs related to this process.

**Waste Management** - This category of expenditures includes our Solid Waste Department and funds for our sanitation contract with Waste Management Company for curbside garbage collection. Because of rising costs associated with landfill charges and fuel, our contracted consumer-price-index adjustment for this service will be 4 percent effective July 1, 2005. This increase will amount to \$32,423. Capital expenditures within our solid waste budget include funds for the installment purchase of a leaf-vac truck and a cash appropriation of \$50,000 for a 2-ton, flatbed, dump truck.

**Operating Transfers/Contributions** - This category of expenditures, which includes a number of transfers between governmental agencies and contributions to various organizations, is recommended to increase by approximately \$235,423 or 58 percent. Reasons for this substantial increase are as follows. The cost for our Strategic Information Services (GIS) will be paid for in the new budget as a contracted service in the amount of approximately \$90,000 each year from this cost center. With animal control remaining a county service provided by the Lee County Health Department as a contracted service, an amount equal to \$50,000 must be appropriated. There is also an Economic Development Corporation incentive grant totaling \$72,385 for the upcoming year, as well as our portion of the Economic Development Corporation program at a cost of \$72,027. Also, I am recommending a \$25,000 increase in our appropriation to the Central Business Tax District to continue assistance with the streetscape program and other projects. And finally, the Golf Fund loan payment appropriation from the General Fund is included in this cost.

### **UTILITY FUND REVENUES**

Utility Fund revenues are estimated at \$13,213,000 which reflects an increase of \$142,531 or 1 percent compared to the current year's budget of \$13,070,469. The bulk of these revenues are for water charges in the amount of \$6,800,000 and \$5,200,000 in sewer charges. The balance includes miscellaneous revenues such as tap and connection fees, monitoring fees, and investment income, etc. These revenues do not take into consideration potential new customers associated with the completion of Phase III of the former Farmer's Home program.

At present, it appears there will not be very many customers meeting the City's criteria in order for the projects to be undertaken.

Considering the fact that the City acquired the County's water system a mere two months ago, we are projecting revenues in the Utility Fund conservatively. It should be noted that the volatility of water customer habits, potential plant closings, weather, and other factors associated with the merger of the systems support our decision to estimate revenues conservatively. It has been noted elsewhere that funds are included in the budget to begin our efforts to conduct a rate study hopefully within the next two years.

### **UTILITY FUND EXPENDITURES**

Appropriations for the Utility Fund expenditures are recommended at \$14,673,265 which represents an increase of \$1,386,481 or 10 percent when compared to the current year budget. These increases are attributable to both continued capital expenditures and debt associated with the purchase of the Lee County Water System. Our current year appropriation for debt service is \$4,129,469 which represents an increase of \$264,841 or 7 percent compared to the current year budget. This debt service is necessary to pay off the \$7,630,000 installment purchase loan issued at an annual rate of 3.47 percent for a fifteen-year period for the purchase of the Lee County Water System. There is an additional payment directly to Lee County in the amount \$131,450 annually for a portion of their debt which could not be prepaid and made a part of our loan package.

Capital projects include \$20,000 in preliminary funding for a water rate study which will likely take place within two years; continued sewer rehabilitation in the amount of \$750,000; potential sewer assessments in the amount of \$400,000; funds to paint water tanks in the amount of \$150,000; improvements to Gaster's Creek Lift Station at \$120,000; and a number of smaller projects. An appropriation from Fund Balance in the amount of \$1,460,265 is included to help fund these capital improvements. With this appropriation, the fund balance on June 30, 2004, remains at 25 percent of total expenditures.

### **GOLF ENTERPRISE FUND**

We continue to be pleased with the results of our capital project which was completed approximately two and one-half years ago; however, the amount of play we would like to see continues to lag. Like most golf courses throughout the nation, our amount of play and subsequent revenues are down at least 15 percent. We feel a portion of our lack of play is attributable to the closure of Hawkins Avenue and other transportation construction projects in the area. We also attribute a portion of the decline to weather and the economy. As a result, following our recent City Council retreat, we implemented a new rate structure and membership package which we hope will foster an increased interest in the Sanford Municipal Golf Course by area golfers.

The proposed Golf Fund budget equals \$637,357 which reflects an increase of \$11,527 or 2 percent compared to current year budget. There are no major capital expenditures included in the Golf Enterprise Fund for this fiscal year.

## SPECIAL TAX DISTRICT FUND

The proposed Special Tax District budget for FY 2005-2006 totals \$165,500, which reflects a decrease of \$54,200. The proposed tax rate for the district is recommended at \$.15 cents per \$100 assessed valuation in accordance with the request from the DSI Board of Directors. This proposed increase of \$.02 per \$100 assessed valuation will generate approximately \$6,000 in additional revenues, which will be used to provide funding to help subsidize annual projects. These projects include renovation of the Cole/Steele Street parking lot and continuation of our streetscape plan. Clearly, Downtown Sanford Incorporated (DSI), working in conjunction with the City through its Special Tax District, has made great strides during the past several years.

## GENERAL EXPENDITURES

**Personnel** - During the past four years, local governments throughout North Carolina have continually faced the challenge of trying to maintain services to its citizens during a period of declining or stagnant revenues. The City of Sanford, like other municipalities, has had to make adjustments to continue to deliver quality service to its citizens, while trying to provide for its workforce and their families. Three years ago, we suspended our merit-based pay plan in order to help hold the line on increased expenditures. My proposed budget for FY 2005-2006 reinstates the merit-based pay plan at a cost of approximately 1.25 percent of salaries. I have also proposed a cost-of-living adjustment at the beginning of the new fiscal year to help our employees' salaries stay abreast with inflation, which is estimated to be in excess of 3 percent.

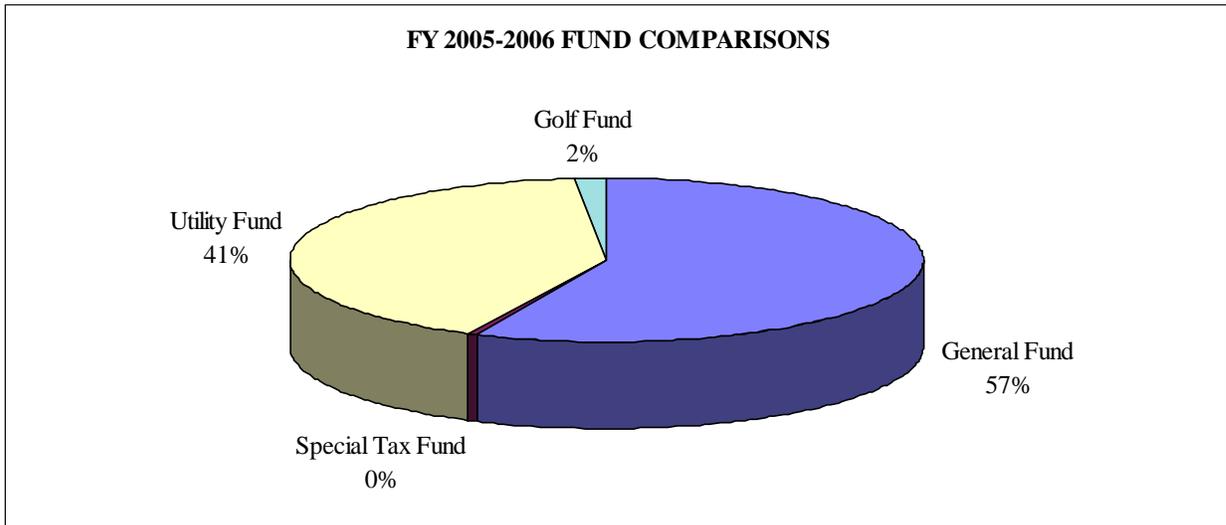
I recommend that on July 1, eligible employees receive a cost-of-living adjustment to their base salary in the amount of 3 percent. This pay date will actually compensate employees for the pay period beginning June 23 through July 7. This across-the-board adjustment will approximate the consumer price index for the previous twelve months and is intended to help offset the inflationary cost described above.

**Worker's Compensation, Employee Health Insurance, and Property and Liability Insurance Program** - We continue to be pleased with the services provided by Blue Cross/Blue Shield for our employees group hospital health plan. We are also pleased that the proposed increase for FY 2005-2006 will be only 1.3 percent, which is substantially lower than the last several years. We continue to contract with the League of Municipalities for our worker's compensation, property, and liability insurance programs. Property and liability insurance will decrease approximately \$13,000 in FY 2005-2006, while no increase is anticipated for workers' compensation coverage.

## BUDGET SUMMARY

The Fiscal Year 2005-2006 proposed budget is balanced with requests for an overall appropriation of \$35,621,692. The funds are broken down as follows:

	<b>FY 04-05 BUDGET</b>	<b>FY 05-06 PROPOSED BUDGET</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>SUMMARY</b>				
<b>General Fund</b>	<b>19,571,578</b>	<b>20,236,070</b>	<b>664,492</b>	<b>3%</b>
<b>Utility Fund</b>	<b>13,286,784</b>	<b>14,673,265</b>	<b>1,386,481</b>	<b>10%</b>
<b>Golf Fund</b>	<b>625,830</b>	<b>637,357</b>	<b>11,527</b>	<b>2%</b>
<b>Special Tax District</b>	<b>219,700</b>	<b>165,500</b>	<b>-54,200</b>	<b>-25%</b>
<b>SUB-TOTAL</b>	<b>33,703,892</b>	<b>35,712,192</b>	<b>2,008,300</b>	<b>6%</b>
<b>Less Interfund Activity</b>	<b>65,500</b>	<b>90,500</b>	<b>25,000</b>	<b>38%</b>
<b>TOTAL BUDGET</b>	<b>33,638,392</b>	<b>35,621,692</b>	<b>1,983,300</b>	<b>6%</b>



## CONCLUSION

FY 2004-2005 has been an exciting year for the City of Sanford. Much has been accomplished. The long anticipated completion of Depot Park and the acquisition of Lee County's water system are noted examples of accomplishments which will positively affect our community for years to come. Depot Park has shown us what can be accomplished when property owners, community leaders, and volunteers come together for a common cause. The consolidation of the County's two major water systems is an example of governmental entities working together for the betterment of the total community.

Depot Park pays tribute to our heritage, but more importantly provides a renewed energy as our journey through the twenty-first century continues. We know that journey will contain unprecedented growth here in Lee County. The consolidated utility system will make dealing with that growth much easier.

While our employees contributed significantly to these accomplishments, they and their counterparts spent a majority of their time providing basic services to our citizens in the manner they have year after year. Such is our mission, and I applaud all of our employees for their efforts. I believe we have a superior work force, and I give credit to Mayor Hester and members of our Council who have been so supportive of them.

I thank Financial Services Director Melissa Cardinali and her staff for their efforts in the preparation of this budget. I am particularly pleased that it contains no tax or rate increases considering the fact that our community will be called upon to pay for the addition of a new high school and other much-needed county services.

Please feel free to call me if you have questions regarding the proposed FY 2005-2006 budget or any supplemental support materials.

Respectfully submitted,

A handwritten signature in cursive script that reads "Leonard O. Barefoot".

Leonard O. Barefoot, City Manager

**CHANGES FROM THE PROPOSED BUDGET AS SHOWN IN THE  
TRANSMITTAL LETTER TO THE  
APPROVED BUDGET – FY 05-06**

	<b>PROPOSED</b>	<b>APPROVED</b>	<b>NET CHANGE</b>
<b>TOTAL GENERAL FUND</b>	<b>\$20,236,070</b>	<b>\$20,228,070</b>	<b>(\$8,000)</b>
 <b>REVENUES</b>			
Consolidated Planning Service	\$310,013	\$318,013	\$8,000
Fund Balance Appropriations	\$904,200	\$888,200	(\$16,000)
<b>TOTAL REVENUE</b>			<b>(\$8,000)</b>
<b>ADJUSTMENTS</b>			
 <b>EXPENDITURES</b>			
Information Systems	\$312,971	\$247,971	(\$65,000)
General Fund Contributions	\$641,959	\$698,959	\$57,000
<b>TOTAL EXPENDITURES</b>			<b>(\$8,000)</b>
<b>ADJUSTMENT</b>			

**GENERAL FUND**

**Revenues**

The initial proposed budget inadvertently omitted the planning services contract with the Town of Broadway. Appropriated fund balance was reduced to reflect the combined reduction in expenditures and increase in planning services revenue.

**Expenditures**

The new Strategic Information Services contract with Lee County was actually approved at \$82,000 annually by both governmental units instead of \$90,000 annually. Additionally, \$65,000 had been included in the proposed budget to fund a new public access television station. Council, however, decided to delay this project for the near future.

THIS PAGE LEFT BLANK INTENTIONALLY.

**ANNUAL BUDGET ORDINANCE  
FOR FISCAL YEAR 2005-2006**

**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, 2005 and ending June 30, 2006 according to the following summary and schedules.

<u><b>SUMMARY</b></u>	<u><b>REVENUES</b></u>	<u><b>APPROPRIATIONS</b></u>
General Fund	\$20,228,070	\$20,228,070
Enterprise Fund	15,310,622	15,310,622
Special Tax District	<u>165,500</u>	<u>165,500</u>
Subtotal	\$35,704,192	\$35,704,192
Less Interfund Activity	(90,500)	(90,500)
<b>TOTAL BUDGET</b>	<b>\$35,613,692</b>	<b>\$35,613,692</b>

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

**SCHEDULE A: GENERAL FUND**

**GENERAL GOVERNMENT**

Governing Body	218,193
Administration	165,945
Budget	0
Human Resources	205,788
Risk Management	69,797
Elections	14,000
Finance	555,624
Information Systems	247,971
Legal	110,206
Community Development	688,199
Community Development-911 Coord.	0
Strategic Information Services	0
Public Building	882,096
Community Enhancement-Downtown	86,826
Central Office	55,358

**PUBLIC SAFETY**

Police	6,097,413
Police – 911 Surcharge	296,875
Fire	3,224,593

Inspection	480,308	
Comm. Enhance.-Code Enforcement	256,100	
<b>PUBLIC WORKS/TRANS.</b>		
Public Works Adm.	158,509	
Street	2,462,290	
Street Capital Imp.	373,950	
Beautification	346,955	
Shop	794,821	
<b>WASTE MANAGEMENT</b>		
Solid Waste	1,286,437	
Sanitation	1,145,857	
<b>OTHER</b>		
General Fund Contributions	698,959	
		<b>SUBTOTAL GENERAL FUND</b> 20,923,070
		Less Departmental Charges (Shop) -695,000
		<b>TOTAL GENERAL FUND</b> 20,228,070

**SCHEDULE B: ENTERPRISE FUND**

**UTILITY FUND**

**DEBT SERVICE**

Debt Service 4,129,469

**OTHER**

Utility Fund Contributions 300,000

**PUBLIC UTILITIES**

UF Administration 1,305,867

Engineering 564,957

Sewer Const. & Maint. 1,053,784

Water Const. & Maint. 2,243,042

Water Plant 1,850,781

WWTP 1,528,255

Water Capital Imp. 305,000

Sewer Capital Imp. 1,331,895

Store 346,327

Subtotal Utility Fund 14,959,377

Less Departmental Charges (Store) -286,112

**TOTAL UTILITY FUND** 14,673,265

**GOLF FUND**

**OTHER**

Golf 637,357

**TOTAL GOLF FUND 637,357**

**TOTAL ENTERPRISE FUND 15,310,622**

**SCHEDULE C: SPECIAL TAX  
DISTRICT FUND**

**OTHER**

Special Tax District Fund 165,500

**TOTAL SPECIAL TAX  
DISTRICT FUND 165,500**

**SUBTOTAL ALL FUNDS 35,704,192**

**LESS INTERFUND ACTIVITY -90,500**

**TOTAL ALL FUNDS 35,613,692**

**SCHEDULE A: GENERAL FUND**

**TAXES- AD VALOREM**

Current Year Taxes 9,554,292

Prior Year Taxes 275,000

Payment in Lieu of Taxes 17,500

**OTHER TAXES**

Privilege License 150,000

Intangible Tax 0

Local Sales Tax 4,334,350

**PENALTIES LESS DISCOUNTS 45,000**

**LICENSE AND PERMITS**

Building/Inspections Permits-Sanford 205,000

Building/Inspections Permits-Lee Co. 150,000

Code Enforcement 10,000

## **INTERGOVERNMENTAL REVENUES**

### **State of North Carolina**

Utility Franchise Tax	1,103,500
Beer and Wine Tax	48,719
Powell Bill	790,634
Court Cost Fees	15,000
Rec. Other Gov't. – State	0

### **Other Local Governments**

Consolidated Planning Services	318,013
EMS Office Rental	2,400
911 Surcharge Reimbursement	296,875
911 Dispatch	125,422
911 Coordinator	0
Rec. Local Inspections Contract	77,165

## **INVESTMENT INCOME**

Interest Income	150,000
-----------------	---------

## **SALES AND SERVICE**

Sale of Materials	11,000
Sale of Compost Materials	30,000
Sale of Fixed Assets	20,000
Waste Mgmt. User Fees	790,000
Shop Sales – Lee County	0

## **MISCELLANEOUS**

ABC Revenue	140,000
Interfund Services Provided	160,000
Rental Income	30,000
Miscellaneous	90,000
Civil Violations	10,000
Special Assessments	225,000

## **OTHER FINANCING SOURCES**

Installment Purchase Proceeds	165,000
-------------------------------	---------

<b>APPROPRIATED FUND BALANCE</b>	<b>888,200</b>
----------------------------------	----------------

**TOTAL GENERAL FUND** 20,228,070

**SCHEDULE B: ENTERPRISE FUND  
UTILITY FUND**

**USER CHARGES**

Water Charges 6,800,000

Sewer Charges 5,200,000

**MONITORING FEE** 87,500

**TAPS AND CONNECTIONS** 205,500

**SALE OF FIXED PROPERTY** 15,000

**INTEREST INCOME** 175,000

**SPECIAL ASSESSMENTS** 400,000

**INTEREST ON ASSESSMENTS** 15,000

**OTHER**

Oil and Grease Fees 17,200

Sewer Surcharge 15,000

Sludge Charge 30,000

Installment Purchase Proceeds 182,000

Rental Income 37,800

**SALES OTHER FUNDS** 33,000

**APPROPRIATED FUND BALANCE** 1,460,265

**TOTAL UTILITY FUND** 14,673,265

**GOLF FUND**

**USER CHARGES**

Green Fees Annual 125,000

Green Fees Daily 159,000

Cart Fees 239,000

Driving Range 18,000

**OTHER REVENUE**

Interest Income 1,000

Club House Rental 2,400

Miscellaneous 250

Brick Tournament Fees 14,500

General Fund Loan Proceeds 78,207

**TOTAL GOLF FUND** 637,357

**TOTAL ENTERPRISE FUND** 15,310,622

**SCHEDULE C: SPECIAL TAX  
DISTRICT FUND**

**TAXES AD VALOREM**

Current Year Taxes	53,928
Prior Year Taxes	750
Penalties Less Discounts	150

**OTHER**

Parking Revenues	1,800
Interest Income	500
Contribution from General	75,000
<b>APPROPRIATED FUND BALANCE</b>	<b>33,372</b>

<b>TOTAL SPECIAL TAX DISTRICT FUND</b>	<b>165,500</b>
<b>SUB-TOTAL ALL FUNDS</b>	<b>35,704,192</b>
<b>LESS INTERFUND ACTIVITY</b>	<b>-90,500</b>
<b>TOTAL ALL FUNDS</b>	<b>35,613,692</b>

Section 4: There is hereby levied for the fiscal year ending June 30, 2006, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2005 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    \$.59

Section 5: There is hereby levied for the fiscal year ending June 30, 2006, 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, 2005 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    \$.15

Section 6: Privilege licenses and franchise taxes for the privilege of conducting specified businesses and professions within the City of Sanford are hereby levied at the rate established and authorized and adopted by the City Council of the City of Sanford on May 6, 1975.

Section 7: Building permits, inspection fees, GIS fees, planning fees, compost facility fees, solid waste collection and disposal fees, water and wastewater rates are hereby levied at the rate established and shown on the attached schedules.

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 7<sup>th</sup> day of June, 2005.



WINSTON C. HESTER, MAYOR

ATTEST:



BONNIE D. WHITE, CITY CLERK



SUSAN C. PATTERSON, CITY ATTORNEY

**CITY OF SANFORD**

**RATE SCHEDULE FOR FISCAL YEARS 2005-2006**

<b>Proposed Water Utility Rates</b>		
<b>Monthly User Consumption Bracket</b>	<b>Water Charges (Inside)</b>	<b>Water Charges (Outside)</b>
<b>Ccf</b>	<b>\$/Ccf</b>	<b>\$/Ccf</b>
Minimum Charge for 300 Cu. Ft.	11.88	23.76
300 to 800 Cu. Ft.	3.59	7.18
Over 800 Cu. Ft.	2.02	4.04

<b>Proposed Sewer Utility Rates</b>		
<b>Monthly User Consumption Bracket</b>	<b>Sewer Charges (Inside)</b>	<b>Sewer Charges (Outside)</b>
<b>Ccf</b>	<b>\$/Ccf</b>	<b>\$/Ccf</b>
All Usage	3.71	5.56
Minimum Charge for 3 Ccf	11.13	16.68

<b>Proposed Schedule of Industrial Surcharge Rates</b>	
<b>Strength Parameter</b>	<b>Proposed Rate (\$/1,000 lb)</b>
BOD	\$145/1,000 lb in excess of 250mg/l
SS	\$220/1,000 lb in excess of 200 mg/l
Oil & Grease	\$200/1,000 lb in excess of 40 mg/l

**CITY OF SANFORD**

**RATE SCHEDULE FOR FISCAL YEARS 2005-2006**

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

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

<b>Waste Management Fee</b>	
Annually	\$100.00

## Fee Schedule

Residential Construction - Commercial Construction - Miscellaneous Building Permits  
Electrical Permit Fees - Mechanical Permit Fees  
Plumbing Permit Fees - Record Search - Fire Prevention - Special Notes

RESIDENTIAL CONSTRUCTION		
<b>New</b>	Includes all Single Family Dwellings, Duplexes, and Townhouses.	
	<b>Building Permit Fee</b>	Square Footage up to 1500 sq.ft.: \$150 Basic Fee. Square Footage over 1500 sq.ft.: Multiply by \$0.10 + \$150.00 (Basic Fee) North Carolina Licensed General Contractors add \$5.00 Homeowner Recovery Fund. (G.S. 87-15.6)
<b>Modular Homes</b>	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.  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.	
	<b>Building Permit Fee</b>	1500 sq.ft. or Less - \$80.00 1501 - 2000 sq. ft. - \$100.00 2001 sq.ft. and Up - \$125.00
<b>Manufactured Homes</b>	Manufactured Home Setup Fee only. Refer to Electrical, Plumbing and Plumbing Fee Schedule for other permits.	
	Single-Wide	\$25.00 each
	Double-Wide	\$35.00 each
	Triple-Wide	\$45.00 each

**OTHER RESIDENTIAL CONSTRUCTION**

Includes all Residential Additions.

Bldg. Permit Fee

Square Footage shall be used to calculate building permit fees. Estimated Cost of Construction is determined at \$50/sq.ft. for Heated Space, \$25/sq.ft. for Unheated Space and \$10/sq.ft. for Unheated Porches, Shelters or Decks.

Building permit fee shall be calculated by: \$2.00 per \$1,000 of Estimated Cost of Construction (from calculation above).

Minimum Building Permit Fee is \$30.00.

**OTHER RESIDENTIAL CONSTRUCTION**

Includes all Residential Renovations, Repairs, and Other Residential 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: \$2.00 per \$1,000 of Applicants Estimated Cost of Construction.

Minimum Building Permit Fee is \$30.00.

**COMMERCIAL CONSTRUCTION**

**New**

50,000 Square Feet and Less.

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 \$2

Assembly	\$60
Business	\$55
Educational	\$60
Factory/Industrial	\$60
Hazardous	\$60
Institutional	\$80
Mercantile	\$60
Residential	\$60

		Storage	\$30 Heated \$25 Unheated
		Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types
<b>New</b>	50,000 Square Feet and More.		
	Building Permit Fee	<p>Estimated Cost of Construction shall be determined by:</p> <ol style="list-style-type: none"> <li>1. Multiplying the first 50,000 square feet of the total building gross square footage by the cost per square foot for Type of Occupancy listed below.</li> <li>2. Multiplying the square footage in excess of 50,000 square feet by the cost per square foot for Type of Occupancy listed below and add to figure from above.</li> </ol> <p>Permit Fee = Estimated Cost of Construction (from 1 above), divided by \$1,000, multiplied by \$2</p> <p><i>Plus</i></p> <p>Estimated Cost of Construction (from 2 above), divided by \$1,000, multiplied by \$1.</p>	
		Assembly	\$60
		Business	\$55
		Educational	\$60
		Factory/Industrial	\$60
		Hazardous	\$60
		Institutional	\$80
		Mercantile	\$60
		Residential	\$60
		Storage	\$30 Heated \$25 Unheated
		Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types

<b>New</b>	<b>Modular Units.</b>																					
	<b>Building Permit Fee</b>	<p>Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below:</p> <p>Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$2</p>																				
		<table border="1"> <tr> <td>Assembly</td> <td>\$60</td> </tr> <tr> <td>Business</td> <td>\$55</td> </tr> <tr> <td>Educational</td> <td>\$60</td> </tr> <tr> <td>Factory/Industrial</td> <td>\$60</td> </tr> <tr> <td>Hazardous</td> <td>\$60</td> </tr> <tr> <td>Institutional</td> <td>\$80</td> </tr> <tr> <td>Mercantile</td> <td>\$60</td> </tr> <tr> <td>Residential</td> <td>\$60</td> </tr> <tr> <td>Storage</td> <td>\$30 Heated \$25 Unheated</td> </tr> <tr> <td>Mixed Occupancy</td> <td>Highest Cost per Sq.Ft. of Occupancy Types</td> </tr> </table>	Assembly	\$60	Business	\$55	Educational	\$60	Factory/Industrial	\$60	Hazardous	\$60	Institutional	\$80	Mercantile	\$60	Residential	\$60	Storage	\$30 Heated \$25 Unheated	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types
Assembly	\$60																					
Business	\$55																					
Educational	\$60																					
Factory/Industrial	\$60																					
Hazardous	\$60																					
Institutional	\$80																					
Mercantile	\$60																					
Residential	\$60																					
Storage	\$30 Heated \$25 Unheated																					
Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types																					
<b>OTHER COMMERCIAL CONSTRUCTION</b>	Includes all Commercial Renovations, Repairs, and Other Commercial Construction not listed elsewhere.																					
	<b>Building Permit Fee</b>	<p>Permit Fee is Calculated based on Applicants Estimated Cost of Construction. (Bid, quote, or estimate must be provided with permit application).</p> <p>Building permit fee shall be calculated by: \$2.00 per \$1,000 of Applicants Estimated Cost of Construction.</p> <p>Minimum Building Permit Fee is \$30.00.</p>																				

<b>MISCELLANEOUS BUILDING PERMITS</b>	
Items not shown elsewhere in Fee Schedule.	Minimum Fee \$30.00
Change of Occupancy Permit	\$30.00 each
Daycare Permit	\$40.00 each

Demolition Permit	\$50.00 Permit Fee plus Post \$500 Bond (Cash, Certified Check or Money Order per permit).
Foundation Permit	\$30.00 each
Malt Beverage License Inspection	\$30.00 each
Moving Building Permit	\$50.00 Permit Fee plus Post \$500 Bond (Cash, Certified Check or Money Order per permit).
Swimming Pool(For Setbacks Only)	\$30.00 each
Tent Permit	\$30.00 each
Outdoor Advertising Sign(For Lee County Only)	\$50.00 each
Other Signs	\$30.00 each

### **ELECTRICAL PERMIT FEES**

#### **Residential**

	New	Basic Fee \$75.00 (up to 200 Amps) Basic Fee plus \$10.00 per each 100 Amps over 200 Amps
	Renovations	Maximum Fee \$75.00 Basic Fee \$30.00 plus any of the following that apply: \$3.00 per Special Outlet (Dryer/Electric Stove/Etc) \$15.00 per subpanel
	Room Additions	Maximum Fee \$75.00 Basic Fee \$30.00 plus \$20.00 per Room Addition plus\$3.00 per Special Outlet (Dryer/Electric Stove/Etc) plus \$15.00 per subpanel
	Manufactured Homes	Basic Fee \$25.00 each
	Modular Homes	\$40.00 each

<b>Commercial</b>	
0-200 Amps	\$65.00 plus \$3.00 per Special Outlet, plus \$20.00 per subpanel
201-400 Amps	\$75.00 plus \$3.00 per Special Outlet, plus \$20.00 per subpanel
401-600 Amps	\$85.00 plus \$3.00 per Special Outlet, plus \$20.00 per subpanel
601-800 Amps	\$95.00 plus \$3.00 per Special Outlet, plus \$20.00 per subpanel
801-1000 Amps	\$105.00 plus \$3.00 per Special Outlet, plus \$20.00 per subpanel
1001-2000 Amps	\$155.00 plus \$3.00 per Special Outlet, plus \$20.00 per subpanel
2001 & Up AMPS	\$200.00 plus \$3.00 per Special Outlet, plus \$20.00 per subpanel
<b>Miscellaneous - Special Outlets - 30 Amp/240 Volt or Greater</b>	
Items not shown elsewhere in Fee Schedule.	Minimum Fee \$30.00
Conditional Power Fee	\$30.00
Electric Fence	\$30.00
Electrical for Mechanical Change Outs	\$15.00
Power Restoration	\$30.00
Pump Service	\$30.00
Service Change (Up to 100 amps)	\$30.00
Service Change (125-200 Amps)	\$40.00
Signs	\$30.00
Special Outlets	\$30.00 Minimum Fee plus \$3.00 each (Special Outlets - 30 Amp/240 Volt or Greater)
Swimming Pool Grounding	\$30.00
Temporary Power Pole	\$30.00

## MECHANICAL PERMITS

### Residential

Items not shown elsewhere in Fee Schedule.	Minimum Fee \$30.00
Gas Heating Unit w/ A/C Unit (2 Separate Units/1 System)	\$40.00 per system
Gas Pack	\$35.00 each
Heatpump	\$40.00 each
Single Air Conditioning Unit	\$30.00 each
Single Heating Unit(Gas Furnace, Electric Heat, Etc.)	\$30.00 each
Gas Accessories. (Gas Logs, Fireplace, Dryer, Range, Grill, Space Heater, Lights, Woodburning Inserts, Etc.)	\$20.00 each
Gas Piping/Pressure Test	\$15.00 /1st Unit \$5.00 per additional unit
Air Handler/Outdoor Condenser	Change Outs \$30.00 each unit
Ductwork Additions	\$30.00 Basic Fee

### Commerical

Basic Fee	\$30.00 plus any of the following that apply:
Boilers	(Up to 15 tons) \$6.00 per ton (16 tons and up) Total above plus \$2.00 per ton thereafter
Chillers	(Up to 15 tons) \$6.00 per ton (16 tons and up) Total above plus \$2.00 per ton thereafter
Gas Pack	(Up to 15 tons) \$6.00 per ton (16 tons and up) Total above plus \$2.00 per ton thereafter
Heat Pump	(Up to 15 tons) \$6.00 per ton (16 tons and up) Total above plus \$2.00 per ton thereafter
Refrigeration	(Up to 15 tons) \$6.00 per ton (16 tons and up) Total above plus \$2.00 per ton thereafter
Gas Appliances	\$2.00 per 10,000 BTU's
Gas Heating Unit	\$2.00 per 10,000 BTU's
Gas Heating Unit w/ A/C Unit (2 Separate Units/1 System)	\$2.00 per 10,000 BTU's

Gas Piping/Pressure Test	\$15.00 / 1st Unit \$5.00 Per Additional Unit
Air Handler/Outdoor Condenser - Change Outs	\$30.00 each unit
Ductwork Additions	\$30.00 Basic Fee
Canopy Hood (does not require licensed contractor)	\$30.00 each
<b>*For calculation purposes:</b>	
Horsepower to BTU: 1 HP = 33.475	
BTU12,000BTU = 1 Ton	

## PLUMBING PERMITS

### Residential

New	Basic Fee	\$30.00 plus \$15.00 for every Full Bath \$10.00 for every Half Bath
Modular Homes	Basic Fee	\$30.00 plus \$3.50 for water line \$3.50 for sewer line Unfinished Baths require a separate permit at the time of Fit Up.
Manufactured Homes	Basic Fee	\$25.00
Other	Basic Fee	\$30.00 plus \$3.50 per fixture (see plumbing permit application).

### Commercial

New	Basic Fee	\$30.00 plus \$3.50 per fixture (see plumbing permit application).
-----	-----------	---

Modular	Basic Fee	\$30.00 plus \$3.50 for water line \$3.50 for sewer line
<b>Miscellaneous</b>		
	Basic Fee	\$30.00 plus \$3.50 per fixture (see plumbing permit application).

<b>RECORD RESEARCH</b>	
Permit Activity Computer Printouts	\$75.00
Archives/History Research (Per Permit)	\$15.00 per Hour
Copies (Per Page)	\$0.25

<b>FIRE PREVENTION</b>	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. Basic Fee \$30.00
<b>Fire Sprinkler System/Standpipe</b>	Basic Fee
	\$30.00 plus any of the following that apply:
	\$0.20 per sprinkler head
	\$20.00 per sprinkler riser
	\$20.00 per standpipe riser
	\$25.00 alteration to sprinkler heads (Twenty or less)
<b>Storage Tanks</b>	Above/Underground Removal
	\$50.00 1st tank, \$25.00 Each Additional Tank
	Above/Underground Installation
	\$50.00 1st tank, \$25.00 Each Additional Tank
<b>Private School Fire Inspection</b>	
	\$40.00

**SPECIAL NOTES**

**1. FAILURE TO SECURE PERMIT**

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

**2. ISSUANCE OF PERMITS**

**BUILDING PERMITS**

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.

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.

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

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

**HOMEOWNER RECOVERY FUND:**

Pursuant to d87-15.6 (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 (\$5.00) 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 (\$4.00) 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**

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.

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 based on the latest edition of the National Electric Code. (G.S. 87-43.1 Exceptions).

	<p><b>Temporary Service</b></p> <p>Temporary Service for heat will be granted only from November 1st through March 1st for Residential Structures. NO TEMPORARY SERVICE WILL BE AUTHORIZED FOR ANY MODULAR CONSTRUCTION.</p>
	<p><b>Temporary Service Poles</b></p> <p>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).</p>
	<p><b>MECHANICAL PERMITS</b></p> <p>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.</p> <p>Grease Canopy Hoods do not require a licensed contractor.</p>
	<p><b>MANUFACTURED HOME PERMITS</b></p> <p>A licensed Dealer or Setup Contractor must purchase Manufactured Home Permits. The owner is allowed to purchase a manufactured home permit only if they are actually setting up the home themselves.</p> <p>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.</p>
	<p><b>MODULAR PERMITS</b></p> <p>In accordance with General Statutes 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 \$5,000 surety bond for each modular building to be erected.</p>
	<p><b>PLUMBING PERMITS</b></p> <p>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.</p>

**RENTAL PROPERTY**

Electrical, Mechanical and Plumbing Permits will not be issued to the owners of 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. (Volume I-A, G.S. 87-1, page 53).

**Electrical Permits**

Electrical Permits will be issued to North Carolina Licensed Electrical Contractors only. (Volume I-A, G.S. 87-43.1 (5a) page 59).

**Mechanical Permits**

Mechanical Permits will be issued to North Carolina Licensed Mechanical Contractors only. (Volume I-A, G.S. 87-21 (a)(5)(ii) page 55).

**Plumbing Permits**

Plumbing Permits will be issued to North Carolina Licensed Plumbing Contractors only. (Volume I-A, G.S. 87-21 (a)(5)(ii) page 55).

**Temporary Service**

Temporary Service for heat will be granted only from November 1st through March 1st for Residential Structures. NO TEMPORARY SERVICE WILL BE AUTHORIZED FOR ANY MODULAR CONSTRUCTION.

<p><b>3. RE-INSPECTION FEES</b></p>	<p>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 \$50.00 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 \$50.00 re-inspection fee charge if a scheduled inspection is not ready when the inspector arrives on the job site.</p> <p>Any inspection that requires that the owner provide access (i.e. Building, Electrical, Mechanical and Plumbing) the re-inspection fees will be as follows:</p> <ul style="list-style-type: none"> <li>· 1st Inspection Trip - No Charge. Door Hanger will be left instructing owner to schedule an inspection.</li> <li>· 2nd Inspection Trip, and subsequent trip will result in a \$50 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.</li> </ul>
<p><b>4. POSTING OF PERMIT CARDS</b></p>	<p>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 \$50 re-inspection fee will be charged.</p>
<p><b>5. RENEWING EXPIRED PERMITS</b></p>	<p>If any permit expires or is revoked or 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.</p> <p>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.)</p>
<p><b>6. PERMIT REFUNDS</b></p>	<p>Permit fees are non-refundable, unless no work has been performed and no inspections have been made.</p>
<p><b>7. POSTING BONDS</b></p>	<p>Bonds are required to be posted, in the form of a certified check or money order, at the time that a Demolition or Moving Permit is issued. Bonds are non-transferable.</p>

# Planning Division Fee Schedule

## City Planning Board

Petition for Zoning Amendment	\$150
----------------------------------	-------

## City Board of Adjustment

Variance	\$150
Appeals	\$150
Conditional Use	\$150

## Ordinances

Zoning Ordinance	\$25
Subdivision	\$5
Watershed	\$5
Floodplain Prevention	\$5
Sanford/Lee Co. Land Use Plan	\$15

City Ordinances are charged at .25 cents per page.

For petition annexations and street closings, 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.

# Geographic Information Services Fee Schedule

All maps including, but not exclusive to: streets, tax parcels, address locations, water lines, sewer lines, water courses, communication/water towers, zoning, and land use.

**Printed by HP1120Cse Inkjet Printer on white bonded paper:**

8.5 x 11	\$1.00
8.5 x 14	\$1.00
11 x 17	\$2.00

**Printed by HP 800 PS Plotter on:**

Translucent Bond White Paper	\$0.75 / sq. ft.
Premium Coated Color Bond White Paper	\$1.00 / sq. ft.
Vellum	\$1.50 / sq. ft.
Mylar	\$2.00 / sq. ft.

Any map that includes orthophotography, a.k.a. aerial photos, combined with the above coverages.

**Printed by HP1120Cse Inkjet Printer on white bonded paper:**

8.5 x 11	\$2.00
8.5 x 14	\$2.00
11 x 17	\$3.00

**Printed by HP 800 PS Plotter on:**

Translucent Bond White Paper	\$2.00 / sq. ft.
Premium Coated Color Bond White Paper	\$3.00 / sq. ft.
Vellum	\$4.00 / sq. ft.
Mylar	\$5.00 / sq. ft.

## **Digital Spatial and Tabular Data and Associated Information**

### **Land Based Layers - \$25.00 per layer**

Street centerlines, water courses, building footprints (all commercial and industrial facilities and some multi-family units), census tract boundaries, city limits (City of Sanford, Broadway), extraterritorial jurisdiction (City of Sanford, Broadway), County boundaries, map index, fire district boundaries, parcels, police beats, resident point locations with street number address, commercial/industrial point locations with street address, railroads, City of Sanford zoning, Town of Broadway zoning, orthophotographs, Downtown Sanford Special Tax District, cellular communication tower locations, City of Sanford water lines and sewer lines, voting districts, County Commissioner districts, City Council wards, FEMA layer, and school districts.

The above list represents existing layers of information available in INFO files for ARC/INFO, Shape files for ARC/VIEW and E00 export files.

### **Preparation and Handling Charges - \$40.00 per hour minimum, includes media.**

### **E-911 Address Map Books - \$50.00 per book**

## Compost Facility Fee Schedule

<b>Material</b>	<b>Price Per Pickup Load</b>	<b>Price per 2 ½ Cu. Yd. Loader Bucket for Larger Truck Loads</b>
Woodchips	\$10.00*	\$20.00*
Leaf Compost	\$10.00	\$20.00
Screened Leaf Compost	\$20.00 when available	\$40.00 when available

Delivery by the City of Sanford will be \$35.00 per truckload within the city limits and \$60.00 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.

# Municipal Golf Course Fee Schedule

## Daily Rates

<b>Daily Rates:</b>	<u>Ride</u>	<u>Walk</u>
Monday – Friday	\$20	\$12
Saturday and Sunday	\$25	\$14
 <b>Afternoon Special:</b>		
Monday – Friday	\$18	\$12
Saturday and Sunday	\$22	\$14
 <b>9 Hole Rates:</b>		
Monday – Friday	\$12	\$6
Saturday and Sunday	\$15	\$8
 <b>Winter Rates (December 1 – February 28)</b>		
Monday – Friday	\$18	
Saturday and Sunday	\$24	
 <b>Senior Rates (Ages 55 and up)</b>		
Thursday	\$15	

## Annual Membership Rates

	<u>Fee</u>	<u>10% Disc.*</u>
1 Person	\$460	\$414
2 Persons	\$600	\$540
Full Family	\$650	\$585
Single LTD	\$375	\$337.50
Double LTD	\$475	\$427.50
Junior	\$200	\$180

\*10% Discount for 1 time payment in full

Payment #1	One-third due in July
Payment #2	One-third due in September
Payment #3	One-third due in November

Annuals must be paid in full by December 31st

# Municipal Golf Course Fee Schedule (Continued)

## Corporate Membership Rates

	<u>Fee</u>
1 Person	\$360
2 Persons	\$460
Full Family	\$560
Optional Guest Fee	\$200

## Monthly Membership Rates

	<u>Fee</u>
1 Person	\$65
2 Persons	\$95
Full Family	\$105
Junior	\$35

## Four Month Block Membership Rates

	<u>July-Oct</u>	<u>Nov-Feb</u>	<u>Mar-June</u>
1 Person	\$215	\$130	\$215
2 Persons	\$265	\$180	\$265
Full Family	\$300	\$210	\$300
Junior	\$80	\$60	\$80

## **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. 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 \$215,000 and Utility Fund is \$250,000. The revenue reserve is established to provide for any unforeseen revenue losses and allows flexibility in the balanced budget process. The General Fund balance effective June 30, 2004 was \$9,013,359. General Fund balance available for appropriation was \$6,687,357 or 35.7% of General Fund expenditures. Management has recommended that General fund balance be held to an amount equal to twenty-five percent of General Fund expenditures.

With results of the distribution analysis completed and agreement anticipated to sell water to other governmental units and the capital needs of the systems continuing, consideration for a comprehensive water and sewer rate study will be recommended within the next fiscal year. The Utility Fund shows a net income before capital contributions of \$2,006,967 for the year compared with a net income before capital contributions of \$1,711,951 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.

### **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.

## **BUDGET PROCESS**

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

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

The budget is prepared using the modified accrual method of accounting for all funds. This accounting approach recognizes revenues when they become measurable and expenditures at the time liabilities are incurred. The general, special tax, and capital project funds are presented in the financial statements on this same basis. The utility and golf funds are presented in the financial statements on the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized in the accounting period when earned and expenses are recognized in the period they are incurred. All monies received and expended must be included in the annual operating budget ordinance and/or the appropriate capital or grant ordinances. Any operational appropriations that are not expended shall lapse at year-end.

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

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

## **FORMULATE HISTORICAL DATA**

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

## **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.

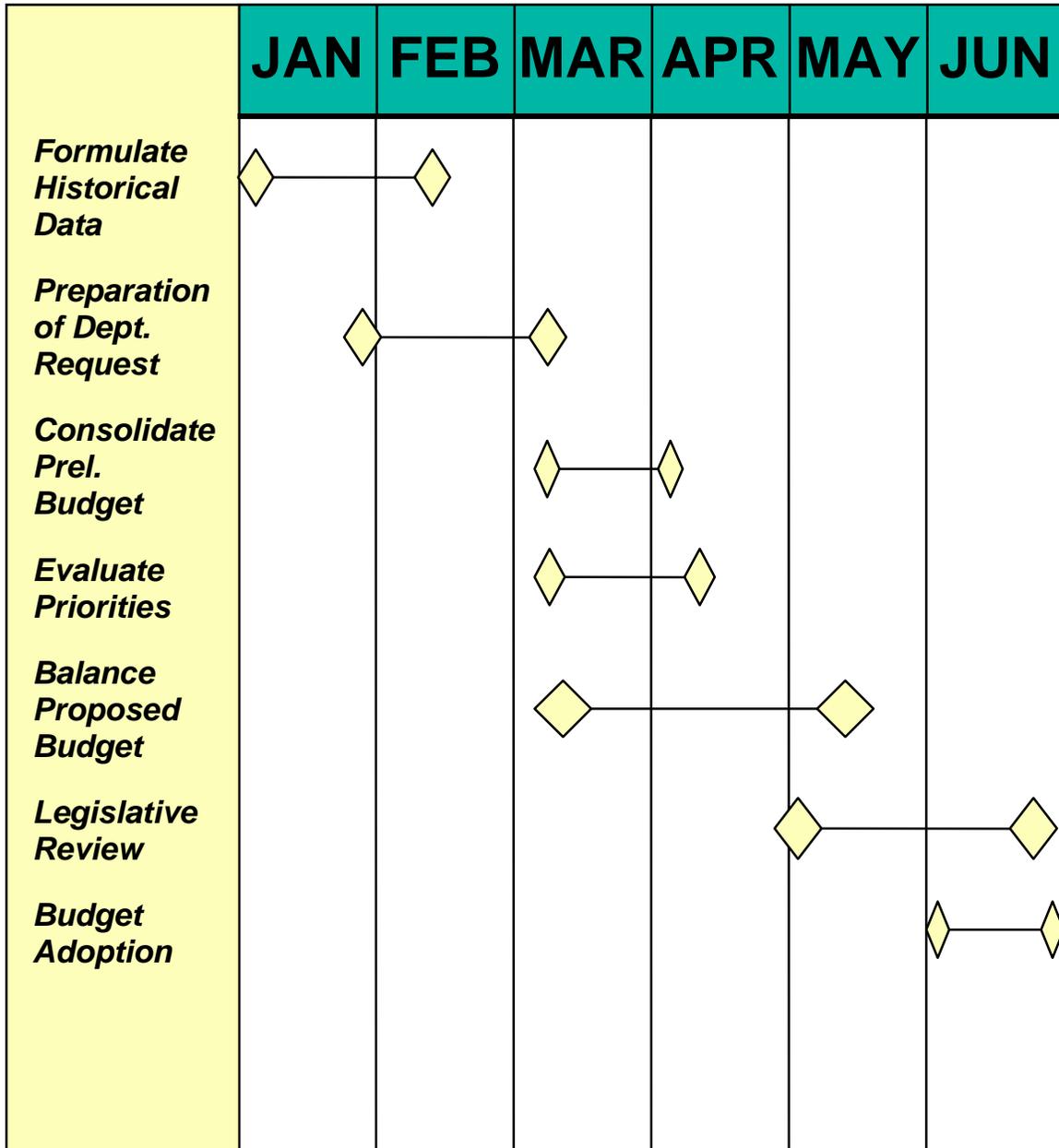
## **LEGISLATIVE REVIEW**

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.

# CITY OF SANFORD BUDGET PREPARATION CALENDAR



**Note: Budget Retreat is scheduled in February.**

## **BUDGET FORMAT**

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

The General Fund accounts for the revenues and expenditures of all City departments except those required to be accounted for in other funds.

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

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.

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 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; Powell Bill funds; court cost fees;

\*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 intangible tax.

\*Investment Income – Interest earned.

\*Sales and Service – Sale of materials; sale of compost; sale of fixed assets; shop sales- Lee County and Sanford Housing; and waste management fees.

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

\*Other Revenue - ABC Board distributions; civil violations; charges to other funds; parking revenue; special assessments; contributions; reimbursements; rental income; Brick Tournament fees, clubhouse rental; operating transfers in/out; lease proceeds; sewer surcharge; sludge charges; monitoring fees; taps and connections; and other miscellaneous revenue.

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

The major expenditures by function are shown as follows:

\*General Government - Expenditures for the Governing Body; Administration; Human Resources; Risk Management; Elections; Finance; Information Systems; Legal; Community Development; Comm. Enhancement – Downtown; Public Building and Central Office.

\*Public Safety - Expenditures for the Police Department; Fire Department; Comm. Enhancement – Code Enforce; Inspections.

\*Public Works/Transportation - Expenditures for Public Works Administration; Street Maintenance; Street Capital Improvements; Beautification; and Shop.

\*Public Utilities - Expenditures for Utility Administration; Engineering; Sewer Construction and Maintenance: Water Construction and Maintenance; Water Plant; Waste Water Treatment Plant; Water Capital Improvements; Sewer Capital Improvements and Store.

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

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

\*Other - Expenditures for Operating Transfers; Golf and Special Tax.

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 item of purchase. The capital items should have a value of \$500 or more with an expendable life of one year or more. Budgeting of capital equipment and capital improvements are funded in accordance with the City's Capital Improvement Program and contingent on availability of funds.

## CITY OF SANFORD

### REVENUE ASSUMPTIONS

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

The following are some assumptions concerning revenues, which were forecast in the City of Sanford 2005-2006 Budget.

#### REVENUE

#### FORECAST RATIONALE

##### Ad Valorem Taxes

Property valuations are established by the Lee County Tax Assessor from which the tax rate is set. The General Fund proposed tax rate is fifty-nine 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 fifteen 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 \$9,891,792 Special Tax \$54,828**

##### 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 included within Ad Valorem Taxes.**

## 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 included within Ad Valorem Taxes.**

### 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 State has lifted a freeze on growth but enacted a law to holdback the amount of growth (net collections from FY 90-91 to FY 94-95) beginning with FY 95-96. The holdback amount for Sanford is \$443,049 annually. **Appropriation--General Fund \$1,103,500. The State withheld ½ of payments in FY 2001-02.**

### 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 three percent increase over budget levels. **Appropriation--General Fund \$48,719. The State withheld these payments in FY 2001-02.**

### Powell Bill

One cent per gallon of the state gasoline tax is distributed to municipalities to be earmarked for street construction and maintenance. Seventy five percent of the distribution is based on per capita and the remaining twenty five percent is based on number of miles of streets maintained. The state provides the estimated value to place on each: 124 miles of street \$1,775 and population 23,625 times \$24.10. **Appropriation--General Fund \$790,634.**

## REVENUE

## FORECAST RATIONALE

Recpts Other Local Governments-  
Lee County and Broadway

The City provides certain services for the County of Lee and Broadway for which it is reimbursed. The total cost for **911 dispatching** is shared on a 16% calls ratio (\$125,422). The support of Emergency Management System amounts to \$2,400. The county's cost of the planning merger is projected to be \$310,013. The contract with the Town of Broadway for planning and inspection services rendered equals \$8,000. In FY 05-06, the 911 coordinator function has been consolidated with Lee County under the Strategic Information Services contract. Therefore, this function will be performed by Lee County and the City revenue will be \$0. Telephone surcharge revenues earmarked for expenditures relative to the 911 services total \$296,875. **Appropriation--General Fund \$310,013, \$8,000, \$2,400, \$296,875, \$125,422**

Receipt Local Inspections Contract

The City and the County Inspection Departments have merged their operations. The County's share of the merged departments is projected as follows. **Appropriation—General Fund \$77,165.**

Local Option Sales Tax

The State collects and distributes the proceeds from the locally levied tax on retail sales. Revenue projections are based on anticipated retail sales and historical trends. G.S.105, Article 39 or 1% rate was established whereby Counties and Municipalities receive the net proceeds of the tax collections within the county less the cost to the state of collecting and administering the tax (point of sale). The net proceeds are distributed based on a per capita basis according to the total population of the taxing county and municipalities. G.S. 105, Article 40 or 1/2 of 1% rate and G.S.105, Article 42 or 1/2 of 1% was established with net proceeds placed in a statewide pool. Net proceeds are distributed on a per capita basis. Utilizing information provided by the State for estimating this revenue source, a 4 percent overall increase is projected over current year budget. The General Assembly eliminated the reimbursements and replaced them with an additional one-half cent local option sales tax. Lee County adopted the ½-

**REVENUE**

**FORECAST RATIONALE**

Local Option Sales Tax (Cont'd)

cent additional tax effective January 2003. Also, as part of the swap of reimbursements for new sales tax, the state will honor a hold harmless guarantee. **Appropriation--General Fund \$4,334,350**

Privilege License

Privilege licenses are levied by the City on certain businesses. Projections are based on actual establishments and the appropriate license schedule. New year projections were held at current year budget level. A large portion of this revenue is based on cable franchise. **Appropriation--General Fund \$150,000**

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. Three percent revenue growth was projected. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$205,000**

Building Permits and  
Inspection Fees-Lee County

Buildings which undergo structural changes or new construction outside the city limits require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. Fifteen percent revenue growth was projected. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$150,000**

Inspection Penalty Fees

Penalty fee assessed for not acquiring appropriate permits and/or requiring more than two inspections. **Appropriation--General Fund \$0**

**REVENUE**

**FORECAST RATIONALE**

Code Enforcement Fees

Fines and fees were established to ensure enforcement related to the City Code of Ordinances. Estimates are based on fewer violations anticipated. **Appropriation--General Fund \$10,000**

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 \$140,000**

Interest Income

Interest income revenues are projected on the basis of estimated average available cash balances at an anticipated rate of return. **Appropriation--General Fund \$150,000 Utility Fund \$175,000 Golf Fund \$1,000 Special Tax \$500**

Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data. **Appropriation--General Fund \$90,000 Utility Fund \$0 Golf Fund \$250**

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 \$15,000**

Civil Violations

Fines are levied by the City for violations of the City's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$10,000**

Sale of Materials

Funds are generated from the sale of surplus materials. Projection rationales are derived by using historical trend analysis. **Appropriation--General Fund \$11,000**

## REVENUE

## FORECAST RATIONALE

### Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$20,000 Utility Fund \$15,000**

### 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 \$225,000 Utility Fund \$400,000**

### 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--Utility Fund \$15,000**

### Surplus/Fund Bal. Approp.

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 \$888,200 Utility Fund \$1,460,265 Special Tax \$33,372**

### Waste Management Fees

Proceeds are received for landfill disposal. These charges are based on actual needs assessment as it relates to disposal charges. Fees are assessed uniformly (\$100 annually) to all residential property owners on the tax bill. **Appropriation--General Fund \$790,000**

### 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 \$30,000**

## REVENUE

## FORECAST RATIONALE

### Shop Sales – Lee County

Charges for service on county vehicles through a contractual agreement are shown within this account. Revenues from sales of service are projected based on historical analysis. This contract was terminated effective December 1, 2004.

**Appropriation--General Fund \$0**

### 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 \$6,800,000**

### Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$5,200,000**

### 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 \$15,000**

### Oil and Grease Fees

The City has initiated an oil and grease trap control program per mandate of the State. The program should assist in the prevention of water and sewer system contamination. The fee was established to offset such program costs.

**Appropriation--Utility Fund \$17,200**

### 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 \$30,000**

**REVENUE**

**FORECAST RATIONALE**

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 \$87,500**

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 \$205,500**

Green Fees Annual

Revenues are projected based on historical trends. **Appropriation--Golf Fund \$125,000**

Green Fees Daily

Fees are collected for daily play at the Municipal Golf Course. Estimates are based on historical data. **Appropriation--Golf Fund \$159,000**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--Golf Fund \$239,000**

Driving Range

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

Brick Tournament Fees

Fees are collected and segregated for this annual tournament event. **Appropriation--Golf Fund \$14,500**

Rental Income

To account for rental of office spaces at the Federal Building by county agencies. **Appropriation--General Fund \$30,000 Utility Fund \$37,800**

Sales Other Funds

To record revenue from Other funds due the Utility fund for items received from internal store. **Appropriation--Utility Fund \$33,000**

**REVENUE**

**FORECAST RATIONALE**

General Fund Loan Proceeds

Loan appropriation established within Golf Fund to meet capital lease repayment. Funds will be repaid to General Fund including interest. **Appropriation--Golf Fund \$78,207**

Parking Revenues

Proceeds projected from parking space rentals. **Appropriation—Special Tax \$1,800**

Club House Rental

The Golf Pro contributes to the club house maintenance through club house rental. **Appropriation—Golf Fund \$2,400**

Contribution - General Fund

This contribution represents the general fund support of the streetscape project for the downtown district. **Appropriation—Special Tax \$75,000**

Contrib. - Capital Reserve Fund

The transfer from the capital reserve fund to be used for capital projects is shown within this line item. **Appropriation—Utility Fund \$0**

Contribution - Component Unit

The ABC Board is a component unit of the City of Sanford and its contributions to the General Fund are shown within this line item. **Appropriation—General Fund \$0**

Installment Purchase Proceeds

Installment purchase proceeds, which result from issuing debt, will be used to purchase 2 backhoes (\$127,000), a leaf vacuum truck (\$100,000), and repairing a lift station (\$120,000). **Appropriation--General Fund \$165,000  
Utility Fund \$182,000**

Interfund Services Provided

Interfund services are services provided by the General Fund to other funds. The General Fund then charges these funds for the services. **Appropriation--General Fund \$160,000**

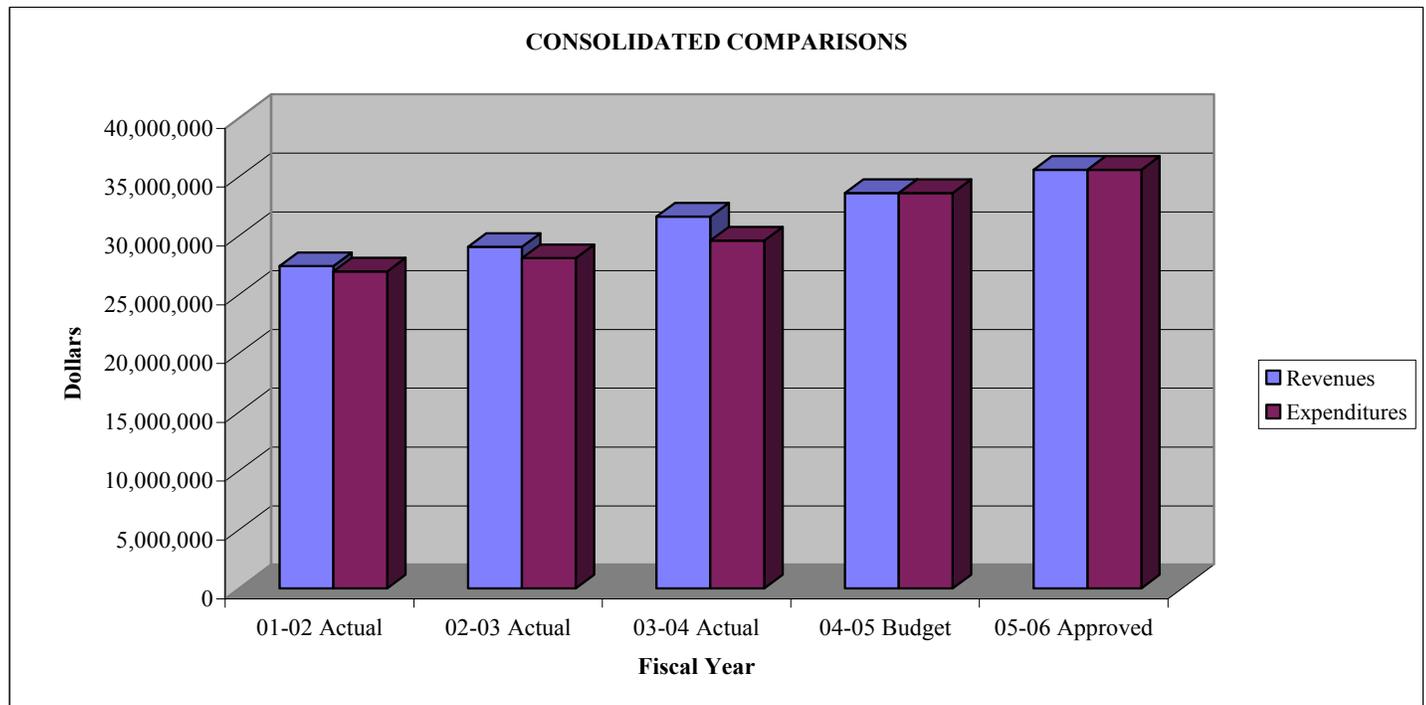
THIS PAGE LEFT BLANK INTENTIONALLY.

**CONSOLIDATED BUDGET  
FUND SUMMARIES**

	<b>FY 01-02 ACTUAL</b>	<b>FY 02-03 ACTUAL</b>	<b>FY 03-04 ACTUAL</b>	<b>FY 04-05 BUDGET</b>	<b>FY 05-06 REQUESTED</b>	<b>FY 05-06 APPROVED</b>
<b>REVENUES</b>						
<b>General Fund</b>	16,491,497	17,491,361	18,453,236	18,692,601	19,166,766	19,339,870
<b>Enterprise Fund</b>	10,884,248	11,537,292	13,126,873	13,696,299	13,850,357	13,850,357
<b>Special Tax District</b>	130,647	104,492	103,379	98,165	132,128	132,128
<b>SUB-TOTAL</b>	<b>27,506,392</b>	<b>29,133,145</b>	<b>31,683,487</b>	<b>32,487,065</b>	<b>33,149,251</b>	<b>33,322,355</b>
<b>Appropriated Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,216,827</b>	<b>4,146,153</b>	<b>2,381,837</b>
<b>Less Interfund Activity</b>	<b>-90,000</b>	<b>-75,000</b>	<b>-50,000</b>	<b>-65,500</b>	<b>-90,500</b>	<b>-90,500</b>
<b>TOTAL BUDGET</b>	<b>27,416,392</b>	<b>29,058,145</b>	<b>31,633,487</b>	<b>33,638,392</b>	<b>37,204,904</b>	<b>35,613,692</b>
<b>EXPENDITURES</b>						
<b>General Fund</b>	16,814,456	17,499,800	17,490,798	19,571,578	21,654,960	20,228,070
<b>Enterprise Fund</b>	10,128,346	10,592,966	12,066,680	13,912,614	16,512,516	15,310,622
<b>Special Tax District</b>	114,697	68,031	84,798	219,700	165,500	165,500
<b>SUB-TOTAL</b>	<b>27,057,499</b>	<b>28,160,797</b>	<b>29,642,276</b>	<b>33,703,892</b>	<b>38,332,976</b>	<b>35,704,192</b>
<b>Less Interfund Activity</b>	<b>-90,000</b>	<b>-75,000</b>	<b>-50,000</b>	<b>-65,500</b>	<b>-90,500</b>	<b>-90,500</b>
<b>TOTAL BUDGET</b>	<b>26,967,499</b>	<b>28,085,797</b>	<b>29,592,276</b>	<b>33,638,392</b>	<b>38,242,476</b>	<b>35,613,692</b>

**GRAPHIC REPRESENTATION**

Illustrated below are revenues as they relate to expenditures. Fund balance and/or retained earnings appropriations are included as shown.

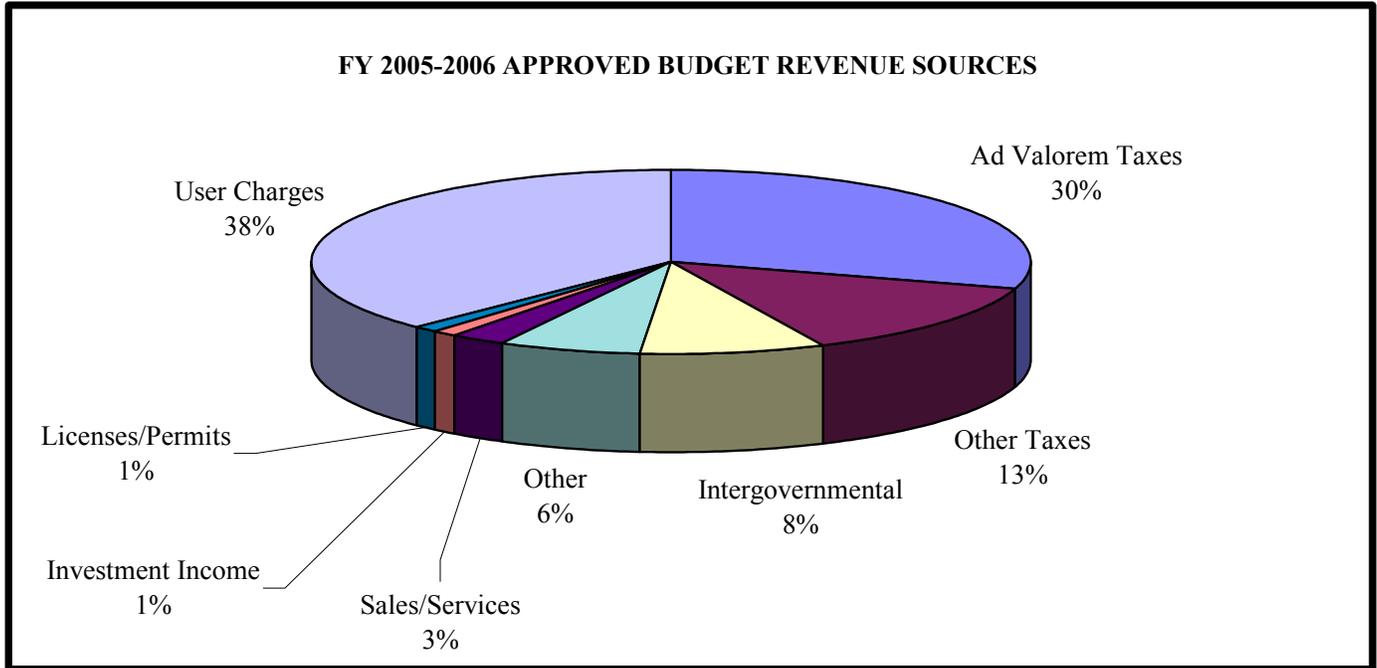


**CONSOLIDATED BUDGET  
REVENUE SUMMARIES**

	<b>FY 01-02 ACTUAL</b>	<b>FY 02-03 ACTUAL</b>	<b>FY 03-04 ACTUAL</b>	<b>FY 04-05 BUDGET</b>	<b>FY 05-06 REQUESTED</b>	<b>FY 05-06 APPROVED</b>
<b>REVENUES</b>						
<b>Ad Valorem Taxes</b>	8,549,770	8,575,381	9,367,740	9,643,579	9,901,620	9,901,620
<b>Other Taxes</b>	3,430,164	3,585,690	4,183,807	4,185,315	4,484,350	4,484,350
<b>Intergovernmental</b>	2,473,067	3,078,524	2,641,608	3,100,642	2,769,624	2,777,728
<b>Other</b>	2,102,793	1,828,694	1,739,516	1,364,393	1,896,657	2,061,657
<b>Sales/Services</b>	662,517	1,050,156	1,133,789	1,003,350	866,000	866,000
<b>Investment Income</b>	405,383	249,839	162,923	175,000	325,000	325,000
<b>Licenses/Permits</b>	191,674	354,201	377,671	348,600	365,000	365,000
<b>User Charges</b>	9,691,024	10,410,660	12,076,434	12,666,186	12,541,000	12,541,000
<b>SUB-TOTAL</b>	<b>27,506,392</b>	<b>29,133,145</b>	<b>31,683,487</b>	<b>32,487,065</b>	<b>33,149,251</b>	<b>33,322,355</b>
<b>Appropriated Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,216,827</b>	<b>4,146,153</b>	<b>2,381,837</b>
<b>Less Interfund Activity</b>	<b>-90,000</b>	<b>-75,000</b>	<b>-50,000</b>	<b>-65,500</b>	<b>-90,500</b>	<b>-90,500</b>
<b>TOTAL BUDGET</b>	<b>27,416,392</b>	<b>29,058,145</b>	<b>31,633,487</b>	<b>33,638,392</b>	<b>37,204,904</b>	<b>35,613,692</b>

**GRAPHIC REPRESENTATION**

The relative value of major revenue sources are shown below. Taxes Ad-Valorem and User Charges represent more than 65% of the revenues received by the city.



**REVENUE DETAIL ANALYSIS**

	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>	<b>FY 05-06</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUESTED</b>	<b>APPROVED</b>
<b>GENERAL FUND</b>						
Prior	228,740	298,105	353,698	250,000	275,000	275,000
Current	8,259,419	8,234,498	8,925,323	9,328,290	9,554,292	9,554,292
Payment in Lieu of Taxes	15,451	0	37,364	19,650	17,500	17,500
<b>Taxes Ad-Valorem</b>	<b>8,503,610</b>	<b>8,532,603</b>	<b>9,316,385</b>	<b>9,597,940</b>	<b>9,846,792</b>	<b>9,846,792</b>
Privilege License	157,405	147,063	151,098	150,000	150,000	150,000
Intangible Tax	247,757	0	0	0	0	0
Local Sales Tax	3,025,002	3,438,627	4,032,708	4,035,315	4,334,350	4,334,350
<b>Other Taxes</b>	<b>3,430,164</b>	<b>3,585,690</b>	<b>4,183,807</b>	<b>4,185,315</b>	<b>4,484,350</b>	<b>4,484,350</b>
<b>Penalties Less Discounts</b>	<b>56,473</b>	<b>60,790</b>	<b>65,376</b>	<b>35,000</b>	<b>45,000</b>	<b>45,000</b>
Bu./Inspection Permits-Sanford	173,992	194,461	217,819	198,600	205,000	205,000
Bu./Inspection Permits-Lee Co.	0	149,457	159,851	130,000	150,000	150,000
Inspection Penalties	0	0	0	0	0	0
Inspection Fees	0	0	0	0	0	0
Code Enforcement	17,682	10,283	0	20,000	10,000	10,000
<b>License and Permits</b>	<b>191,674</b>	<b>354,201</b>	<b>377,671</b>	<b>348,600</b>	<b>365,000</b>	<b>365,000</b>
<b>Intergovernmental Revenues</b>						
<b>United States of America</b>						
FEMA Proceeds-Federal	0	201,965	5,439	0	0	0
Federal Police Grant	0	0	0	0	0	0
Federal Grant - Police Bike	0	0	0	0	0	0
Police Block Grant	37,897	31,982	18,340	8,150	0	0
Federal Drug Enf. Proc.	56,299	34,125	21,334	156,000	0	0
Federal Grant Depot Park	0	0	0	77,268	0	0
Fed. Homeland Security Fire Grant	0	0	0	165,780	0	0
Hazard Mit. Grant - HMGP	0	0	0	0	0	0
Hazard Mit. Grant-Fed.	0	0	0	0	0	0
Crime Prevention Grant	0	0	0	0	0	0
<b>State of North Carolina</b>						
Utility Franchise Tax	540,987	1,060,826	1,052,984	1,075,000	1,103,500	1,103,500
Beer & Wine Tax	0	49,549	50,528	47,300	48,719	48,719
Powell Bill	789,456	751,708	687,370	738,855	790,634	790,634
Retail Inventory Taxes	238,779	0	0	0	0	0
Court Cost Fees	18,036	13,888	12,795	12,000	15,000	15,000
State Drug Forfeiture	13,329	25,919	0	0	0	0
Rec. Other Gov.-State	10,426	7,064	8,092	7,064	7,725	0
Gov. Crime Grant	0	1,598	0	0	0	0
State Grant	0	0	0	0	0	0
FEMA Proceeds-State	0	67,322	1,813	0	0	0
Safe Kids Grant	3,112	4,105	4,000	0	0	0
Governors Highway Safety Grant	5,181	3,081	0	0	0	0

**REVENUE DETAIL ANALYSIS**

	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>	<b>FY 05-06</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUESTED</b>	<b>APPROVED</b>
<b>Other Local Governments</b>						
Lee County Fire Grant	0	39,614	0	0	0	0
Consolidated Planning Services	454,572	250,953	295,145	318,018	318,013	318,013
EMS Office Rental	2,400	2,400	2,400	2,400	2,400	2,400
911 Surcharge Reimbursement	297,303	335,178	308,069	275,920	286,075	296,875
911 Dispatch		98,200	108,065	117,266	94,066	125,422
911 Coordinator		22,300	27,941	25,521	26,327	0
Rec. Local Inspections Contract	0	44,648	37,294	74,100	77,165	77,165
Recpt. LGHA	0	0	0	0	0	0
<b>Intergovernmental</b>	<b>2,467,777</b>	<b>3,046,425</b>	<b>2,641,608</b>	<b>3,100,642</b>	<b>2,769,624</b>	<b>2,777,728</b>
Interest Income	204,333	107,438	68,981	85,000	150,000	150,000
Interest Income - Golf	13,190	10,452	9,814	0	0	0
BB & T Escrow Interest	1,400	0	0	0	0	0
<b>Investment Income</b>	<b>218,923</b>	<b>117,890</b>	<b>78,795</b>	<b>85,000</b>	<b>150,000</b>	<b>150,000</b>
Sale of Materials	16,066	16,560	16,136	12,300	11,000	11,000
Sale of Compost Materials	40,855	38,536	42,215	36,050	30,000	30,000
Sale of Fixed Assets	23,389	43,380	99,217	20,000	20,000	20,000
Waste Mgmt. User Fees	582,887	767,093	783,643	760,000	790,000	790,000
Shop Sales - Lee County	0	146,679	189,547	160,000	0	0
Shop Sales - Sanford Housing	0	8,740	2,871	0	0	0
<b>Sales and Service</b>	<b>663,197</b>	<b>1,020,988</b>	<b>1,133,629</b>	<b>988,350</b>	<b>851,000</b>	<b>851,000</b>
Safe Kids Safety Seats		0	1,530	1,090	0	0
ABC Revenue	60,000	70,000	105,000	120,000	140,000	140,000
Indirect Charges to Other Funds	315,258	334,915	264,433	0	0	0
Interfund Services Provided	0	0	124,979	0	160,000	160,000
Rental Income	21,455	10,896	16,250	15,000	15,000	30,000
Historic Preservation Workshop	0	0	0	0	0	0
Sales Tax Refund	8,458	19,771	19,664	0	0	0
Parking Revenue	0	600	0	0	0	0
Animal Control	350	1,010	1,175	0	0	0
Miscellaneous	118,788	46,369	19,707	86,683	90,000	90,000
Civil Violations	15,061	5,724	11,069	10,000	10,000	10,000
Homeowner's Rec. Fee	0	0	0	0	0	0
Airport Avig. Easement	0	0	0	0	0	0
Special Assessments	0	-480	0	0	75,000	225,000
Interest on Assessments	0	0	0	0	0	0
Contribution - Other	210,223	0	0	0	0	0
<b>Miscellaneous Revenues</b>	<b>749,593</b>	<b>488,805</b>	<b>563,807</b>	<b>232,773</b>	<b>490,000</b>	<b>655,000</b>

**REVENUE DETAIL ANALYSIS**

	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>	<b>FY 05-06</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUESTED</b>	<b>APPROVED</b>
<b>Operating transfers in</b>						
Shop		268,969	0	0	0	0
Special Revenue Fund	15,000	15,000	0	15,454	0	0
Enterprise Fund	0	0	0	0	0	0
Capital Projects Fund-Svc. Ctr.	67,326	0	0	0	0	0
Component Unit	30,000	0	0	0	0	0
<b>Operating transfers out</b>						
Special Revenue Fund	0	0	0	0	0	0
Enterprise Fund	0	0	0	0	0	0
<b>Installment Purchase Proceeds</b>	<b>97,760</b>	<b>0</b>	<b>92,157</b>	<b>103,527</b>	<b>165,000</b>	<b>165,000</b>
<b>Other Financing Sources</b>	<b>210,086</b>	<b>283,969</b>	<b>92,157</b>	<b>118,981</b>	<b>165,000</b>	<b>165,000</b>
<b>SUB-TOTAL GENERAL FUND</b>	<b>16,491,497</b>	<b>17,491,361</b>	<b>18,453,236</b>	<b>18,692,601</b>	<b>19,166,766</b>	<b>19,339,870</b>
Appropriated Fund Balance	0	0	0	878,977	2,652,516	888,200
<b>TOTAL GENERAL</b>	<b>16,491,497</b>	<b>17,491,361</b>	<b>18,453,236</b>	<b>19,571,578</b>	<b>21,819,282</b>	<b>20,228,070</b>
<b>ENTERPRISE FUND</b>						
<b>UTILITY FUND</b>						
Water Charges	4,753,653	5,164,403	5,683,848	6,339,976	6,800,000	6,800,000
Water Charges - Lee Co.	421,645	491,304	932,883	960,000	0	0
Sewer Charges	4,236,974	4,463,565	5,075,647	4,803,210	5,200,000	5,200,000
<b>Total User Charges</b>	<b>9,412,272</b>	<b>10,119,272</b>	<b>11,692,378</b>	<b>12,103,186</b>	<b>12,000,000</b>	<b>12,000,000</b>
<b>Monitoring Fee</b>	<b>96,228</b>	<b>99,396</b>	<b>82,368</b>	<b>90,000</b>	<b>87,500</b>	<b>87,500</b>
<b>Taps and Connections</b>	<b>179,020</b>	<b>216,395</b>	<b>263,672</b>	<b>200,000</b>	<b>205,500</b>	<b>205,500</b>
<b>Sale of Materials</b>	<b>3,169</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sale of Fixed Property</b>	<b>-3,849</b>	<b>29,168</b>	<b>160</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Sales Tax Refund</b>	<b>2,543</b>	<b>29,839</b>	<b>903</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Interest Income</b>	<b>186,460</b>	<b>131,949</b>	<b>84,128</b>	<b>90,000</b>	<b>175,000</b>	<b>175,000</b>
<b>Special Assessments</b>	<b>157,097</b>	<b>67,425</b>	<b>28,097</b>	<b>260,000</b>	<b>400,000</b>	<b>400,000</b>
<b>Interest on Assessments</b>	<b>29,870</b>	<b>23,200</b>	<b>17,435</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Sales Tax</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

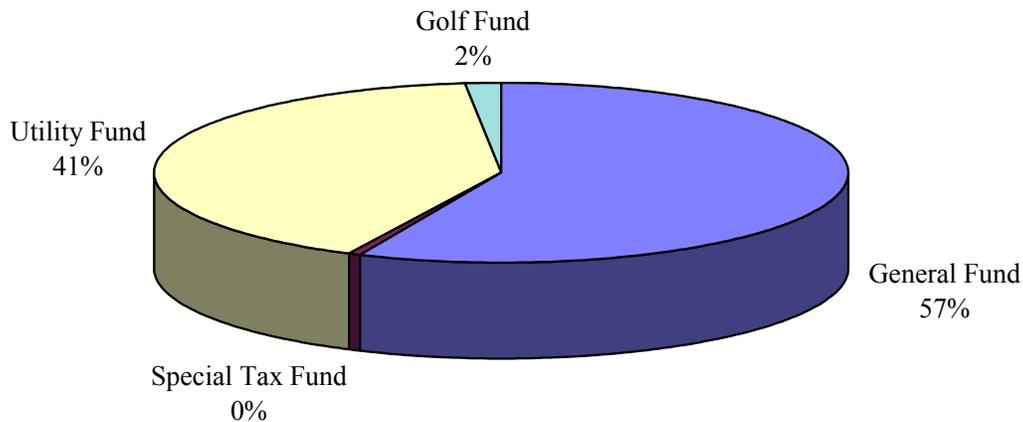
**REVENUE DETAIL ANALYSIS**

	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>	<b>FY 05-06</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUESTED</b>	<b>APPROVED</b>
Oil and Grease Fees	0	0	16,527	17,200	17,200	17,200
Sewer Surcharge	12,815	14,262	17,955	10,000	15,000	15,000
Sludge Charge	17,765	31,407	31,481	36,000	30,000	30,000
Bulk Water Sales	1,973	250	0	0	0	0
Maintenance Charges			188,934	0	0	0
Non Compliance Fines	7,952	5,268	5,292	0	0	0
Miscellaneous	265,268	173,693	132,553	102,500	0	0
Installment Purchase Proceeds	0	0	0	62,000	182,000	182,000
Transfer-Capital Proj.	0	0	0	0	0	0
Bond Refund Proceeds	0	0	0	0	0	0
Bad Debt Recovery	0	1,314	1,035	0	0	0
Contribution - Caterpillar		18,000	0	0	0	0
Rental Income			0	0	37,800	37,800
<b>Total Other Revenue</b>	<b>305,773</b>	<b>244,194</b>	<b>393,777</b>	<b>227,700</b>	<b>282,000</b>	<b>282,000</b>
<b>Sales Other Funds</b>	<b>31,883</b>	<b>40,330</b>	<b>36,606</b>	<b>30,000</b>	<b>33,000</b>	<b>33,000</b>
FEMA Proceeds-Federal	0	8,425	0	0	0	0
State Grants	0	0	0	0	0	0
FEMA Proceeds-State	0	2,809	0	0	0	0
Mitigation Grants	0	0	0	0	0	0
Loan from General Fund	0	0	0	0	0	0
Transfer from Capital	0	7,560	0	0	0	0
Rec. from Other Local Gov't	5,129	31,638	0	0	0	0
Rec. from Other Gov't State	0	26,450	0	24,800	0	0
Contribu. Other	0	0	0	14,783	0	0
<b>Total Contrib.-Other Agencies</b>	<b>5,129</b>	<b>76,882</b>	<b>0</b>	<b>39,583</b>	<b>0</b>	<b>0</b>
<b>SUB-TOTAL UTILITY FUND</b>	<b>10,405,595</b>	<b>11,078,050</b>	<b>12,599,523</b>	<b>13,070,469</b>	<b>13,213,000</b>	<b>13,213,000</b>
Appropriated Fund Balance	0	0	0	216,315	1,460,265	1,460,265
<b>TOTAL UTILITY FUND</b>	<b>10,405,595</b>	<b>11,078,050</b>	<b>12,599,523</b>	<b>13,286,784</b>	<b>14,673,265</b>	<b>14,673,265</b>
<b>GOLF FUND</b>						
FEMA Proceeds-Federal	0	24,074	0	0	0	0
FEMA Proceeds-State	0	8,025	0	0	0	0
<b>Intergovernmental</b>	<b>0</b>	<b>32,099</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Green Fees Annual	67,741	100,867	101,139	140,000	125,000	125,000
Green Fees Daily	82,678	75,146	112,636	165,000	159,000	159,000
Cart Fees	128,333	107,232	159,074	240,000	239,000	239,000
Driving Range	0	8,143	11,208	18,000	18,000	18,000
<b>User Charges</b>	<b>278,752</b>	<b>291,388</b>	<b>384,056</b>	<b>563,000</b>	<b>541,000</b>	<b>541,000</b>

**REVENUE DETAIL ANALYSIS**

	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>	<b>FY 05-06</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUESTED</b>	<b>APPROVED</b>
Electric Reimburse.	0	0	0	0	0	0
Brick Tourn. Fees	0	16,930	20,435	14,500	14,500	14,500
Concession Fees	0	0	0	0	0	0
Interest Income	4,161	604	121	1,000	1,000	1,000
Miscellaneous	2,700	468	538	101	250	250
Club House Rental	800	1,000	1,200	1,200	2,400	2,400
Lease Proceeds	25,100	0	121,000	0	0	0
General Fund Loan Proc.	22,140	86,775	0	46,029	78,207	78,207
Transfer From General	0	0	0	0	0	0
Sale of Capital Assets	0	-20,022	0	0	0	0
Reimbursement-Loan Proceeds	145,000	50,000	0	0	0	0
<b>Other</b>	<b>199,901</b>	<b>135,755</b>	<b>143,294</b>	<b>62,830</b>	<b>96,357</b>	<b>96,357</b>
<b>SUB-TOTAL GOLF</b>	<b>478,653</b>	<b>459,242</b>	<b>527,350</b>	<b>625,830</b>	<b>637,357</b>	<b>637,357</b>
Appropriated Fund Balance	0	0	0	0	0	0
<b>TOTAL GOLF FUND</b>	<b>478,653</b>	<b>459,242</b>	<b>527,350</b>	<b>625,830</b>	<b>637,357</b>	<b>637,357</b>
<b>TOTAL ENTERPRISE</b>	<b>10,884,248</b>	<b>11,537,292</b>	<b>13,126,873</b>	<b>13,912,614</b>	<b>15,310,622</b>	<b>15,310,622</b>

**FY 2005-2006 FUND COMPARISONS**

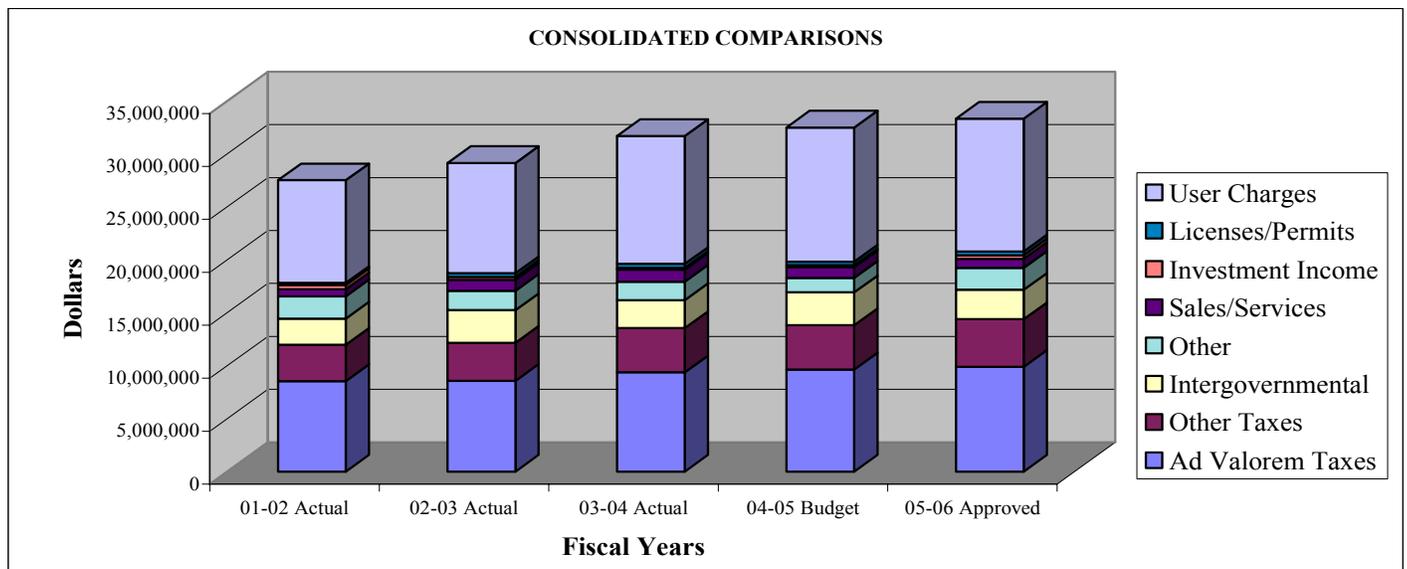


### REVENUE DETAIL ANALYSIS

	FY 01-02 ACTUAL	FY 02-03 ACTUAL	FY 03-04 ACTUAL	FY 04-05 BUDGET	FY 05-06 REQUESTED	FY 05-06 APPROVED
<b>SPECIAL TAX DISTRICT FUND</b>						
Current Year Taxes	43,548	41,204	47,808	44,289	53,928	53,928
Prior Year Taxes	1,246	1,289	3,746	1,250	750	750
Penalties Less Discounts	1,366	285	-199	100	150	150
<b>Taxes Ad-Valorem</b>	<b>46,160</b>	<b>42,778</b>	<b>51,355</b>	<b>45,639</b>	<b>54,828</b>	<b>54,828</b>
Retail Inventory Tax	5,290	0	0	0	0	0
<b>Intergovernmental</b>	<b>5,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Miscellaneous	88	0	12	0	0	0
Parking Revenues	2,675	250	900	1,800	1,800	1,800
Interest Income	1,434	1,464	1,112	726	500	500
Contribu. From General	75,000	60,000	50,000	50,000	75,000	75,000
<b>Other</b>	<b>79,197</b>	<b>61,714</b>	<b>52,024</b>	<b>52,526</b>	<b>77,300</b>	<b>77,300</b>
<b>SUB-TOTAL SPEC. TAX</b>	<b>130,647</b>	<b>104,492</b>	<b>103,379</b>	<b>98,165</b>	<b>132,128</b>	<b>132,128</b>
Appropriated Fund Balance	0	0	0	121,535	33,372	33,372
<b>TOTAL SPEC. TAX</b>	<b>130,647</b>	<b>104,492</b>	<b>103,379</b>	<b>219,700</b>	<b>165,500</b>	<b>165,500</b>
<b>SUB-TOTAL</b>	<b>27,506,392</b>	<b>29,133,145</b>	<b>31,683,487</b>	<b>32,487,065</b>	<b>33,149,251</b>	<b>33,322,355</b>
Appropriated Fund Balance	0	0	0	1,216,827	4,146,153	2,381,837
Less Interfund Activity	-90,000	-75,000	-50,000	-65,500	-90,500	-90,500
<b>TOTAL BUDGET</b>	<b>27,416,392</b>	<b>29,058,145</b>	<b>31,633,487</b>	<b>33,638,392</b>	<b>37,204,904</b>	<b>35,613,692</b>

### GRAPHIC REPRESENTATION

The relative value of revenue sources as they relate to the overall revenues for each fiscal year are shown below.



**EXPENDITURE DETAIL ANALYSIS**

	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>	<b>FY 05-06</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUESTED</b>	<b>APPROVED</b>
<b>GENERAL FUND</b>						
Governing Body	184,719	199,655	234,593	227,581	241,368	218,193
Administration	170,454	175,131	181,064	176,386	184,898	165,945
Human Resources	192,908	209,242	172,746	213,707	254,635	205,788
Risk Management	92,097	26,098	10,103	33,816	71,745	69,797
Elections	0	0	12,175	0	14,000	14,000
Finance	614,559	613,965	645,016	606,708	622,951	555,624
Information Systems	176,837	200,315	196,750	336,109	312,541	247,971
Legal	130,637	141,012	151,379	139,436	142,186	110,206
Community Development	652,943	578,669	583,601	651,150	688,916	688,199
Comm. Dev.-911 Coord.	42,077	44,541	51,258	51,042	52,653	0
Strategic Information Services	58,915	67,542	73,045	75,522	78,256	0
Public Building	875,606	685,200	718,131	733,766	965,569	882,096
Comm. Enhancement-Downtown	0	43,689	65,905	176,753	86,611	86,826
Central Office	66,660	49,168	55,960	58,300	57,754	55,358
<b>General Government</b>	<b>3,258,412</b>	<b>3,034,227</b>	<b>3,151,726</b>	<b>3,480,276</b>	<b>3,774,083</b>	<b>3,300,003</b>
Police	4,920,726	5,277,860	5,373,155	6,008,469	6,111,278	6,097,413
Police - 911 Surcharge	306,874	326,483	308,197	275,920	286,075	296,875
Police Grants	113,656	92,628	52,283	168,821	0	0
Fire	2,838,768	2,867,040	2,922,547	3,343,736	3,719,314	3,224,593
Inspections	392,200	428,362	453,596	473,799	499,328	480,308
Comm. Enhance.-Code Enforce.	0	153,918	151,577	357,907	298,088	256,100
<b>Public Safety</b>	<b>8,572,224</b>	<b>9,146,291</b>	<b>9,261,355</b>	<b>10,628,652</b>	<b>10,914,083</b>	<b>10,355,289</b>
Public Works Adm.	308,489	318,846	332,956	232,275	277,387	158,509
Street	1,695,778	1,720,944	1,604,422	1,825,158	2,469,113	2,462,290
Street Capital Imp.	354,378	375,286	243,922	242,090	223,950	373,950
Beautification	258,939	260,023	271,834	294,662	353,665	346,955
Shop	602,018	721,678	866,759	875,550	865,531	794,821
Less Shop Charges	-602,018	-608,021	-697,241	-695,000	-695,000	-695,000
<b>Public Wks/Trans.</b>	<b>2,617,584</b>	<b>2,788,756</b>	<b>2,622,652</b>	<b>2,774,735</b>	<b>3,494,646</b>	<b>3,441,525</b>
Solid Waste	983,857	1,142,033	1,115,700	1,180,779	1,812,332	1,286,437
Sanitation	973,380	1,001,392	1,041,373	1,100,600	1,145,857	1,145,857
<b>Waste Management</b>	<b>1,957,237</b>	<b>2,143,425</b>	<b>2,157,073</b>	<b>2,281,379</b>	<b>2,958,189</b>	<b>2,432,294</b>
GF Contributions	408,999	387,101	297,992	406,536	513,959	698,959
<b>Other</b>	<b>408,999</b>	<b>387,101</b>	<b>297,992</b>	<b>406,536</b>	<b>513,959</b>	<b>698,959</b>
<b>TOTAL GENERAL</b>	<b>16,814,456</b>	<b>17,499,800</b>	<b>17,490,798</b>	<b>19,571,578</b>	<b>21,654,960</b>	<b>20,228,070</b>

**EXPENDITURE DETAIL ANALYSIS**

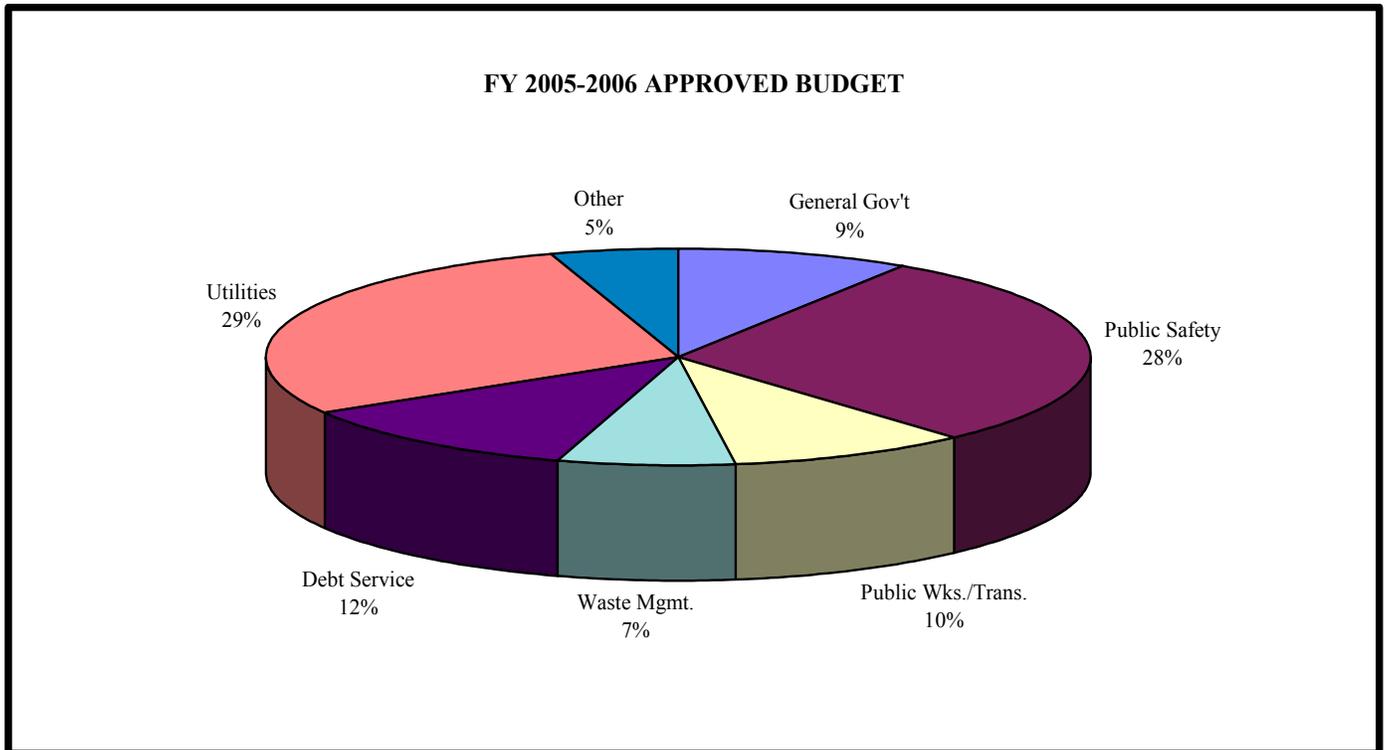
	<b>FY 01-02 ACTUAL</b>	<b>FY 02-03 ACTUAL</b>	<b>FY 03-04 ACTUAL</b>	<b>FY 04-05 BUDGET</b>	<b>FY 05-06 REQUESTED</b>	<b>FY 05-06 APPROVED</b>
<b>ENTERPRISE FUND</b>						
<b>UTILITY FUND</b>						
<b>Debt Service</b>	<b>2,979,045</b>	<b>3,209,997</b>	<b>3,161,616</b>	<b>3,864,628</b>	<b>4,129,467</b>	<b>4,129,469</b>
UF Contributions	116,323	0	56	303,600	300,000	300,000
<b>Other</b>	<b>116,323</b>	<b>0</b>	<b>56</b>	<b>303,600</b>	<b>300,000</b>	<b>300,000</b>
UF Administration	671,610	666,761	781,397	924,446	1,021,304	1,305,867
Engineering	482,109	500,730	508,330	564,408	583,622	564,957
Sewer Const.	789,706	863,261	908,578	1,061,695	1,145,109	1,053,784
Water Const.	1,573,348	1,683,827	2,129,896	2,250,134	2,325,290	2,243,042
Water Plant	1,515,377	1,421,038	1,533,274	1,747,740	1,923,021	1,850,781
Wastewater Plant	1,176,347	1,306,563	1,331,757	1,476,835	1,525,460	1,528,255
Water Capital Imp.	83,944	22,609	178,137	119,800	1,585,000	305,000
Sewer Capital Imp.	210,378	348,326	798,768	913,498	1,305,000	1,331,895
Store	285,425	321,197	305,350	369,467	346,112	346,327
Less Store Charges	-244,603	-293,630	-283,968	-309,467	-286,112	-286,112
<b>Public Utilities</b>	<b>6,543,641</b>	<b>6,840,682</b>	<b>8,191,519</b>	<b>9,118,556</b>	<b>11,473,806</b>	<b>10,243,796</b>
<b>TOTAL UTILITY</b>	<b>9,639,009</b>	<b>10,050,679</b>	<b>11,353,191</b>	<b>13,286,784</b>	<b>15,903,273</b>	<b>14,673,265</b>
<b>GOLF</b>						
Golf	489,337	542,287	713,489	625,830	609,243	637,357
<b>Other</b>	<b>489,337</b>	<b>542,287</b>	<b>713,489</b>	<b>625,830</b>	<b>609,243</b>	<b>637,357</b>
<b>TOTAL GOLF</b>	<b>489,337</b>	<b>542,287</b>	<b>713,489</b>	<b>625,830</b>	<b>609,243</b>	<b>637,357</b>
<b>TOTAL ENTERPRISE</b>	<b>10,128,346</b>	<b>10,592,966</b>	<b>12,066,680</b>	<b>13,912,614</b>	<b>16,512,516</b>	<b>15,310,622</b>
<b>SPECIAL TAX</b>						
Special Tax	114,697	68,031	84,798	219,700	165,500	165,500
<b>Other</b>	<b>114,697</b>	<b>68,031</b>	<b>84,798</b>	<b>219,700</b>	<b>165,500</b>	<b>165,500</b>
<b>TOTAL SPEC. TAX</b>	<b>114,697</b>	<b>68,031</b>	<b>84,798</b>	<b>219,700</b>	<b>165,500</b>	<b>165,500</b>
<b>SUB-TOTAL</b>	<b>27,057,499</b>	<b>28,160,797</b>	<b>29,642,276</b>	<b>33,703,892</b>	<b>38,332,976</b>	<b>35,704,192</b>
Less Interfund Activity	-90,000	-75,000	-50,000	-65,500	-90,500	-90,500
<b>TOTAL BUDGET</b>	<b>26,967,499</b>	<b>28,085,797</b>	<b>29,592,276</b>	<b>33,638,392</b>	<b>38,242,476</b>	<b>35,613,692</b>

**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 01-02 ACTUAL</b>	<b>FY 02-03 ACTUAL</b>	<b>FY 03-04 ACTUAL</b>	<b>FY 04-05 BUDGET</b>	<b>FY 05-06 REQUESTED</b>	<b>FY 05-06 APPROVED</b>
<b>FUNCTIONS</b>						
<b>General Gov't</b>	3,258,412	3,034,227	3,151,726	3,480,276	3,774,083	3,300,003
<b>Public Safety</b>	8,572,224	9,146,291	9,261,355	10,628,652	10,914,083	10,355,289
<b>Public Wks./Trans.</b>	2,617,584	2,788,756	2,622,652	2,774,735	3,494,646	3,441,525
<b>Waste Mgmt.</b>	1,957,237	2,143,425	2,157,073	2,281,379	2,958,189	2,432,294
<b>Debt Service</b>	2,979,045	3,209,997	3,161,616	3,864,628	4,129,467	4,129,469
<b>Utilities</b>	6,543,641	6,840,682	8,191,519	9,118,556	11,473,806	10,243,796
<b>Other</b>	1,129,356	997,419	1,096,335	1,555,666	1,588,702	1,801,816
<b>SUB-TOTAL</b>	<b>27,057,499</b>	<b>28,160,797</b>	<b>29,642,276</b>	<b>33,703,892</b>	<b>38,332,976</b>	<b>35,704,192</b>
<b>Less Interfund Activity</b>	<b>-90,000</b>	<b>-75,000</b>	<b>-50,000</b>	<b>-65,500</b>	<b>-90,500</b>	<b>-90,500</b>
<b>TOTAL BUDGET</b>	<b>26,967,499</b>	<b>28,085,797</b>	<b>29,592,276</b>	<b>33,638,392</b>	<b>38,242,476</b>	<b>35,613,692</b>

**GRAPHIC REPRESENTATION**

Expenditures classed by function reflect cost as it relates to total spending. Public safety and utilities represent more than 50% of the city's total appropriations.

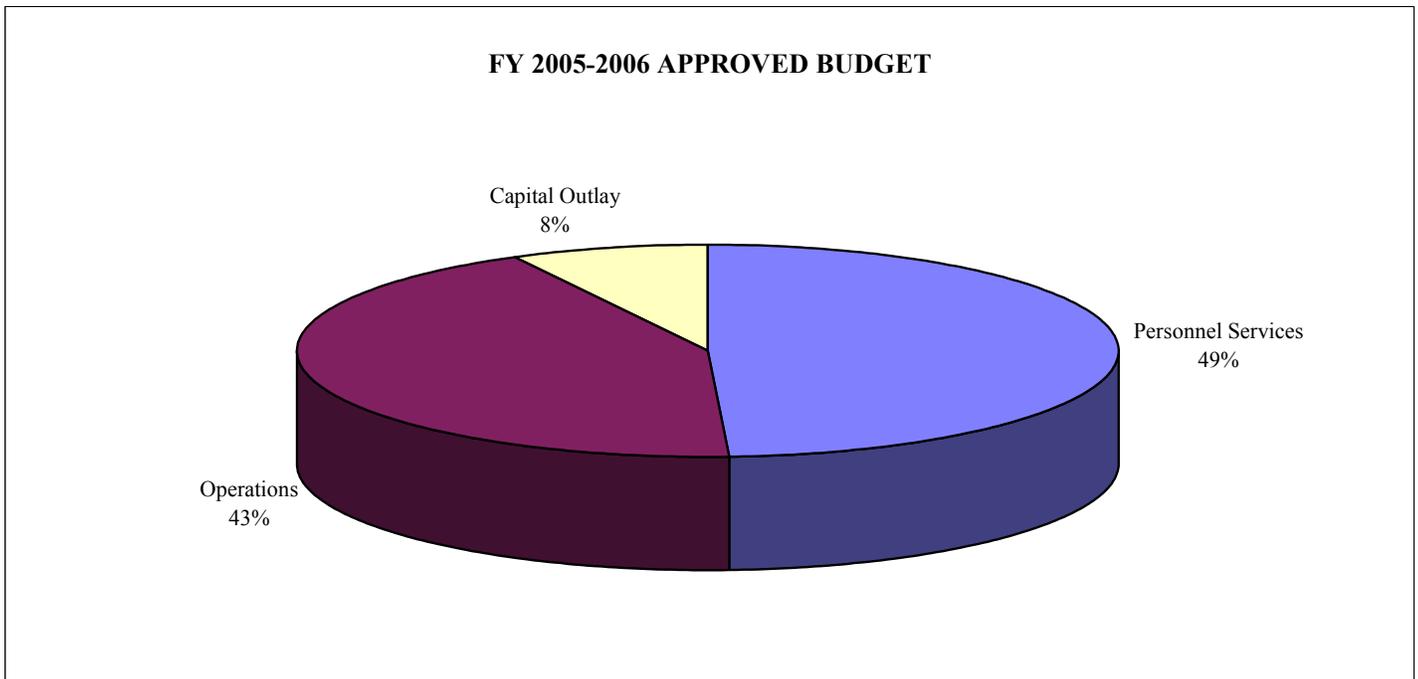


**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 01-02 ACTUAL</b>	<b>FY 02-03 ACTUAL</b>	<b>FY 03-04 ACTUAL</b>	<b>FY 04-05 BUDGET</b>	<b>FY 05-06 REQUESTED</b>	<b>FY 05-06 APPROVED</b>
<b>EXPENDITURES</b>						
<b>Personnel Services</b>	14,126,340	14,987,999	15,782,548	17,025,134	17,668,507	17,533,728
<b>Operations</b>	11,887,974	11,984,146	12,135,795	14,024,053	15,257,741	15,359,114
<b>Capital Outlay</b>	1,043,185	1,188,652	1,723,933	2,654,705	5,406,728	2,811,350
<b>SUB-TOTAL</b>	<b>27,057,499</b>	<b>28,160,797</b>	<b>29,642,276</b>	<b>33,703,892</b>	<b>38,332,976</b>	<b>35,704,192</b>
<b>Less Interfund Activity</b>	<b>-90,000</b>	<b>-75,000</b>	<b>-50,000</b>	<b>-65,500</b>	<b>-90,500</b>	<b>-90,500</b>
<b>TOTAL BUDGET</b>	<b>26,967,499</b>	<b>28,085,797</b>	<b>29,592,276</b>	<b>33,638,392</b>	<b>38,242,476</b>	<b>35,613,692</b>

**GRAPHIC REPRESENTATION**

As shown below personnel services represents a major percentage of the city's total expenditures. These expenditures include salary and benefit cost for 345 full time employees. Operating cost include major expenditures for utilities, debt service, chemicals, and contract services. Capital is shown in detail at the departmental level.



## STAFFING COMPARISON

DEPARTMENT	FY 01-02 ACTUAL	FY 02-03 ACTUAL	FY 03-04 ACTUAL	FY 04-05 BUDGET	FY 05-06 APPROVED
<b>GENERAL GOVERNMENT</b>					
Governing Body-Elected	9	9	9	9	9
Administration	2	2	2	2	2
Human Resources	3	3	3	3	3
Risk Management	1	0	0	**1	1
Finance	8	8	8	8	8
Information Systems	2	2	2	2	2
Legal	2	2	2	2	2
Community Development	11	9	9	9	9
Community Development-911	1	1	1	1	0
Comm. Enhance/Downtown/HPC	0	1	1	1	1
Strategic Information Services	1	1	1	1	0
Public Building	3	3	3	3	3
<b>TOTAL GENERAL GOV'T</b>	43	41	41	42	40
<b>PUBLIC SAFETY</b>					
Police	94	94	100	100	100
Fire	51	51	51	52	52
Comm. Enhance/Code Enforce.	0	3	3	5	4
Inspections	9	8	8	8	8
<b>TOTAL PUBLIC SFTY.</b>	154	156	162	165	164
<b>PUBLIC WKS/TRANS.</b>					
Public Works Adm.	5	5	5	5	5
Stormwater	*1	*1	*1	*1	0
Street	18	18	18	18	18
Beautification	6	6	6	6	6
Shop	7	7	6	6	5
<b>TOTAL PUB. WKS/TRANS.</b>	37	37	36	36	34
<b>WASTE MANAGEMENT</b>					
Solid Waste	19	15	15	17	17
<b>TOTAL WASTE MGMT.</b>	19	15	15	17	17
<b>TOTAL GENERAL FUND</b>	253	249	254	260	255

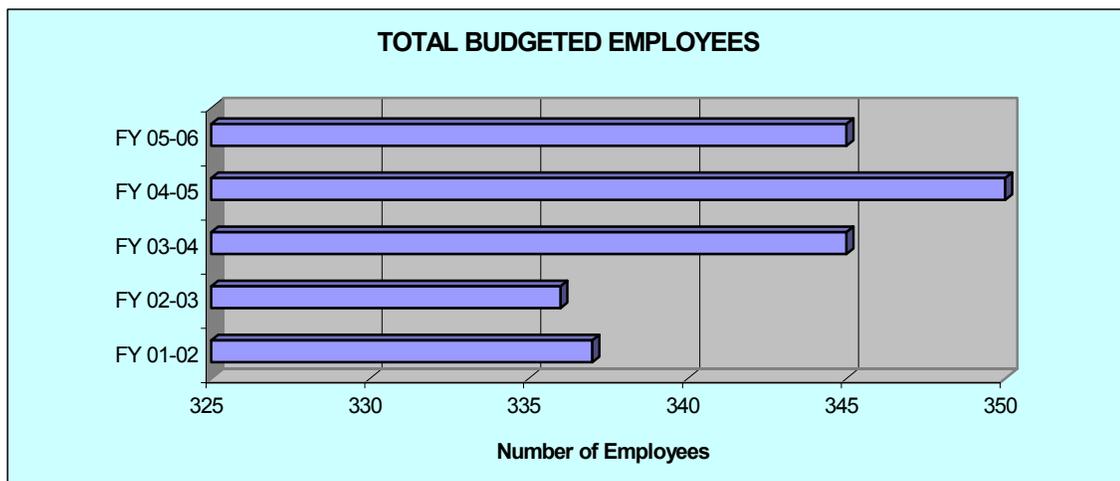
\*Position temporarily on hold

\*\* Position funded for partial year

## STAFFING COMPARISON

DEPARTMENT	FY 01-02 ACTUAL	FY 02-03 ACTUAL	FY 03-04 ACTUAL	FY 04-05 BUDGET	FY 05-06 APPROVED
<b>OTHER</b>					
<b>Golf</b>	7	**8	8	8	8
<b>TOTAL OTHER</b>	7	8	8	8	8
<b>PUBLIC UTILITIES</b>					
<b>UF Administration</b>	7	7	8	7	7
<b>Engineering</b>	9	9	9	9	9
<b>Sewer Const. &amp; Maint.</b>	13	13	13	13	13
<b>Water Const. &amp; Maint.</b>	25	26	28	28	28
<b>Water Plant</b>	10	10	11	11	11
<b>Wastewater Treat. Plant</b>	12	13	13	13	13
<b>Store</b>	1	1	1	1	1
<b>TOTAL PUBLIC UTILITIES</b>	77	79	83	82	82
<b>TOTAL UTILITY FUND</b>	77	79	83	82	82
<b>TOTAL ENTERPRISE FUND</b>	84	87	91	90	90
<b>GRAND TOTAL</b>	337	336	345	350	345

\*\* Position funded for partial year



# CAPITAL OUTLAY - SORT

## GENERAL FUND

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
2	Computers	Administration	3,600		3,600
1	Computer	Risk Management		1,800	1,800
1	Laser Jet Printer	Community Development	1,500		1,500
1	Computer	Community Development	1,800		1,800
10	Computers	Police	18,000		18,000
1	Domain Controller Server	Police	9,000		9,000
1	OSSI Mug Shot Software	Police	18,800		18,800
1	OSSI Property Evidence Software	Police		31,590	0
1	OSSI P2P Software	Police		9,100	9,100
1	Laptop Computer	Fire	2,300		2,300
1	Software for Laptop Computer	Fire		1,700	1,700
1	Computer	Fire	1,800		0
2	Computers	Inspections	3,600		3,600
1	Network Laser Printer	Inspections	1,000		1,000
1	Computer	Public Works Admin.	1,800		0
1	Fleet Maintenance Software	Shop	70,000		0
	<b>Subtotal Computers and Equipment</b>		<b>133,200</b>	<b>44,190</b>	<b>72,200</b>
	5th St. and Weatherspoon St. Storm Drainage Project	Public Building		25,000	25,000
	Brick Pad and Bicycle Rack	Public Building		5,000	0
	Increase Apron and Vehicle Turn Area at #2 Fire Station	Fire		6,000	6,000
	Curb and Gutter Rehabilitation	Street Capital	20,000		20,000
	Storage Building at Compost Facility	Solid Waste		1,200	0
	<b>Subtotal Construction</b>		<b>20,000</b>	<b>37,200</b>	<b>51,000</b>
	Municipal Center Renovations	Public Building	81,800		60,000
	Sidewalk Rehabilitation	Street Capital	50,000		50,000
	Catch Basin Rehabilitation	Street Capital	30,000		30,000
	Street Assessments	Street Capital			150,000
	<b>Subtotal Major Capital Construction</b>		<b>161,800</b>	<b>0</b>	<b>290,000</b>
2	File Cabinets - Fire Proof	Human Resources	4,000		4,000
	Parts for Control System in HVAC Unit	Public Building	4,468		0
	Shelving for Archives Room	Public Building	1,800		0
1	UPS System at Municipal Center	Public Building	39,000		0
1	Electric Gate at Service Center	Public Building		12,000	0
1	Indoor Fan Meter in EOC Air Unit	Public Building	5,860		5,860
1	Portable Light Tower with Generator	Fire		8,000	0
1	Emergency Power Generator - Harkey				
1	Road Water Tank	Fire		25,000	0
1	4 Cycle Vibratory Rammer	Street	2,450		2,450
1	Vibratory Tamp	Street	1,900		1,900

# CAPITAL OUTLAY - SORT

## GENERAL FUND

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Front End Loader Attachment for Tractor	Solid Waste		5,800	0
1	Computerized Diagnostic Equipment	Shop	5,000		5,000
1	Skio Sprayer	Beautification	2,300		2,300
1	Irrigation System for City Hall	Beautification	17,000		17,000
1	Greenhouse	Beautification		6,500	0
	<b>Subtotal Other Equipment</b>		<b>83,778</b>	<b>57,300</b>	<b>38,510</b>
1	1 Ton Utility Truck	Public Building	21,120		21,120
1	1/2 Ton Standard Truck	Public Building	15,500		15,500
1	1/2 Ton Standard Truck	Public Building	15,500		15,500
1	Administrative Vehicle	Fire	22,700		22,700
1	1/2 Ton Standard Truck	Inspections	26,800		15,500
1	Administrative Vehicle	Public Works Admin.	26,800		22,700
1	1/2 Ton Standard Truck	Street	15,500		15,500
1	1/2 Ton Standard Truck	Shop	17,500		15,500
1	1/2 Ton Standard Truck	Beautification	15,500		15,500
1	Equipment Van	Beautification	20,600		20,600
	<b>Subtotal Vehicles</b>		<b>197,520</b>	<b>0</b>	<b>180,120</b>
10	Radio Pagers	Fire	5,400		5,400
1	Hand Held Radio	Beautification		750	750
	<b>Subtotal Radios</b>		<b>5,400</b>	<b>750</b>	<b>6,150</b>
1	Fire Pumper Apparatus	Fire	400,000		0
1	Backhoe	Street	65,000	(Install. Purch.)	65,000
1	Flatbed Dump Truck	Street	34,000		0
1	2 Ton Flatbed Dump Truck	Solid Waste	50,000		50,000
1	Leaf Vac Unit	Solid Waste	100,000	(Install. Purch.)	100,000
1	Leaf Vac Unit	Solid Waste	100,000		0
1	Leaf Vac Unit	Solid Waste	100,000		0
1	Leaf Vac Unit	Solid Waste	100,000		0
1	Self Propelled Compost Turner	Solid Waste	250,000		0
	<b>Subtotal Heavy Equipment</b>		<b>1,199,000</b>	<b>0</b>	<b>215,000</b>
1	Desk and Credenza	Community Development	750		750
	Furniture at #3 Fire Station	Fire	3,000		0
	<b>Subtotal Furniture</b>		<b>3,750</b>	<b>0</b>	<b>750</b>
	<b>Grand Total - General Fund Capital</b>		<b>1,804,448</b>	<b>139,440</b>	<b>853,730</b>

# CAPITAL OUTLAY - SORT

## ENTERPRISE FUND

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Computer Work Station	Engineering	1,200		1,200
2	Computers	Engineering	3,600		3,600
	<b>Subtotal Computers and Equipment</b>		<b>4,800</b>	<b>0</b>	<b>4,800</b>
	Office Renovation	UF Administration		18,000	18,000
	Water Rate Study	Water Capital Improvement		20,000	20,000
	<b>Subtotal Construction</b>		<b>0</b>	<b>38,000</b>	<b>38,000</b>
	Particle Counters at Water Plant	Water Capital Improvement	60,000		60,000
	Replacement of Turbidimeters	Water Capital Improvement	30,000		0
	Increase Drinking Water Withdrawal	Water Capital Improvement	50,000		50,000
	SCADA System Upgrades	Water Capital Improvement		550,000	0
	Paint Water Tanks	Water Capital Improvement	150,000		150,000
	Valve Replacement	Water Capital Improvement	25,000		25,000
	Water Assessment	Water Capital Improvement	25,000		0
	Water System Rehabilitation	Water Capital Improvement	150,000		0
	Water Extensions/ Well Abandonment	Water Capital Improvement	25,000		0
	Looping of Lines	Water Capital Improvement	500,000		0
	Sewer Rehabilitation	Sewer Capital Improvement	750,000		750,000
	Gasters Creek Lift Station Improvements	Sewer Capital Improvement	(Install. Purch.)	120,000	120,000
	Replace Filter Media at WWTP	Sewer Capital Improvement	35,000		35,000
	Sewer Assessments	Sewer Capital Improvement	400,000		400,000
	<b>Subtotal Major Capital Construction</b>		<b>2,200,000</b>	<b>670,000</b>	<b>1,590,000</b>
2	Point of Sale Terminals	UF Administration		1,600	1,600
1	Winch and Tripod System	Sewer Const. & Maint.	2,450		2,450
1	Pipe and Cable Locator	Sewer Const. & Maint.	850		850
1	Field and Brush Mower	Sewer Const. & Maint.		3,500	3,500
1	Engine Driven Welder	Sewer Const. & Maint.		4,000	0
1	Turf Mower	Sewer Const. & Maint.	15,000		0
2	Sullair Breaker Hammers	Water Const. & Maint.	2,400		2,400
1	Air Compressor	Water Const. & Maint.	11,500		11,500
1	Air Compressor	Water Const. & Maint.	11,500		0
1	Laboratory Oven	Water Plant	2,000		2,000
12	Turbidimeters	Water Plant	27,000		27,000
1	Welder	WWTP		1,500	1,500
2	Drive Shafts	WWTP	8,000		8,000
3	RAS Impellers	WWTP	15,000		15,000
1	Autoclave	WWTP	6,000		6,000
1	Spectrophotometer	WWTP	6,500		6,500
2	Samplers	WWTP	10,000		10,000
	<b>Subtotal Other Equipment</b>		<b>118,200</b>	<b>10,600</b>	<b>98,300</b>





**FUND BALANCE GOVERNMENTAL FUNDS**

	<b>ACTUAL 01-02</b>	<b>ACTUAL 02-03</b>	<b>ACTUAL 03-04</b>	<b>ACTUAL 04-05 Unaudited</b>	<b>BUDGET 05-06</b>
<b>GENERAL FUND</b>					
BEGINNING BALANCE	8,136,595	7,813,636	7,805,195	9,013,359	9,948,526
REVENUES					
AD VALOREM TAXES	8,503,610	8,532,602	9,316,385	9,907,207	9,846,792
INTERGOVERNMENTAL	2,467,777	3,046,424	2,641,609	2,951,790	2,777,728
SALES TAX	3,025,002	3,438,627	4,032,708	4,262,333	4,334,350
OTHER	2,495,108	2,473,706	2,462,532	2,392,278	2,381,000
TOTAL	16,491,497	17,491,359	18,453,234	19,513,608	19,339,870
EXPENDITURES					
GENERAL GOVERNMENT	3,258,412	3,034,227	3,151,728	3,732,847	3,300,003
PUBLIC SAFETY	8,572,224	9,146,291	9,261,355	9,891,740	10,355,289
PUBLIC WKS./TRANS.	2,617,584	2,788,756	2,622,651	2,327,319	3,441,525
WASTE MANAGEMENT	1,957,237	2,143,425	2,157,073	2,244,458	2,432,294
OTHER	408,999	387,101	297,993	382,077	698,959
TOTAL	16,814,456	17,499,800	17,490,800	18,578,441	20,228,070
PRIOR PERIOD ADJUSTMENT-CHANGE IN ACCT.			245,730		
<b>ENDING BALANCE</b>	<b>7,813,636</b>	<b>7,805,195</b>	<b>9,013,359</b>	<b>9,948,526</b>	<b>9,060,326</b>
<b>SPECIAL TAX</b>					
BEGINNING BALANCE	64,230	80,179	116,640	135,221	75,827
REVENUES					
AD VALOREM TAXES	44,810	42,494	51,553	47,785	54,828
INTERGOVERNMENTAL	5,290	-	-	-	-
OTHER	80,546	61,998	51,826	54,033	77,300
TOTAL	130,646	104,492	103,379	101,818	132,128
EXPENDITURES					
OTHER	114,697	68,031	84,798	161,212	165,500
TOTAL	114,697	68,031	84,798	161,212	165,500
<b>ENDING BALANCE</b>	<b>80,179</b>	<b>116,640</b>	<b>135,221</b>	<b>75,827</b>	<b>42,455</b>

## DEBT SERVICE

The City has outstanding general obligation bonds totaling \$7,764,440 which were issued for improvements in water and sanitary sewer system of the City. While these bonds are guaranteed by the general taxing power of the City, they are being paid from water and sewer revenue. Currently there are no bond issues paid out of the General Fund. The City has currently no plans to extend its bonded debt. The City's bond rating as listed below was updated during 95/96 for a February 1996 bond refunding. Standard and Poors upgraded the City's bond rating in November 1989, from an A rating to an A+. The Municipal Council upgraded the City's rating in 2002 from an 82 to an 83. Moody's Investment Service upgraded the City's rating in 1996 from A to A1.

Moody's Investment Service	A1
Standard and Poors	A+
Municipal Council, Inc.	83

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, 2004 is as shown in the following table.

Assessed Valuations		\$1,649,761,352
Debt limit 8% of assessed valuations		131,980,908
Amount of debt applicable to debt limit:		
Outstanding debt evidenced by bonds	\$ 7,764,440	
Unissued bonds authorized by existing orders	-	
Outstanding debt not evidenced by bonds:		
Notes	1,755,000	
Installment purchase contracts	15,988,948	
Capital leases	566,689	
Annexation liability for fire protection	26,115	
Total	26,101,192	
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	7,764,440	
Net Debt		18,336,752
<b>LEGAL DEBT MARGIN</b>		<b>\$ 113,644,156</b>

**SCHEDULE OF DEBT SERVICE**

<b>DESCRIPTIONS</b>	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>
	<b>REQ.</b>	<b>REQ.</b>	<b>REQ.</b>	<b>REQ.</b>
<b>Interfund Loan</b>				
Golf; Golf Course Improvements; 4.76% interest; 2/13/02; due quarterly; outstanding \$405,000	78,207	75,351	72,495	69,639
Golf: Loan from GF; 3% interest; re-issued 2002; due quarterly; outstanding \$824,747	0	0	0	0
	<b>78,207</b>	<b>75,351</b>	<b>72,495</b>	<b>69,639</b>
<b>General Obligation</b>				
Water & Sewer Refunding; 4.4% to 4.9% interest; 1996; due serially to 2011; outstanding \$7,015,000	1,544,780	1,469,120	1,394,380	1,318,805
	<b>1,544,780</b>	<b>1,469,120</b>	<b>1,394,380</b>	<b>1,318,805</b>
<b>State Revolving Loans</b>				
Water Imp,; 2.6% interest; issued 11/1/00; due annually to 2020; outstanding \$1,657,500	140,595	138,060	135,525	132,990
	<b>140,595</b>	<b>138,060</b>	<b>135,525</b>	<b>132,990</b>
<b>Installment Purchases</b>				
Service Center/Parking Lot; 5.26% interest; dated 12/7/99; fifteen years; outstanding \$855,000	133,198	128,464	123,730	118,996
Water Plant; Raw Water Pump Loan; 3.67% interest; dated 5/13/04; 15 years; outstanding \$7,000,000	611,005	611,005	611,005	611,005
Compost Facility; 4.59% interest; dated 11/20/92; fifteen years; outstanding \$116,460	51,005	51,005	21,252	0
Street repair; 3.14% interest; dated 4/3/03; 15 years; outstanding \$800,000	123,942	120,802	117,662	114,522
Water and Sewer; 3.52% interest; modified 5/13/04; 15 years; quarterly; outstanding \$2,816,083	335,628	327,192	318,756	310,319

**SCHEDULE OF DEBT SERVICE**

<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
<b>REQ.</b>	<b>REQ.</b>	<b>REQ.</b>	<b>REQ.</b>	<b>REQ.</b>	<b>REQ.</b>	<b>REQ.</b>
66,783	63,927	46,071	0	0	0	0
0	0	21,475	36,981	80,500	80,500	80,500
<b>66,783</b>	<b>63,927</b>	<b>67,546</b>	<b>36,981</b>	<b>80,500</b>	<b>80,500</b>	<b>80,500</b>
1,242,455	1,222,085	0	0	0	0	0
<b>1,242,455</b>	<b>1,222,085</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
130,455	127,920	125,385	122,850	120,315	117,780	115,245
<b>130,455</b>	<b>127,920</b>	<b>125,385</b>	<b>122,850</b>	<b>120,315</b>	<b>117,780</b>	<b>115,245</b>
114,262	109,528	104,794	100,060	95,325	45,887	0
611,005	611,005	611,005	611,005	611,005	611,005	611,005
0	0	0	0	0	0	0
111,382	108,242	105,102	101,963	0	0	0
301,883	293,447	285,010	276,574	268,138	259,702	251,265

**SCHEDULE OF DEBT SERVICE**

DESCRIPTIONS	FY 05-06	FY 06-07	FY 07-08	FY 08-09
	REQ.	REQ.	REQ.	REQ.
Water and Sewer Utility Relocates; 4.56% interest; 8/30/01; 7 years; outstanding \$289,735	96,424	96,424	96,424	24,105
Water and Sewer Imp.; 4.61% interest; 10/13/98; 15 years; outstanding \$1,027,884	146,850	146,850	146,850	146,850
Waterline Imp.; 4.05% interest; dated 6/28/94; fifteen years; outstanding \$819,635	224,018	224,018	224,018	224,018
Lee Co. Water System Purchase; 3.47% interest; 3/10/2005; 15 years; quarterly; outstanding \$7,532,531	654,634	654,634	654,634	654,634
Sludge Handling Facility; 4.79% interest; dated 3/31/97; ten years; outstanding \$626,796	375,530	281,647	0	0
	<b>2,752,234</b>	<b>2,642,041</b>	<b>2,314,331</b>	<b>2,204,449</b>
<b>Lease Purchase</b>				
Solid Waste; Leaf Vac Truck; 2.74% int.; dated 12/19/2003; five years; outstanding \$58,772	24,403	24,403	12,201	0
Fire Dept.; fire truck/aerial pumper; 5.23% interest; dated 2/28/00; seven years; outstanding \$117,432	82,894	39,912	0	0
Solid Waste: Knuckleboom Truck; 2.78% interest; dated 12/3/04; quarterly; outstanding \$80,758	33,550	33,550	16,775	0
Solid Waste; Front End Loader; 4.21% interest; 5/29/02; three years; outstanding \$25,996	26,684	0	0	0
Golf, Greens Mower; 4.87% interest; dated 8/9/01; six years; outstanding \$6,855	5,686	1,421	0	0

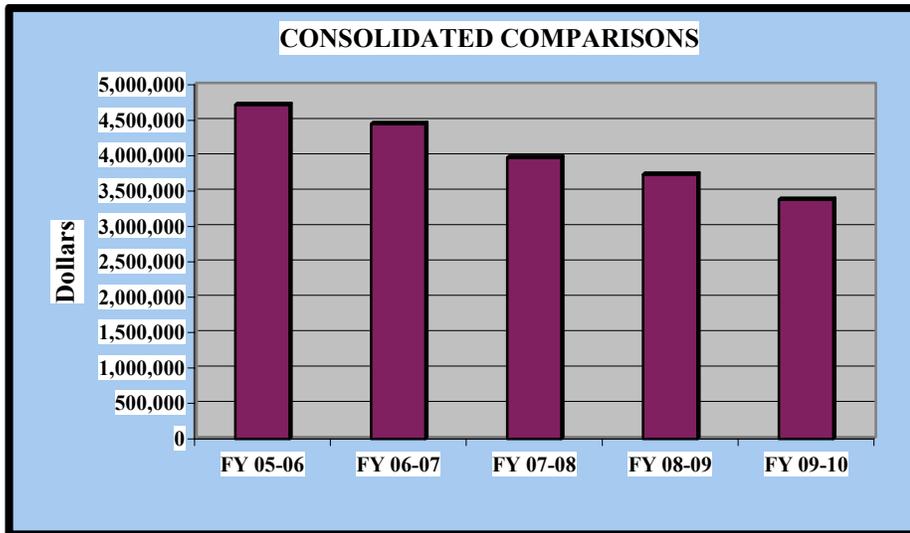
**SCHEDULE OF DEBT SERVICE**

<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
<b>REQ.</b>						
0	0	0	0	0	0	0
146,850	146,850	146,850	146,850	73,425	0	0
0	0	0	0	0	0	0
654,634	654,634	654,634	654,634	654,634	654,634	654,634
0	0	0	0	0	0	0
<b>1,940,016</b>	<b>1,923,706</b>	<b>1,907,395</b>	<b>1,891,086</b>	<b>1,702,527</b>	<b>1,571,228</b>	<b>1,516,904</b>
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0

**SCHEDULE OF DEBT SERVICE**

DESCRIPTIONS	FY 05-06	FY 06-07	FY 07-08	FY 08-09
	REQ.	REQ.	REQ.	REQ.
Golf; Mowers/Spiker; 2.35% interest dated 8/8/03; six years; outstanding \$80,252	25,720	25,720	25,720	6,430
Shop; Hydraulic Lift; 5.89% interest dated 9/21/00; five years outstanding \$4,968	5,042	0	0	0
	<b>203,979</b>	<b>125,006</b>	<b>54,696</b>	<b>6,430</b>
<b>TOTAL DEBT SERVICE</b>	<b>4,719,795</b>	<b>4,449,578</b>	<b>3,971,427</b>	<b>3,732,313</b>

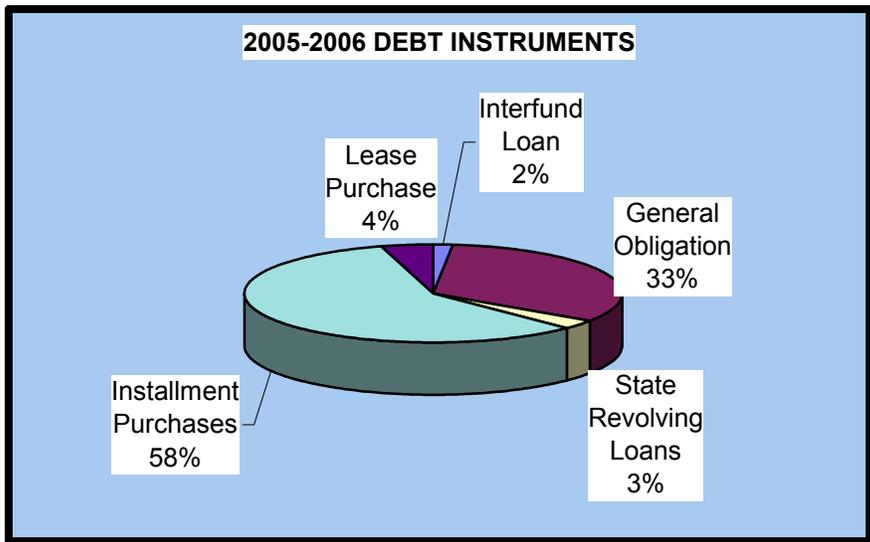
Note: Principle and interest included with annual requirements.



Totals include principal and interest payments due for each fiscal year.

**SCHEDULE OF DEBT SERVICE**

<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>
<b>REQ.</b>						
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
<b>3,379,709</b>	<b>3,337,638</b>	<b>2,100,326</b>	<b>2,050,917</b>	<b>1,903,342</b>	<b>1,769,508</b>	<b>1,712,649</b>



THIS PAGE LEFT BLANK INTENTIONALLY.

## GENERAL FUND

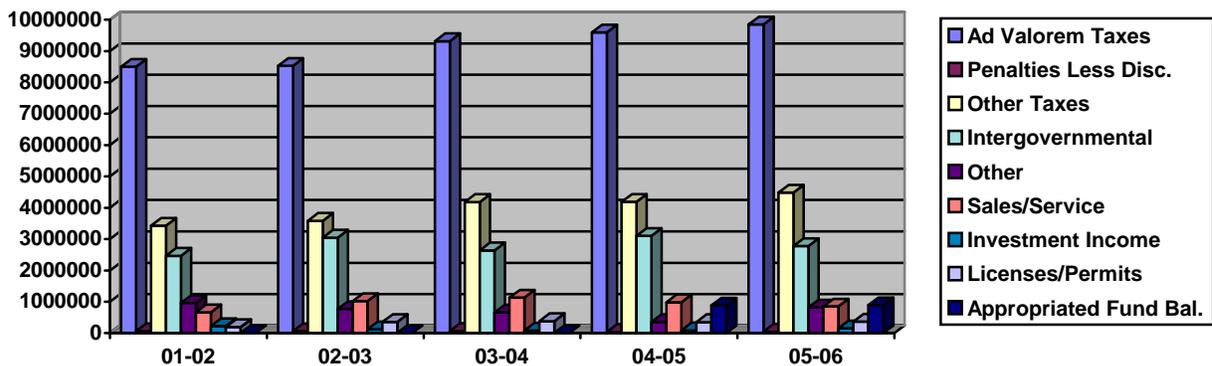
**Goal:** To account for the revenues and expenditures of all city departments except those required to be accounted for in other funds.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Ad Valorem Taxes	8,503,611	8,532,603	9,316,385	9,597,940	9,846,792	9,846,792
Penalties Less Disc.	56,473	60,790	65,376	35,000	45,000	45,000
Other Taxes	3,430,164	3,585,690	4,183,807	4,185,315	4,484,350	4,484,350
Intergovernmental	2,467,777	3,046,425	2,641,608	3,100,642	2,769,624	2,777,728
Other	959,678	772,774	655,965	351,754	655,000	820,000
Sales/Service	663,197	1,020,988	1,133,629	988,350	851,000	851,000
Investment Income	218,923	117,890	78,795	85,000	150,000	150,000
Licenses/Permits	191,674	354,201	377,671	348,600	365,000	365,000
Appropriated Fund Balance	0	0	0	878,977	2,652,516	888,200
<b>Total</b>	<b>16,491,497</b>	<b>17,491,361</b>	<b>18,453,236</b>	<b>19,571,578</b>	<b>21,819,282</b>	<b>20,228,070</b>

### GRAPHIC REPRESENTATION

**FY 05-06** revenues increased \$656,492 or three (3%) percent compared to the FY 04-05 budget. Increases are shown within ad valorem taxes totaling \$248,852. The increase is related to assessed valuation growth. Other taxes increased \$299,035 or seven (7%) percent. The increase is primarily in sales taxes which are attributable to continued economic growth. Sales and services decreased \$137,350 due to the termination of a contract for vehicle and equipment repair. Intergovernmental revenues show major decreases totaling \$322,914 since grant funding is appropriated during the year as specific grants are approved. Investment income increased \$65,000 due to rising interest rates. The fund balance appropriation increased \$9,223. The **FY 04-05** budget increased mainly with the appropriation of \$878,977 of fund balance. **FY 03-04** shows an increase primarily due to an increase in the ad valorem tax rate. **FY 02-03** shows major increase mainly due to the increase in the waste management fee and the reinstatement of funding withheld by the state in prior year. **FY 01-02** shows significant reduction due to the holdback by the state of franchise tax, beer and wine tax and retail inventory taxes.



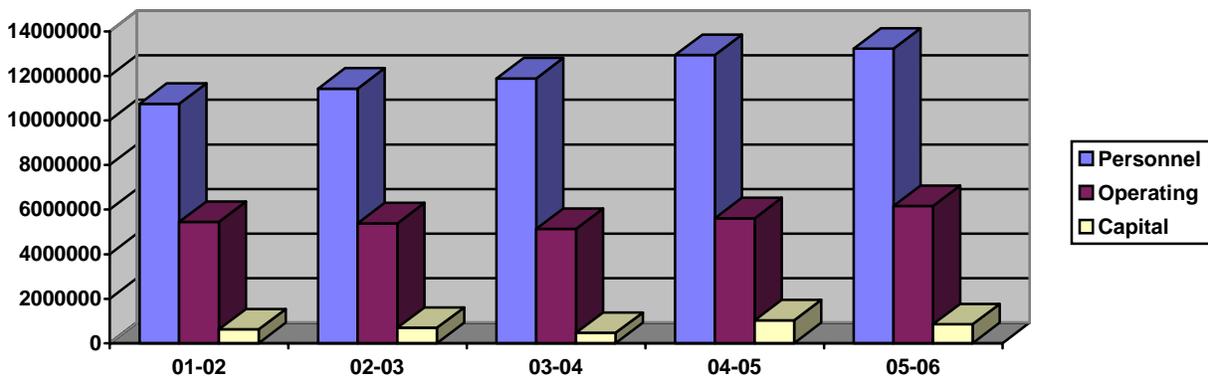
## GENERAL FUND

### EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	10,743,780	11,427,363	11,886,840	12,937,058	13,373,456	13,218,127
Operating	5,446,166	5,380,336	5,134,568	5,607,168	6,337,616	6,156,213
Capital Outlay	624,510	692,101	469,390	1,027,352	1,943,888	853,730
Total	16,814,456	17,499,800	17,490,798	19,571,578	21,654,960	20,228,070
Budgeted Employees	253	249	254	260	263	255

### GRAPHIC REPRESENTATION

**FY 05-06** expenditures reflect increases of \$656,492 or three (3%) percent compared to the FY 04-05 budget. Personnel costs represent sixty-six percent of the total general fund budget. Increases in personnel costs total \$281,069, which includes a 3% cost of living adjustment and funding for merit pay. Four positions were eliminated due to the consolidation of strategic information services and animal control with Lee County. One position in shop was eliminated due to the termination of the shop contract with Lee County. Other personnel increases include a 1.3% health insurance premium adjustment. Operating increases and capital outlay decreases are shown in detail at the departmental level. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. The **FY 04-05** shows increases due to six new positions as well as an increased appropriation to the Golf Fund and operating and capital expenses that are detailed at the departmental level. **FY 03-04** shows as a slight decrease mainly due to reduced capital expenditures. Capital outlay is detailed at the departmental level. **FY 02-03** shows major increases that include one time cost for FEMA storm expenditures, COLA costs and scheduled costs for patrol replacement vehicles. **FY 01-02** reflects operating cost increases mainly attributed to the increase in fees for the collection of taxes, a shift in bank charges and increases in the transfer to Special Tax District. Two new positions were added during the year. Also within operating is the appropriation of loans to Golf and Airport.



## 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

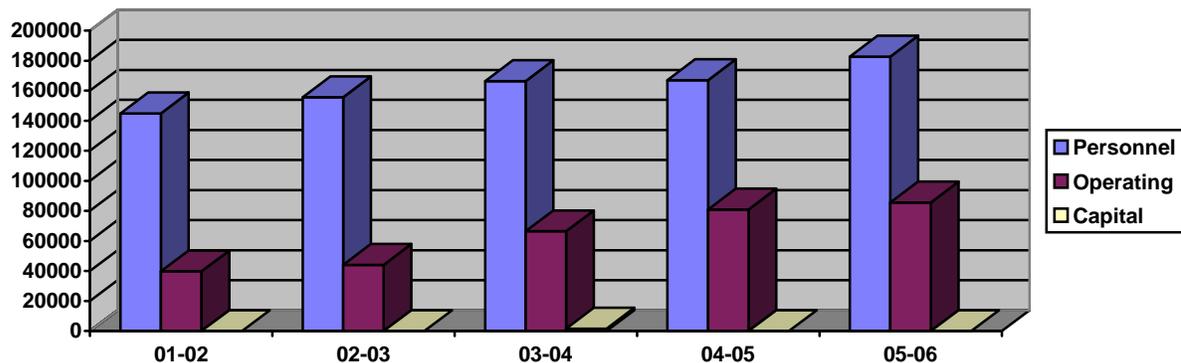
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	144,926	155,571	166,432	167,162	180,861	182,798
Operating	39,793	44,084	66,469	80,880	85,620	85,620
Capital	0	0	1,692	0	0	0
Subtotal	184,719	199,655	234,593	248,042	266,481	268,418
Less Interfund Reimbursement	0	0	0	-20,461	-25,113	-50,225
Total	184,719	199,655	234,593	227,581	241,368	218,193
Budgeted Employees	9	9	9	9	9	9

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$20,376 or eight percent (8%) compared to FY 04-05 budget prior to interfund reimbursements. Cost increases annually are attributable to cost of living and other personnel related expenses. Training increases were included due to the upcoming elections.



## GOVERNING BODY

**Narrative:** The Governing Body is the legislative and policy making body of the City. It is composed of a Mayor and seven council members who are elected out of five wards with two elected on an at large basis. 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 meet in regular session at 7:00 P.M. on the first and third Tuesday night of each month. 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.

### **FY 2005-2006 Objectives:**

- To expand elected officials' knowledge of new programs and provide information on legislative actions, state, regional and national meetings will be attended.

**Ongoing**

- To insure that all legal documents are properly certified, the City seal affixed, and filed for permanent record and public inspection, a City Clerk shall be appointed.

**Ongoing**

- To evaluate City programs in order to better serve our citizens with disabilities and meet mandates, an advisory committee will continue to review and recommend improvements.

**Ongoing**

- To focus on the positive effects of community involvement as it relates to crime prevention, the *National Night Out Celebration* will continue to be a major event for the city.

**August 2005**

- To allocate resources in the most efficient and effective manner, the Council will adopt a budget providing citizens with the highest level of service for the most economical cost.

**June 2006**

- To protect and safeguard citizens, the City will apply for and continue to work through the Hazard Mitigation Grant program to acquire funding for housing and infrastructure.

**Ongoing**

- To ensure effective representation, the City Council shall appoint members to various Board, Commissions and Committees.

**Ongoing**

### **Indicators:**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
City Council Meetings	24	24	24	24	24
Law & Finance Meetings	24	24	24	24	24
Adopted City ordinances and resolutions	106	96	96	86	100
Committee Work Sessions	55	55	55	54	55
National Night Out events held	18	18	19	19	20

## 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

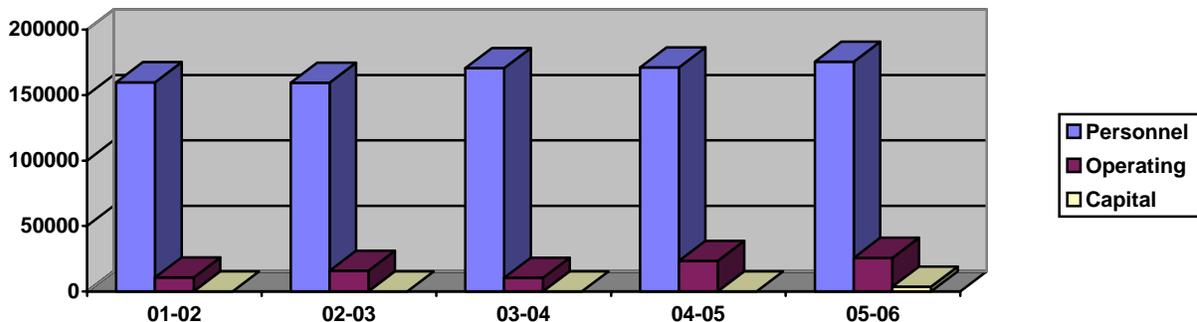
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	159,799	159,361	170,604	171,036	175,060	175,490
Operating	10,655	15,770	10,460	23,300	25,620	25,620
Capital	0	0	0	0	3,600	3,600
Subtotal	170,454	175,131	181,064	194,336	204,280	204,710
Less Interfund Reimbursement	0	0	0	-17,950	-19,382	-38,765
Total	170,454	175,131	181,064	176,386	184,898	165,945
Budgeted Employees	2	2	2	2	2	2

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) computers, \$3,600.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$10,374 or five percent (5%) compared to FY 04-05 budget prior to interfund reimbursements. Increases are mainly attributed to personnel related costs and capital outlay. **FY 01-02** reflects decreases with the assistant city clerk position funded part-time.



## ADMINISTRATION

**Narrative:** The Administration Department provides funding for the office of the City Manager who serves as the chief administrative officer of the City. The City Manager is responsible and accountable to the Mayor and City Council for the general management of all municipal operations. The Governing Body's policy guidelines are directed through this office to the various departments within the City. The City Manager is responsible for reporting and recommending to the Governing Body on all matters of interest to the City. The Administration Department assumes the responsibility of submission of a Proposed Annual Operating Budget and a Capital Improvement Program.

### FY 2005-2006 Objectives:

- To continue to provide information and recommendations to the City Council in order to assist them in effecting sound policy making decisions.

**Ongoing**

- To continue to inform citizens of Sanford about the operations and objectives of city government, emphasis will be to develop a cable television station during this fiscal year.

**Ongoing**

- To provide the city council with a sound budget proposal which will allow the city to operate its many programs in the most cost effective manner.

**Prior to June 1**

- To coordinate the enforcement and execution of City ordinances, resolutions and regulations, information will be distributed to department heads.

**Ongoing**

- To evaluate past accomplishments and strategically plan for the future, a study of service delivery, capital needs and revenue resources will be updated in a Capital Improvement Plan.

**Annually**

- To provide a more effective and responsive organization, review and evaluation of current programs which will insure the continuation of sound operational structure within the City of Sanford.

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
City Council Meetings	24	24	24	24	24
Department Head/Director Meetings	12	12	12	12	12
Law & Finance Meetings	24	24	24	24	24
Speaking engagements	24	26	26	26	26
National Night Out events	18	18	20	20	19
Chamber of Commerce and Triangle J COG meetings	18	20	20	20	20

## 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

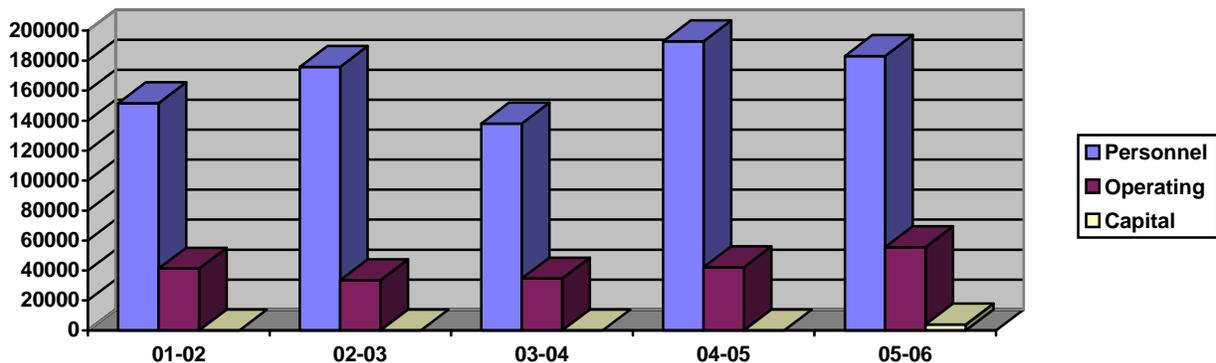
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	151,670	175,798	138,054	192,893	182,467	183,112
Operating	41,238	33,444	34,692	42,260	86,660	55,660
Capital	0	0	0	0	4,000	4,000
Subtotal	192,908	209,242	172,746	235,153	273,127	242,772
Less Interfund Reimbursement	0	0	0	-21,446	-18,492	-36,984
Total	192,908	209,242	172,746	213,707	254,635	205,788
Budgeted Employees	3	3	3	3	3	3

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) lateral fire proof file cabinets, \$4,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$7,619 or three percent (3%) compared to FY 04-05 budget prior to interfund reimbursement. Increase is a result of increased personnel costs coupled with capital outlay. **FY 02-03** shows an increase mainly in staff salary cost. **FY 01-02** reflects an increase mainly due to funding for specialized training for various departmental staff.



## HUMAN RESOURCES

**Narrative:** The Human Resources Department 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 are in the areas of recruitment and selection; employee relations; benefits administration; policy development; pay and classification administration; and record retention and management that are essential to reduce liability for our citizens as well as improve business objectives. Human Resources will focus on developing and analyzing metrics such as turnover rate and/or costs, workers compensation cost per employee, health care cost per employee, and providing results to senior management. A growing workforce, coupled with increasingly complex state and federal regulations, continues to expand the scope and responsibility of the department.

### FY 2005-2006 Objectives:

- To develop personnel policies and procedures to assure fair and equitable treatment and make the manual a user-friendlier document, policies and procedures will be revised.  
**Ongoing**
- To provide information and feedback to employees and management regarding expectations and work output, performance appraisal will be monitored.  
**Ongoing**
- To ensure high quality personnel, a program of screening and selection assistance to all departments will be provided.  
**Ongoing**
- To remain a competitive employer, enhancements to the salary benefits package will be researched and recommended.  
**Ongoing**
- To streamline record management and reduce duplication, a review process will be implemented.  
**Ongoing**
- To provide new hire employees with important information, an orientation program will be continued.  
**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Applications processed	1,000	1,075	1,052	1,550	1,550
Personnel hired	57	36	37	55	60
Performance appraisals processed	325	325	284	325	325
Workers Compensation Incidents/Claims	*	46	40	35	35
Workers Compensation Recordable Cases	35	26	29	20	20
Workers Compensation Lost Work Days	*	271	141	275	*
Medical and indemnity costs for incidents	\$188,438	\$87,577	\$73,158	\$55,000	\$55,000

\*Data Not Available

## 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

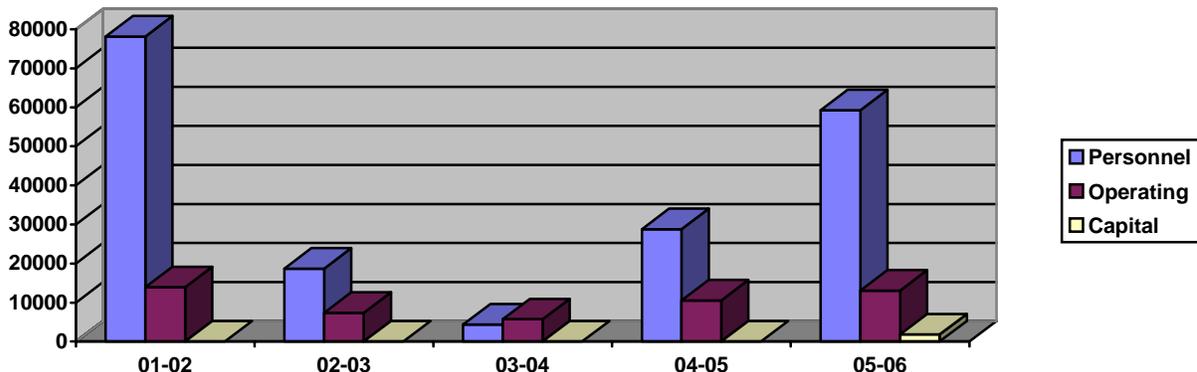
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	78,170	18,715	4,373	28,819	59,043	59,258
Operating	13,927	7,383	5,730	10,570	13,065	13,065
Capital	0	0	0	0	1,800	1,800
Subtotal	92,097	26,098	10,103	39,389	73,908	74,123
Less Interfund Reimbursement	0	0	0	-5,573	-2,163	-4,326
Total	92,097	26,098	10,103	33,816	71,745	69,797
Budgeted Employees	1	0	0	1	1	1

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) computer, \$1,800.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$34,734 or eighty-eight percent (88%) compared to FY 04-05 budget prior to interfund reimbursement. This increase is due to a full year of personnel related expenses. **FY 04-05** reflects an increase associated with the approval of a position for part of the year. **FY 02-03** shows payout of funding for retiree and no other personnel costs with all job duties transferred to other departments. Supplies and medical testing for risk management remain in this cost center. **FY 01-02** reflects the last full year of funding for a risk manager.



## RISK MANAGEMENT

**Narrative:** The Risk Management Office is involved in three major activities. The first is the filing and tracking of Worker’s Compensation claims on behalf of the city’s employees. Secondly, the office is involved in the development of a comprehensive health and safety program, for the employees and citizens of Sanford. This includes a training program covering more than thirty (30) class topics; development of a safety manual; working for OSHA compliance; and reducing the number of repeat injuries. Lastly, the department is responsible for the administration of the liability insurance programs, which insures the assets of the City of Sanford.

### FY 2005-2006 Objectives

- To inform employees of safety procedures, a program to update and improve the Safety Manual for the City of Sanford will be implemented.  
**Ongoing**
- To ensure safety issues are addressed, a functioning safety committee will be maintained to support safety concerns of management and city’s employees.  
**Ongoing**
- To ensure enforcement of safety regulations, regular inspections of city work sites and facilities will be conducted.  
**Ongoing**
- To provide employees with important information concerning safety issues, a comprehensive in-house training program for safety issues and OSHA compliance will be continued.  
**Ongoing**
- To provide adequate liability insurance in order to protect the investment in government and its facilities, a program of review and monitoring of all insurance coverage will be maintained.  
**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Number of lost work days by employees	*	271	141	110	275
Number of incident claims	*	46	40	40	35
Number of recordable cases	35	26	29	28	20
Medical and indemnity costs	188,438	87,577	73,158	43,306	55,000

\* data not available

## ELECTIONS

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

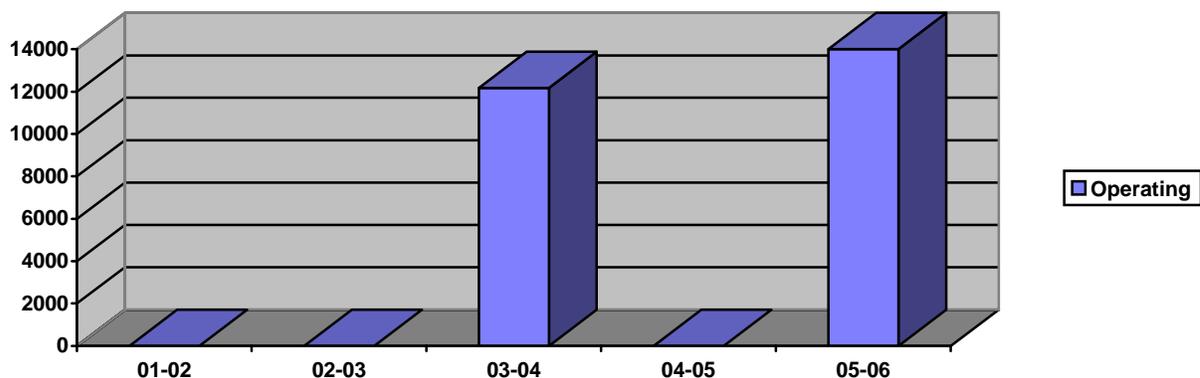
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	0	0	12,175	0	14,000	14,000
Capital	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>12,175</b>	<b>0</b>	<b>14,000</b>	<b>14,000</b>
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. In **FY 01-02** elections were rescheduled due to the delay in the 2000 census data.



## FINANCE

**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

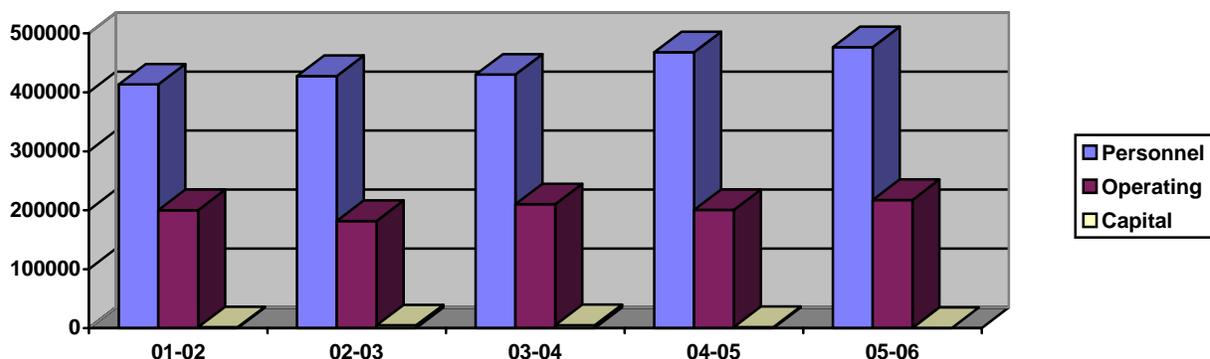
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	413,134	427,450	429,968	467,616	474,788	476,508
Operating	199,930	181,667	209,951	200,220	217,210	217,210
Capital	1,495	4,848	5,097	1,800	0	0
Subtotal	614,559	613,965	645,016	669,636	691,998	693,718
Less Interfund Reimbursement	0	0	0	-62,928	-69,047	-138,094
Total	614,559	613,965	645,016	606,708	622,951	555,624
Budgeted Employees	8	8	8	8	8	8

### 2005-2006 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$24,082 or three percent (3%) compared to FY 04-05 budget prior to interfund reimbursement. Increases for **FY 05-06** as well as **FY 04-05** are mainly attributed to personnel related costs. **FY 01-02** reflects operating cost increases due to changes in the bank contract and adjustments for Lee County tax collection.



## FINANCE

**Narrative:** The Finance Department is responsible for managing all of the fiscal affairs of the City and supports the operating departments through administrative services, accounting and financial reporting, and the budgetary process. The Finance Department includes such activities as accounting services, debt administration, investments and budget preparation. The accounting section is responsible for payment of the City's bills, preparation of payroll, issuance of purchase orders, maintenance of capital asset files and other related functions. Issuance and administration of long-term debt is a function of the department. Finance also administers the City's cash management program and invests available funds accordingly. Preparation of the Comprehensive Annual Financial Report, which reflects the financial position of the City at year-end, is the responsibility of the department.

### **FY 2005-2006 Objectives:**

- To enforce the concept of public trust and public accountability, an independent auditing firm will be retained to conduct an annual financial and performance audit with publication of the Comprehensive Annual Financial Report performed in house.

**Audit to be completed no later than October 31**

- To protect and safeguard the City's assets, a system of internal controls will be implemented including account reconciliation, pre audit of purchase orders, physical inventories and the maintenance of a comprehensive insurance program.

**Ongoing**

- To secure the best method possible for financing various capital and capital projects, an aggressive financing program including G.O. bonds, lease purchases and installment purchase contracts will be implemented. In addition monitoring of existing debt will be conducted to take advantage of changing market conditions.

**Ongoing**

- To maintain a cash flow system adequate to make timely payments to suppliers and employees, cash flow cycles will be monitored and idle cash invested in accordance with N.C.G.S. 159-30 and the city's investment policy.

**Ongoing**

- To provide the Governing Body and management with comprehensive information concerning financials, a series of monthly and quarterly status reports will be prepared.

**Ongoing**

- To ensure accountability of public fund expenditures, assistance will be provided to department heads in the preparation and monitoring of departmental budgets.

**Ongoing**

### **Indicators:**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
GFOA Distinguished Budget Awards received	16	17	18	19	20
GFOA Certificate of Achievement	21	22	23	24	25
Purchase orders issued	1,665	1,590	1,875	1,575	1,700
Accounts/Payable checks issued	8,875	7,203	5,698	6,101	6,500
Invoices processed	17,890	17,348	16,728	17,180	18,000

## INFORMATION SYSTEMS

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

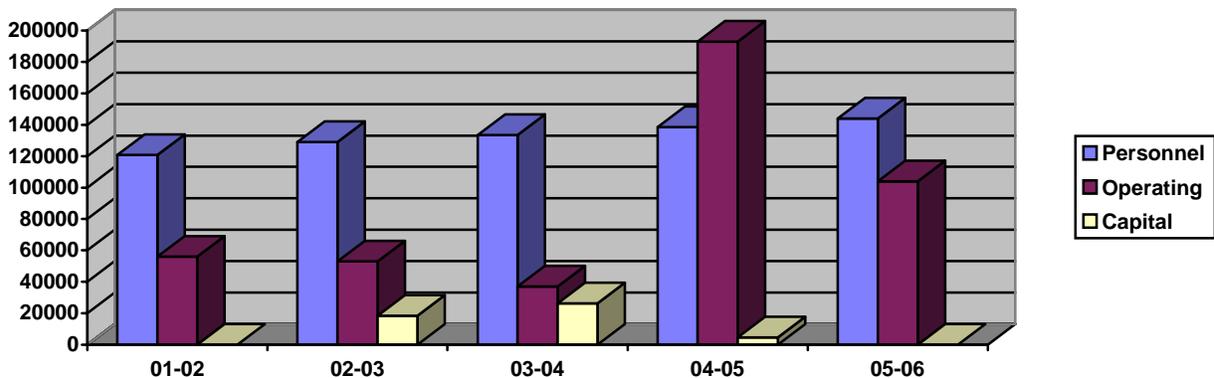
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	120,785	128,950	133,507	138,553	143,625	144,055
Operating	56,052	53,056	36,945	192,956	168,916	103,916
Capital	0	18,309	26,298	4,600	0	0
Total	176,837	200,315	196,750	336,109	312,541	247,971
Budgeted Employees	2	2	2	2	2	2

### 2005-2006 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$88,138 or twenty-six percent (26%) compared to the FY 04-05 budget. The decrease results from no additional funding for the public TV program. Increases for **FY 04-05** are mainly attributed to initial funding of a proposed public TV program (\$60,000). **FY 01-02** shows a decrease as no funding for capital was required.



## INFORMATION SYSTEMS

**Narrative:** Information Systems is responsible for computers, servers and software at the municipal center and eleven satellite locations in the wide area network. This includes, but is not limited to, fiber optics, transceivers, network switches, routers, network line printers, network laser printers, fax devices, programs, tape devices, disk arrays, PCs, servers, and network operating systems. The department will continue to upgrade software and hardware systems where as to provide all area of city government with necessary support to perform and accomplish job functions in a more efficient manner.

### FY 2005-2006 Objectives

- To raise overall computer awareness and knowledge for all city employees working with hardware and software, training and information will be provided in-house.

**Ongoing**

- To upgrade and maintain network systems, an intense review and recommendation process will occur.

**Ongoing**

- In an effort to eliminate duplication that tends to occur with city and county government, communication and database sharing with the County will be continued.

**Ongoing**

- To further improve communication between departments, networks will be linked through fiber optic connectivity.

**Immediately**

- To ensure proper system licensing in compliance with state and federal legislation, procedures will be continued in order that appropriate compliance will be maintained.

**Ongoing**

- To provide increased communication and access capabilities both for internal and external users, an enhanced wide area network and Internet website project will be continued.

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Number of network servers in place	10	14	14	15	15
Hours of network downtime	9	7	7	6	6
Number of computer systems in place	145	145	145	150	150
Number of computer users	160	165	165	165	165
Number of databases being utilized	26	27	27	28	28

## 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

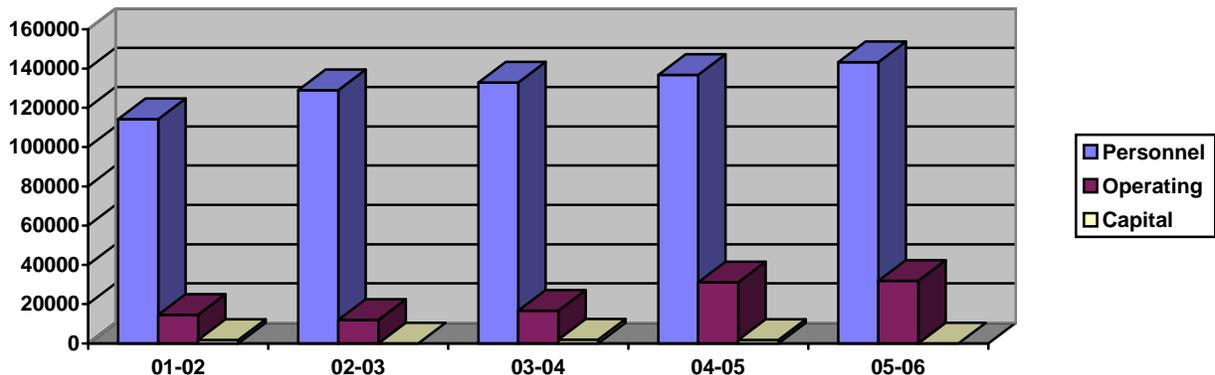
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	114,248	129,014	132,749	136,736	142,685	143,115
Operating	14,624	11,998	16,630	31,010	31,910	31,910
Capital	1,765	0	2,000	1,800	0	0
Subtotal	130,637	141,012	151,379	169,546	174,595	175,025
Less Interfund Reimbursement	0	0	0	-30,110	-32,409	-64,819
Total	130,637	141,012	151,379	139,436	142,186	110,206
Budgeted Employees	2	2	2	2	2	2

### 2005-2006 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$5,479 or three percent (3%) compared to FY 04-05 budget prior to interfund reimbursement. This increase is primarily a result of personnel related costs. Increase for **FY 04-05** is mainly due to personnel costs and funding of capital outlay. **FY 03-04** shows operating cost increases for cost associated with outside counsel. **FY 01-02** reflects increases for court costs within the operating budget. Personnel costs increased for salary adjustments.



## LEGAL

**Narrative:** The Legal Department, consisting of a city attorney and a paralegal, provides legal services to the Governing Body, City Manager, and administrative staff and attends City Council and Law and Finance meetings.

### **FY 2005-2006 Objectives**

- To insure City Council meetings are conducted in accordance with requirements of the law, the city attorney will furnish legal support at all meetings of the Board and review ordinances, resolutions and other legal documents.

#### **Ongoing**

- To insure the City is properly represented in civil litigation's, an investigation of circumstances and facts will be gathered in order to present the most effective legal presentation.

#### **As Mandated**

- Policies and processes will be monitored and implemented to assist prosecution of unpaid fines, fees and other collectibles.

#### **Ongoing**

### **Indicators:**

	<b>Actual 01-02</b>	<b>Actual 02-03</b>	<b>Actual 03-04</b>	<b>EST. 04-05</b>	<b>EST. 05-06</b>
<b>City ordinances and resolutions reviewed</b>	<b>92</b>	<b>106</b>	<b>96</b>	<b>78</b>	<b>100</b>
<b>City Council meetings attended</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>Law and Finance meetings attended</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>Board of Adjustment meetings attended</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Board of Housing Appeals meetings attended</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

## COMMUNITY DEVELOPMENT

**Fund:** General

**Function:** General Government

**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

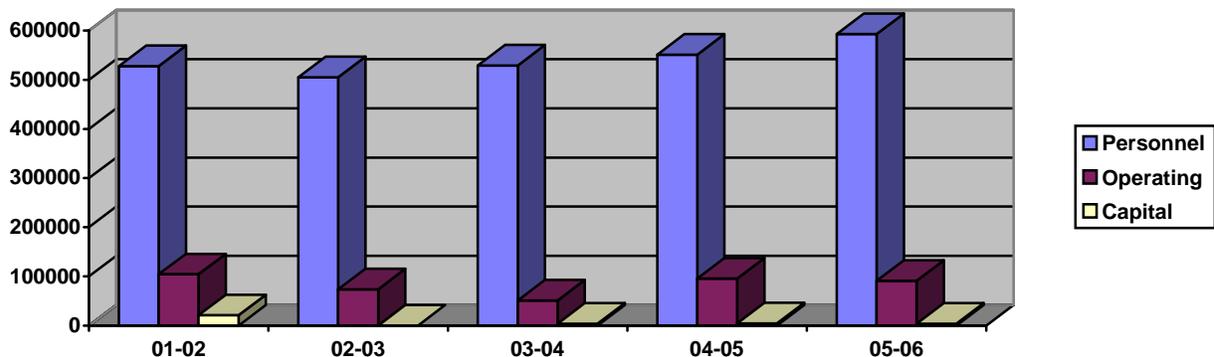
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	527,532	505,212	528,703	550,690	591,079	593,014
Operating	104,308	73,457	50,880	95,781	93,787	91,135
Capital	21,103	0	4,018	4,679	4,050	4,050
Total	652,943	578,669	583,601	651,150	688,916	688,199
*Budgeted Employees	11	9	9	9	9	9

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) laser jet printer, \$1,500; one (1) desk and credenza, \$750; and one (1) computer, \$1,800.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$37,049 or six percent (6%) compared to the **FY 04-05** budget. The **FY 05-06** and **FY 04-05** increases are mainly attributed to cost of living and insurance adjustments. Other increases are attributed to UDO program cost. **FY 02-03** funding includes the transfer of cost related to the downtown position and no capital outlay. Operating costs were reduced to a minimum due to funding constraints. **FY 01-02** reflects personnel cost increases as shown for salary and benefit adjustments. Additional costs are also shown for the zoning re-write project.



## COMMUNITY DEVELOPMENT

**Narrative:** The Department consists of six divisions: Current Planning, Long Range Planning, Neighborhood Revitalization Services, Downtown Redevelopment, Historic Preservation, and Inspections. Our goal is to promote an attractive, harmonious community with special emphasis on quality of life issues and preservation of natural resources. We strive to accomplish this as proficiently and professionally as possible, by means of the financial boundaries assigned. Concentrating on the needs of the citizens of Sanford and Lee County, we provide assistance in planning issues, building inspections, historic preservation, and community revitalization projects.

### **FY 2005-2006 Objectives:**

- To plan for long-range growth, a Comprehensive Land Plan will be implemented as a growth management policy for development, redevelopment and preservation.

**Ongoing**

- To assist the public in expediting all planning and zoning requests, a systematic procedure of providing information to the Planning Board and City Council will be executed.

**Ongoing**

- To determine the feasibility of proposed annexations a comprehensive study will be conducted to include cost analysis for delivery of service and corresponding revenues.

**Prior to adoption of proposed annexations**

- To provide a compatible zoning ordinance for the City of Sanford, Town of Broadway, and Lee County, a zoning re-write will be completed.

**FY 2005-06**

- To control development in flood sensitive areas, the Floodplain Study is being updated jointly by the U.S. Corp. of Engineers and the Community Development Department

**Ongoing**

- To assist the U.S. Bureau of the Census in collection of census data

**Ongoing**

### **Indicators:**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Number of Zoning changes	49	50	55	60	65
Number of Annexations	5	6	7	8	10
Number of Final plats approved	6	40	45	47	50
Number of Planning Board agendas prepared	28	28	28	32	33
Site Plans Approved	125	130	135	145	146
Number of Building Permits Approved	430	431	432	455	457
Number of Telephone Calls concerning zoning	2,125	2,200	2,250	2,265	2,267

## COMMUNITY DEVELOPMENT – 911 COORDINATOR

**Fund:** General

**Function:** General Government

**Goal:** To provide the most accurate address and location data system for all emergency response personnel through administrative, technical, and research work in the development of the county's enhanced 911 addressing system.

### DEPARTMENTAL SUMMARIES

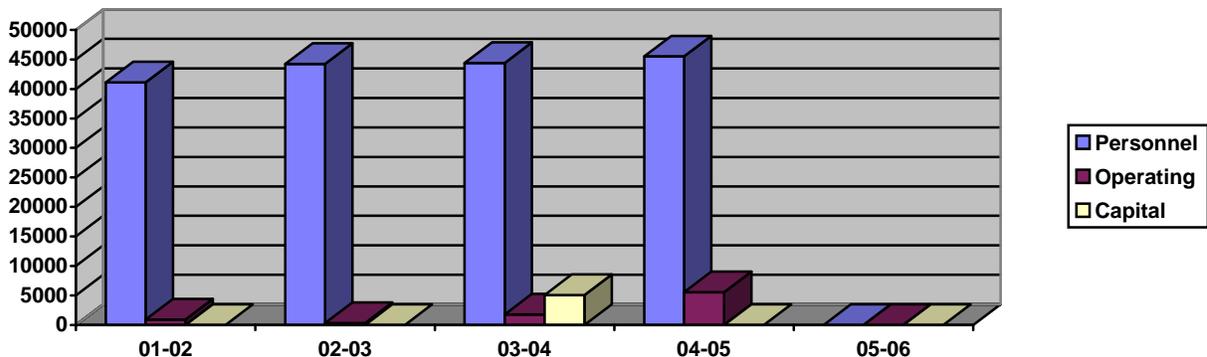
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	41,137	44,217	44,404	45,500	47,091	0
Operating	940	324	1,787	5,542	5,562	0
Capital	0	0	5,067	0	0	0
Total	42,077	44,541	51,258	51,042	52,653	0
*Budgeted Employees	1	1	1	1	1	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$51,042 or one hundred percent (100%) compared to the **FY 04-05** budget. This department has been consolidated with Lee County for FY 05-06 and future fiscal years.



## COMMUNITY DEVELOPMENT – 911 COORDINATOR

**Narrative:** The E-911 coordinator is a function of the Community Development Department. E-911's main function is to maintain the integrity of the emergency 911 computerized databases. This is accomplished through maintenance of all logs, ledgers, and discrepancies of telephone data. E-911 addressing is also responsible for assigning all new addresses and locating landmarks within the community in an effort to update and maintain the integrity of the system.

**No objectives listed due to consolidation of department with Lee County.**

**Indicators:**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Management of Main Databases	10	10	15	16	0
New Addresses	600	605	610	615	0
System Research and Application Development	35	40	45	50	0
Map Creation	200	250	255	256	0
Inter-departmental Inquiries	650	660	675	678	0

## STRATEGIC INFORMATION SERVICES

**Fund:** General

**Function:** General Government

**Goal:** To implement a geographic information system that allows city departments to work as a cohesive, proactive unit with instantaneous access to shared information accessible to citizens.

### DEPARTMENTAL SUMMARIES

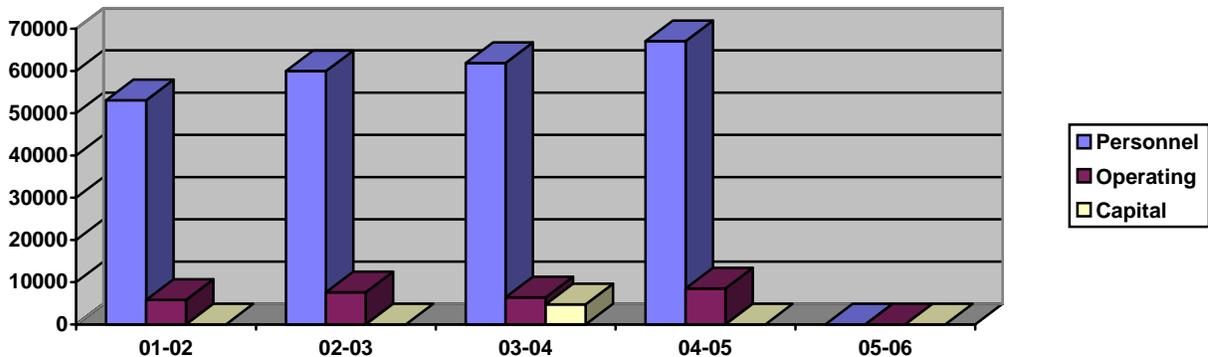
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	53,100	59,959	61,906	67,051	69,550	0
Operating	5,815	7,583	6,384	8,471	8,706	0
Capital	0	0	4,755	0	0	0
<b>Total</b>	<b>58,915</b>	<b>67,542</b>	<b>73,045</b>	<b>75,522</b>	<b>78,256</b>	<b>0</b>
Budgeted Employees	1	1	1	1	1	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$75,522 or one hundred percent (100%) compared to FY 04-05 budget. This department has been consolidated with Lee County for FY 05-06 and future fiscal years. **FY 04-05** increases are due to personnel costs primarily. **FY 03-04** increases are mainly attributed to the funding of capital outlay. **FY 02-03** shows an increase due to a long-term employee transfer into this cost center. **FY 01-02** reflects increases mainly due to an employee vacancy in FY 00-01.



## STRATEGIC INFORMATION SERVICES

**Narrative:** Strategic Information Services is a function of the Community Development Department. This division is used to manage, analyze, and display data so that it can be spatially referenced. The ability to manipulate and display data is especially important for functions such as Land Use Administration, Long Range Planning, Public Works and Community Policing. The layers of data that are currently in use include tax parcels, county streets, sewer lines, water lines, corporate limits, extraterritorial jurisdiction boundary, land use zoning, water and cell towers, and digital ortho-photography.

**No objectives listed due to consolidation of department with Lee County.**

**Indicators:**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Map creation	600	656	657	660	0
Database management	55	62	65	71	0
System research and development	25	32	35	37	0
Application Programming	30	37	40	43	0

## PUBLIC BUILDING

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

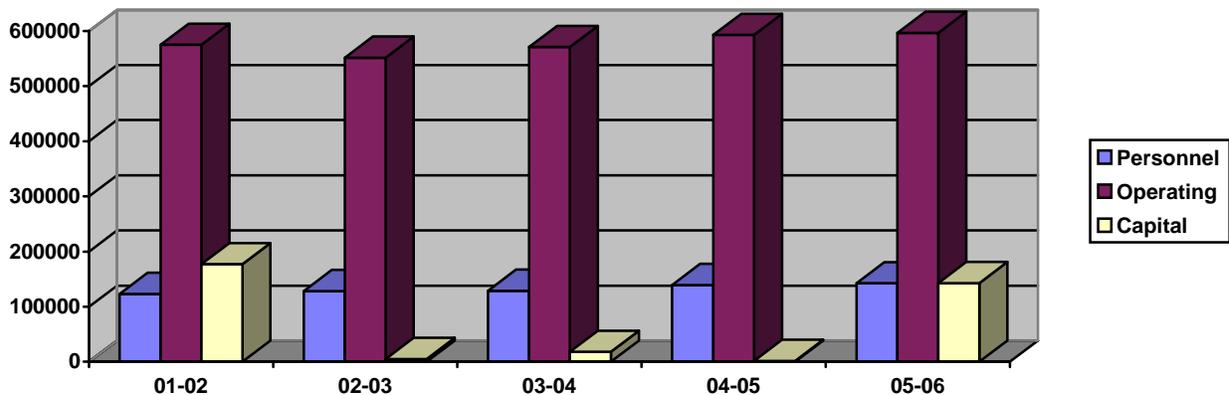
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	123,342	128,412	129,053	139,271	141,806	142,451
Operating	575,095	551,665	570,983	592,995	596,715	596,665
Capital	177,169	5,123	18,095	1,500	227,048	142,980
Total	875,606	685,200	718,131	733,766	965,569	882,096
Budgeted Employees	3	3	3	3	3	3

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) one ton utility truck, \$21,120; two (2) ½ ton standard trucks, \$31,000; one (1) indoor fan meter, \$5,860; 5<sup>th</sup> Street and Weatherspoon Street storm drainage project, \$25,000; and municipal center renovations, \$60,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$148,330 or twenty (20%) percent compared to FY 04-05 budget, primarily due to capital outlay. **FY 04-05** shows an increase mainly due to personnel related costs. **FY 03-04** shows operating cost increases for maintenance building and equipment and utility cost. **FY 02-03** budget shows a decrease mainly due to significantly less capital funding. **FY 01-02** shows an increase mainly due to the appropriation of roof replacement and HVAC system upgrades.



## PUBLIC BUILDING

**Narrative:** The Public Building Department is responsible for the structural appearance and operation of the Municipal Center, Federal Building, and the Public Works Center. During the normal course of the year, this department furnishes all utilities, telephone services, janitorial services and maintenance of all office equipment. Additional projects would include special projects, installations, room improvements, computer hookups and installations, electrical projects, and room additions.

### FY 2005-2006 Objectives

- To provide adequate repairs to equipment and buildings, an intensified maintenance/inspection program will be adhered to.

**Ongoing**

- To keep all areas clean and neat within the municipal buildings, an independent maintenance contractor will be employed.

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Square feet cleaned daily	77,000	83,500	83,500	83,500	83,500
Service requests taken and dispatched	15,325	13,433	14,649	13,660	13,660
Reports completed for various departments	275	280	300	310	310
Telephone calls fielded weekly	550	600	600	625	625
Radio communications weekly	360	400	400	400	400

## COMMUNITY ENHANCEMENT – DOWNTOWN/HPC

**Fund:** General

**Function:** General Government

**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

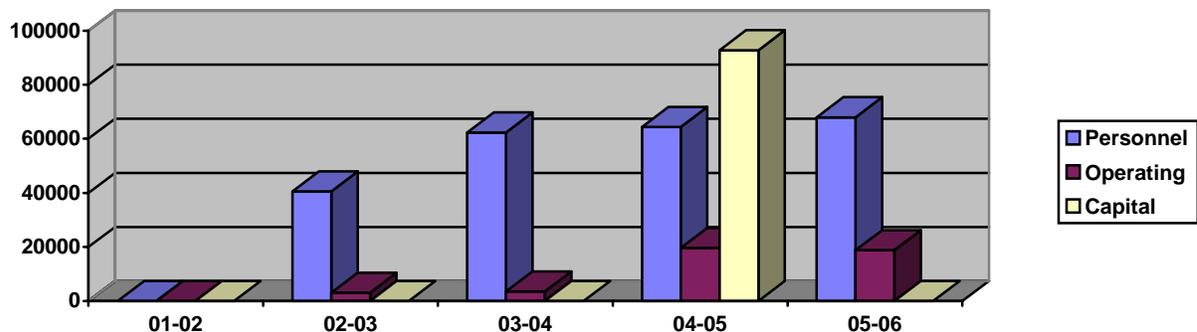
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	40,571	62,338	64,361	67,741	67,956
Operating	0	3,118	3,567	19,670	18,870	18,870
Capital	0	0	0	92,722	0	0
<b>Total</b>	<b>0</b>	<b>43,689</b>	<b>65,905</b>	<b>176,753</b>	<b>86,611</b>	<b>86,826</b>
Budgeted Employees	0	1	1	1	1	1

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$89,927 or fifty-one percent (51%) compared to FY 04-05 budget. The decrease is mainly due to the funding of a grant in the prior year. **FY 04-05** reflects the funding of grant. This cost center was historically included as part of the Community Development Department.



## COMMUNITY ENHANCEMENT – DOWNTOWN/HPC

**Narrative:** The purpose of the Community Enhancement/Historic Preservation Section of Community Development is to oversee the inventory of properties of historic, pre-historic, architectural and/or cultural significance. The staff recommendations to the City Council are 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. The Historic Preservation Commission considers all proposals for exterior alteration, relocation, demolition of landmarks or new construction of properties within the two historic districts, and takes action on issues requiring Certificates of Appropriateness. The Executive Director of Downtown Sanford is also funded within this budget. This staff person serves as the professional and administrative support for a number of activities in Downtown Sanford to include the professional support for working with redevelopment issues, grantmanship, private development, and special events.

### FY 2005-2006 Objectives

- To investigate and approve applications for minor works, which do not interfere with the integrity of the property  
**Ongoing**
- To investigate and forward formal applications for certificates of appropriateness to the Historic Preservation Commission for approval  
**Ongoing**
- To investigate violations of the design guidelines  
**Ongoing**
- To assist in development of plans and studies to maintain a viable downtown, staff support will be continued.  
**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Number of Certificate of Appropriateness Reviewed	*	40	45	46	50
Number of National Registered Historic Districts	*	1	2	3	5
Number of Design Guideline Violations	*	10	15	16	20

\*Data not available

## CENTRAL OFFICE

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

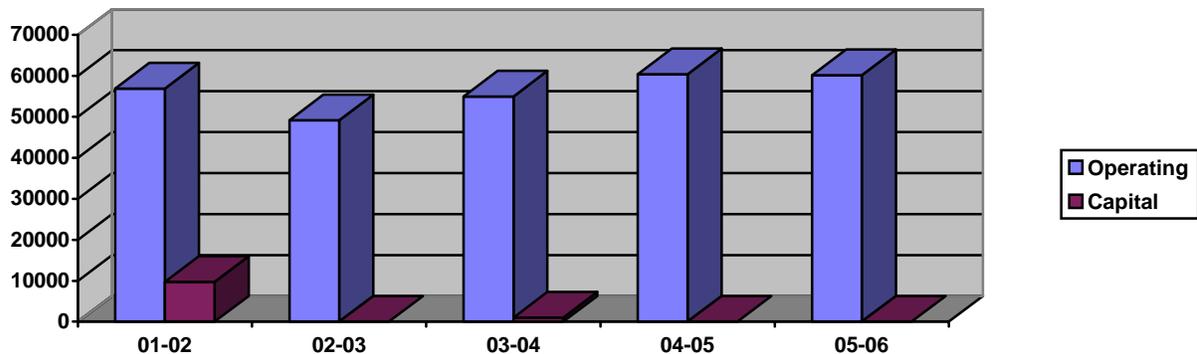
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	56,944	49,168	54,954	60,400	60,150	60,150
Capital	9,716	0	1,006	0	0	0
Subtotal	66,660	49,168	55,960	60,400	60,150	60,150
Less Interfund Reimbursement	0	0	0	-2,100	-2,396	-4,792
Total	66,660	49,168	55,960	58,300	57,754	55,358
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$250 compared to FY 04-05 budget prior to interfund reimbursement. **FY 02-03** reflects a decrease mainly due to the non-appropriation of capital outlay. **FY 01-02** reflects cost increases for the new folder/sorter for the mailroom.



## 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

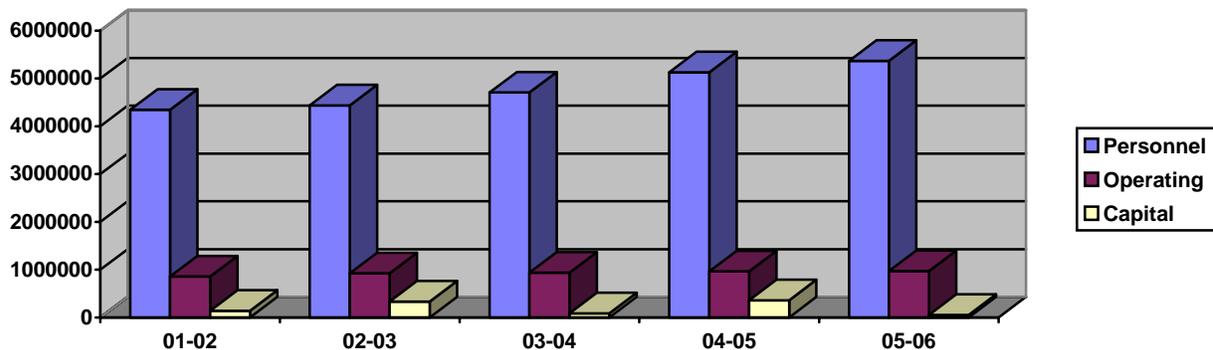
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	4,345,654	4,441,346	4,707,597	5,128,149	5,348,907	5,370,406
Operating	855,037	923,346	936,764	964,872	961,956	968,982
Capital	140,565	332,279	89,274	360,189	86,490	54,900
Total	5,341,256	5,696,971	5,733,635	6,453,210	6,397,353	6,394,288
Budgeted Employees	94	94	100	100	100	100

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay includes ten (10) computers, \$18,000; one (1) domain controller server, \$9,000; OSSI mug shot software, \$18,800; and OSSI P2P software, \$9,100.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$58,922 compared to FY 04-05 budget. The decrease is mainly due to reduction in capital outlay. **FY 04-05** increase is mainly attributed to the first full year of emergency dispatch enhancement services and the funding of capital outlay for patrol vehicles. **FY 03-04** reflects an increase attributed to personnel cost for cost of living adjustments and insurance increases. Four new patrol officers were also approved. EMD services were begun during the fall of 2003. **FY 02-03** shows increases mainly due to the appropriation of police vehicles. **FY 01-02** shows increases relating to personnel costs.



## POLICE

**Narrative:** The Police Department provides professional law enforcement services on a day-to-day basis. The Administrative section provides public awareness of crimes through the news media; reviews all crimes and their trends; and conducts planning and management of all the divisions. The patrol division provides for the protection and detection of criminal activities; apprehension of criminal offenders; participates in court proceedings; traffic control and maintains a feeling of security in the city. The investigation division investigates all reported criminal offenses, apprehends violators; conducts stakeouts and surveillance; and gathers information in pursuit of offenders. Also included in this division is the juvenile section, which is responsible for the investigation and review of all offenses involving juveniles; maintaining files and preparing reports for court action. The Drug Unit provides drug awareness and combats the illegal use of drugs and trafficking in the Sanford/Lee County area. The Selective Enforcement Unit works all incidents of high priority. The communication section provides centralized communication for police, fire, rescue and Sheriff's Department within the city and county. A Community Policing Team provides a partnership between law enforcement, citizens, business owners, and schools. The team is working close with other agencies to help neighborhoods help themselves. Numerous community watches have been formed through this effort.

### **FY 2005-2006 Objectives:**

- To ensure prompt and efficient emergency medical communication service, the enhanced 911 and Emergency Dispatch (EMD) systems will be continued.

**Ongoing**

- To continue to provide quality law enforcement service through comprehensive training programs, physical fitness, and utilization of specialized unit such as Narcotics, Selective Enforcement Unit, Investigative and Community Policing.

**Ongoing**

- In an effort to develop new relationships with law-abiding citizens across the City, a philosophy whereby law enforcement officer's work with community residents to develop solutions to crimes.

**Ongoing**

- To reduce accidents and save lives in The City of Sanford, a more stringent traffic enforcement program will be continued.

**Ongoing**

- To create a public awareness, drug enforcement and educational efforts utilizing narcotic enforcement officer and other department resources will be continued.

**Ongoing**

### **Indicators:**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Average response time	4 min.	4 min.	4 min.	4 min.	4 min.
Calls for service	31,427	32,000	32,533	36,080	36,500
Drug related arrest	337	400	389	227	300
Accident investigations	1,595	1,625	1,682	1,690	1,700
Value of property damage (in millions)	4.8	4.9	4.8	5.6	5.5

## 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

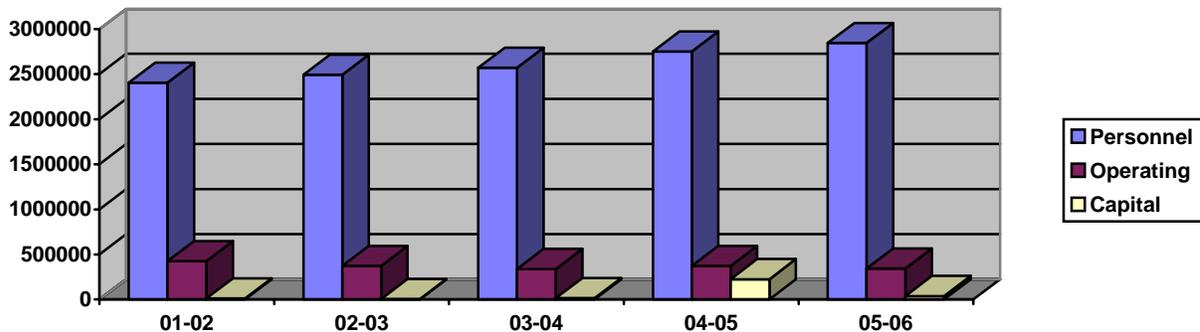
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	2,402,307	2,490,780	2,568,865	2,748,052	2,884,425	2,843,314
Operating	423,368	370,475	337,644	370,326	358,989	343,179
Capital	13,093	5,785	16,038	225,358	475,900	38,100
Total	2,838,768	2,867,040	2,922,547	3,343,736	3,719,314	3,224,593
Budgeted Employees	51	51	51	52	55	52

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) laptop computer, \$2,300; software for laptop computer, \$1,700; ten (10) radio pagers, \$5,400; one (1) administrative vehicle, \$22,700; and increase apron and vehicle turn area at No. 2 fire station, \$6,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations decreased \$119,143 or four percent (4%) compared to the FY 04-05 budget. A reduction in capital outlay is the reason for the decrease. **FY 04-05** increases are mainly due to personnel cost adjustments. Also funded for the full year are part-time firefighters and upgrades for firefighter safety enhancements to the self-contained breathing apparatus. **FY 02-03** shows operating decreases mainly attributed to the payoff of lease purchase for Fire Station No. 3 and the reduced payment for the last year on a fire truck purchased in 1995.



## FIRE

**Narrative:** The Fire Department provides professional fire services to all our citizens and property owners by preventing and minimizing their losses resulting from fires and other hazardous incidents. As lifestyles and business styles have changed, so have types of fire responses. The fire department must now be more than firefighters; now personnel must respond to hazardous material incidents, including natural and LP gases, unknown liquid spills on city streets and highways, motor vehicle accidents, electrical service problems, etc. Since fire apparatus and equipment must be maintained and ready to respond with competent and qualified personnel to give our community a feeling of confidence and security, we strive to work effectively within the physical and financial constraints. Our three fire stations are manned by qualified personnel as mandated by our Standard Operating Procedure calling for two engine companies to respond and one Engine Company to remain in a stand-by mode to answer other emergencies. Any major incident has these companies reinforced by callback personnel drawn from off-duty firefighters and with mutual aid agreement by way of other departments in the county.

### **FY 2005-2006 Objectives:**

- To promote the effectiveness of the individual fireman, a comprehensive training, career development and physical fitness program will be continued to include training for our new part-time fighters.

**Ongoing**

- To reduce the amount of property loss and injury caused by fire, a public fire education and inspection program will be continued. This includes continuation of a SAFE Kids Coalition and operation of child safety seat checkpoints.

**Ongoing**

- To accumulate vital information concerning industrial complexes to include construction layout and on-site chemicals, a pre-fire program will be continued.

**Ongoing**

- To ensure adequate water flow and proper operations of all fire hydrants, a thorough annual hydrant inspection program will be continued.

**Ongoing**

- To ensure maximum fire fighting capabilities and personnel safety, a comprehensive equipment testing, maintenance and replacement program will be continued.

**Ongoing**

- To ensure that funding resources will be distributed and utilized in a competent manner, monitoring of disbursement will be closely scrutinized.

**Ongoing**

### **Indicators:**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Number of training hours per personnel	290	251	250	275	275
Number of fire responses	925	811	850	850	850
Number of logged Pre-Plan locations	85	90	114	150	150
Number of inspections conducted	462	421	680	540	540
Number of fire education programs	54	40	50	60	60

## INSPECTIONS

**Fund:** General

**Function:** Public Safety

**Goal:** To enforce the North Carolina State Building Code and related codes and ordinances.

### DEPARTMENTAL SUMMARIES

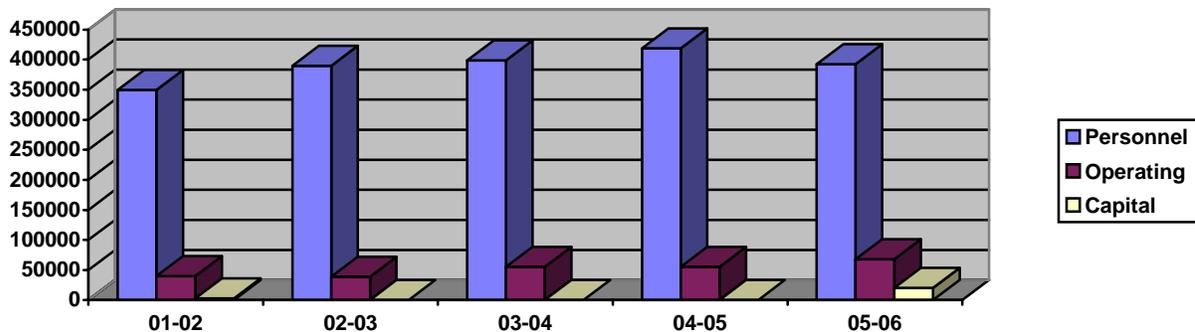
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	349,223	389,376	398,611	418,789	390,688	392,408
Operating	39,982	38,986	54,985	55,010	77,240	67,800
Capital	2,995	0	0	0	31,400	20,100
Total	392,200	428,362	453,596	473,799	499,328	480,308
Budgeted Employees	9	8	8	8	8	8

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) computers, \$3,600; one (1) network laser printer, \$1,000; and one (1) sport utility vehicle, \$15,500.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$6,509 or one percent (1%) compared to the FY 04-05 budget. The increase is mainly a result of capital outlay. **FY 04-05** increases are mainly due to personnel adjustments. **FY 03-04** shows operational costs for rent to Lee County for offices at the Makepeace Building. Other increases are mainly due to cost of living and insurance adjustments. **FY 02-03** shows the merger of Sanford/Lee County Inspections Departments (four county personnel transferred in and two positions eliminated). The transfer out of costs related to code enforcement (three employees) is also shown. **FY 01-02** shows increases due to the addition of a code enforcement position and personnel plan adjustments.



## INSPECTIONS

**Narrative:** The Inspections Department provides protection, safety, and general welfare to the citizens of Sanford and Lee County by enforcing the North Carolina State Building Codes, local codes and other codes. These codes serve as comprehensive regulatory documents 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. The Inspections Division of Community Development issues all building, electrical, plumbing, mechanical, and sprinkler permits for the City, Lee County and the Town of Broadway.

### FY 2005-2006 Objectives

- To enforce the N.C. State Building Codes, the N.C. State Volume V Fire Code, the Sanford Zoning Ordinance and other mandated regulations, a comprehensive program of data retrieval, inspection and permitting will be continued.

**Ongoing**

- To protect the health, safety and welfare of the residents of the City, all complaints will be investigated and the appropriate action administered to achieve compliance.

**Ongoing**

- To stay abreast of current developments and code changes a program of training and education for employees will be continued.

**Ongoing**

- To create an initiative whereby progressive departmental changes will be continued through technological advances such as software improvements

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
<b>Building permits issued</b>	674	750	858	860	865
<b>Electrical permits issued</b>	1,178	1,179	1,178	1,180	1,182
<b>Mechanical permits issued</b>	994	995	935	940	943
<b>Plumbing permits issued</b>	788	789	913	914	916
<b>Other permits issued</b>	471	475	26	30	32
<b>Completed inspections</b>	*	*	9,446	9,047	9,050
<b>Revenue received</b>	\$329,077	\$330,000	\$369,365	\$402,252	\$402,550

## COMMUNITY ENHANCEMENT – CODE ENFORCEMENT

**Fund:** General

**Function:** Public Safety

**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

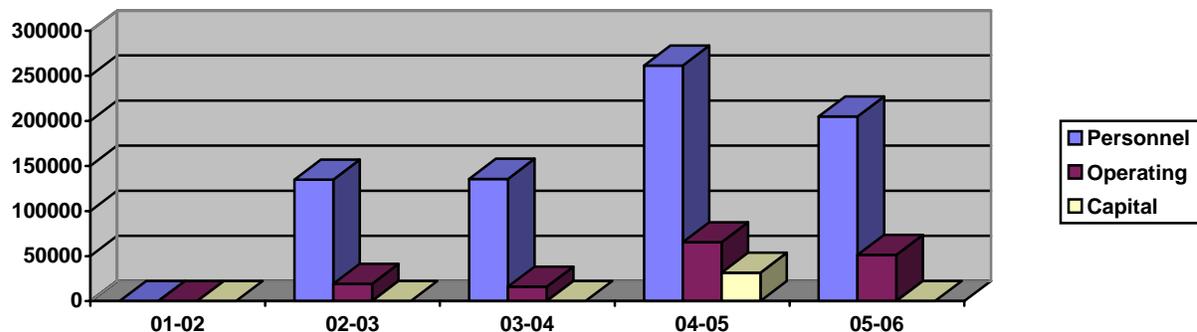
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	134,713	135,546	261,061	245,359	204,780
Operating	0	19,205	16,031	65,363	52,729	51,320
Capital	0	0	0	31,483	0	0
<b>Total</b>	0	153,918	151,577	357,907	298,088	256,100
Budgeted Employees	0	3	3	5	5	4

### 2005-2006 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$101,807 or twenty-eight percent (28%) compared to FY 04-05. The decrease results from the City not adding animal control as planned in the 04-05 budget. **FY 04-05** increases are mainly shown for adding the animal control function within this cost center. Expenditures for code enforcement were historically shown within Inspections Department.



## COMMUNITY ENHANCEMENT – CODE ENFORCEMENT

**Narrative:** The purpose of the Community Enhancement Section of Community Development is to provide protection, safety, and general welfare of the citizens of Sanford and the Town of Broadway by enforcing the Sanford City Code of Ordinances and related General Statutes. Security is accomplished through the process of performing inspections on nuisance violations (i.e. rodent, overgrown lots, trash/junk, health/fire hazard, junked/nuisance vehicles, animals). Inspections are conducted on structures that are substandard to insure that they are fit for human habitation. Community Enhancement is also instrumental in the zoning enforcement of illegal flags, pennants, and banners.

### FY 2005-2006 Objectives

- To investigate complaints of overgrown lots, trash/junk, junk/nuisance vehicles, rodents, animals, health/safety, and minimum housing within the City of Sanford, and Town of Broadway, a comprehensive program of service will be provided

**Ongoing**

- To prepare agendas of appealed violations for the Housing Board of Appeals, imperative information will be documented

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
No. of overgrown lot complaints investigated	281	1,152	1,225	2,287	2,289
No. of trash/junk complaints investigated	112	1,144	1,518	2,274	2,275
No. of abandoned vehicle complaints investigated	523	343	335	419	420
No. of rodents/animal complaints investigated	7	11	20	23	25
No. of sewer/health/safety complaints investigated	29	25	48	54	55
No. of minimum housing complaints investigated	111	68	132	165	166
No. of other complaints investigated	44	179	250	720	725

## PUBLIC WORKS ADMINISTRATION

**Fund:** General

**Function:** Public Works/Transportation

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

### DEPARTMENTAL SUMMARIES

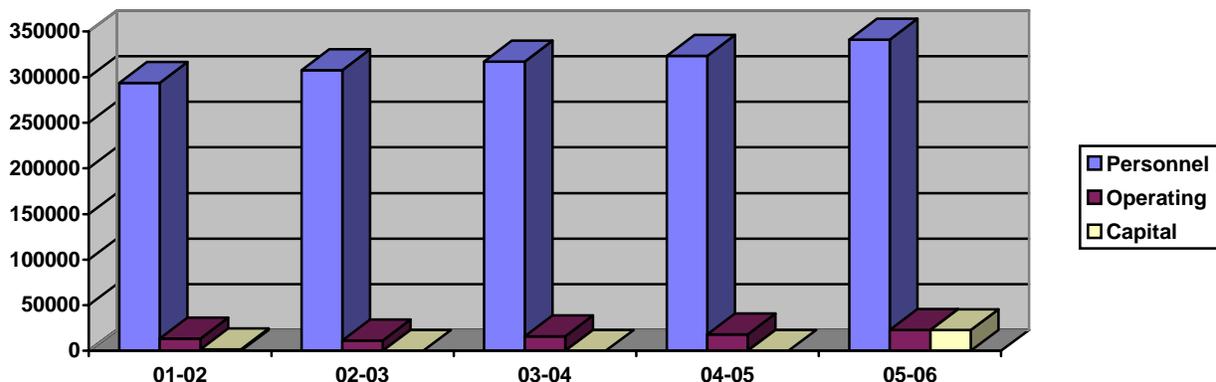
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	293,681	307,529	317,036	323,232	340,067	341,143
Operating	13,313	11,317	15,920	17,975	22,775	22,775
Capital	1,495	0	0	0	28,600	22,700
Subtotal	308,489	318,846	332,956	341,207	391,442	386,618
Less Interfund Reimbursement	0	0	0	-108,932	-114,055	-228,109
Total	308,489	318,846	332,956	232,275	277,387	158,509
Budgeted Employees	5	5	5	5	5	5

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) sport utility vehicle, \$22,700.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$45,411 or thirteen percent (13%) compared to FY 04-05 budget prior to interfund reimbursement. Increases are relative to personnel cost adjustments and capital outlay. Historical changes reflect increases mainly due to salary and benefit adjustments.



## PUBLIC WORKS ADMINISTRATION

**Narrative:** The Public Works Administration Division is responsible for the effective management of the Public Works 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 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 routine 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.

### FY 2005-2006 Objectives:

- To keep citizens abreast of facility improvements and other Public Works events, promotional materials and public service announcements will be prepared as needed.

**Ongoing**

- To provide for continued development of a safe working environment such as confined entry spaces, trenching and excavation, shoring, emergency rescue and hand signals, a safety program will be continued.

**Ongoing**

- To maintain a high degree of professionalism and establish uniform operating procedures, a comprehensive Policy Handbook will be monitored.

**Ongoing**

- To aggressively pursue and apply for available grant monies, an intense application process will be continued.

**Ongoing**

- To implement an enhanced Storm Water Program, investigation and review of new regulations will be performed.

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Grants and Loans awarded (in millions)	.5	2.0	.3	.6	2.0
Solid waste audits performed	2	1	1	1	1
Staff meetings and team building sessions	62	58	60	62	62

## STREET

**Fund:** General

**Function:** Public Works/Transportation

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

### DEPARTMENTAL SUMMARIES

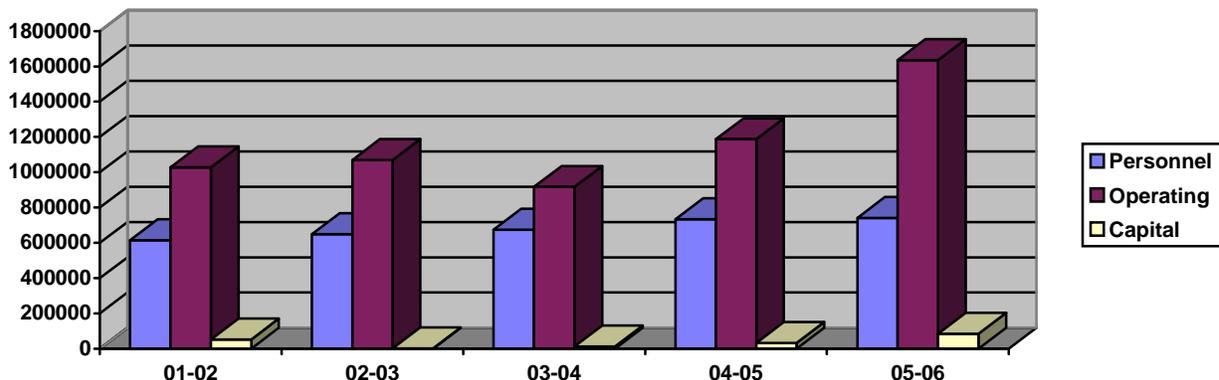
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	615,208	649,130	674,294	734,487	738,003	741,873
Operating	1,027,537	1,069,320	917,399	1,187,871	1,612,260	1,635,567
Capital	53,033	2,494	12,729	32,800	118,850	84,850
Subtotal	1,695,778	1,720,944	1,604,422	1,955,158	2,469,113	2,462,290
Less Interfund Reimbursement	0	0	0	-130,000	0	0
Total	1,695,778	1,720,944	1,604,422	1,825,158	2,469,113	2,462,290
Budgeted Employees	18	18	18	18	18	18

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) 4 cycle vibratory rammer, \$2,450; one (1) vibratory tamp, \$1,900; one (1) ½ ton standard truck, \$15,500; and one (1) backhoe, \$65,000 (installment purchase).

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations increased \$507,132 or twenty-six (26%) percent compared to FY 04-05 budget prior to interfund reimbursement. This increase is the result of additional paving funds appropriated in FY 05-06 totaling almost \$400,000. **FY 04-05** increases are shown for personnel cost adjustments. Contract service appropriation was increased by \$130,000 as current year budget was not expended. Capital outlay was also increased as shown. **FY 02-03** shows funding for FEMA storm funding in personnel (overtime cost) and operating for contract services. **FY 01-02** shows decreases attributed to reduction in capital outlay budget. Personnel cost increases are due to salary and benefit adjustments.



## STREET

**Narrative:** The Street Department is primarily responsible for the maintenance of the City's streets, right-of-ways, curb and gutters, traffic services and snow removal. The following are additional responsibilities: grading of dirt streets, repainting street markers, upgrade of traffic signals, maintenance and installation of street name signs (both regular and historic), rat control, graffiti removal, maintenance of sidewalks, curb and gutter and catch basins. There are some responsibilities that are completed on a scheduled basis. The division sweeps curb and guttered streets. Streets are resurfaced every twelve years and potholes and utility cuts are patched within one week of notification.

### FY 2005-2006 Objectives

- To ensure that all City streets are paved or resurfaced every twelve years, a systematic program of street construction will be implemented.  
**Ongoing**
- To provide safe roadway conditions to City streets, a comprehensive program of street cleaning will be continued.  
**Ongoing**
- To update and maintain traffic signals to state standards, a programmatic improvement procedure will be initiated.  
**Ongoing**
- To update and improve the City's sidewalks, curb and gutter, and drainage systems a program of inspection and construction will be continued.  
**Ongoing**
- To maintain an inventory listing of all City signs and pavement markings to include their location and service life and also to establish a replacement schedule.  
**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Tons of asphalt used in patching	2,509	1,920	2,113	2,000	2,120
Hours of street cleaning	1,779	1,545	1,303	1,600	1,738
Installation / repairs to traffic signals	184	182	259	170	201
Street name signs replaced or repaired	367	183	359	300	333
Traffic sign installations per year	157	98	158	150	156
Feet of on-street ditches cleaned	14,692	32,676	15,895	23,000	22,000
Feet of sidewalk installed/repaired	1,706	1,217	1,380	1,725	1,595
Feet of curb and gutter installed/repaired	1,010	935	927	1,150	969
Feet of pipe laid	274	389	554	550	466
Feet of lines painted	1,619	1,160	1,461	1,000	2,061
Catch basins cleaned	6,224	10,491	11,553	11,000	8,858
Cutbacks for site distance	535	359	251	350	362

## STREET CAPITAL IMPROVEMENTS

**Fund:** General

**Function:** Public Works/Transportation

**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

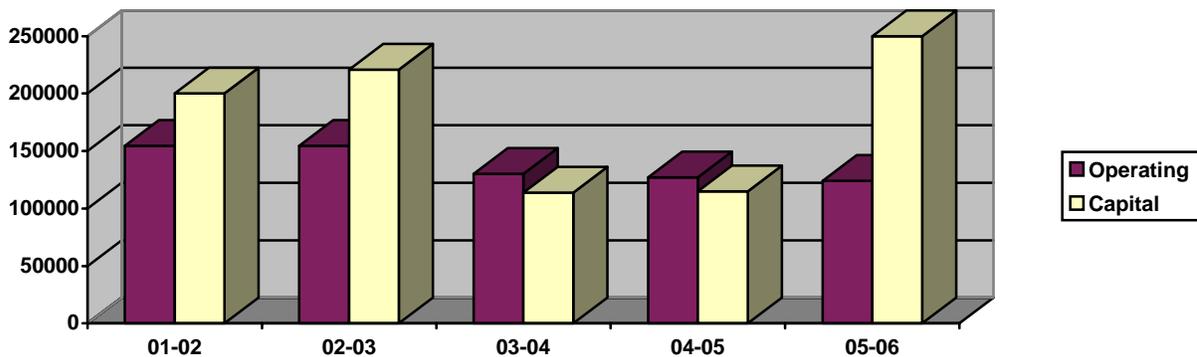
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	154,378	154,377	130,135	127,090	123,950	123,950
Capital	200,000	220,909	113,787	115,000	100,000	250,000
<b>Total</b>	<b>354,378</b>	<b>375,286</b>	<b>243,922</b>	<b>242,090</b>	<b>223,950</b>	<b>373,950</b>
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay construction funding includes curb and gutter rehabilitation, \$20,000; sidewalk rehabilitation, \$50,000; catch basin rehabilitation, \$30,000; and street assessments, \$150,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$131,860 or fifty-four (54%) percent compared to FY 04-05 due to an appropriation for street assessments. **FY 03-04** shows decreases related to the non-appropriation of contract paving. During the prior fiscal year a \$1,000,000 (loan financed funded through capital ordinance) paving project was approved. **FY 02-03** shows major expenditures for improvements to the Hill Avenue Bridge.



## BEAUTIFICATION

**Fund:** General

**Function:** Public Works/Transportation

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

### DEPARTMENTAL SUMMARIES

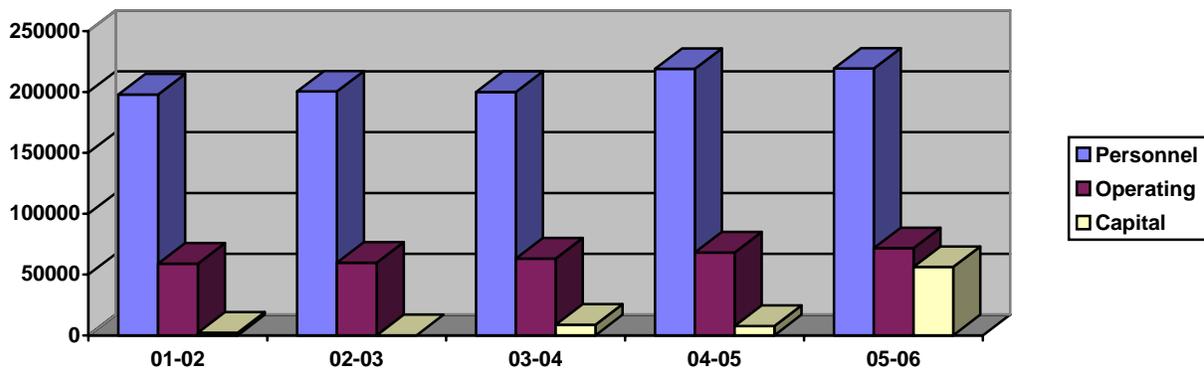
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	197,937	200,355	200,055	218,945	217,887	219,177
Operating	58,921	59,668	63,079	68,067	73,128	71,628
Capital	2,081	0	8,700	7,650	62,650	56,150
Total	258,939	260,023	271,834	294,662	353,665	346,955
Budgeted Employees	6	6	6	6	6	6

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) handheld radio, \$750; one (1) skio sprayer, \$2,300; one (1) ½ ton standard truck, \$15,500; one (1) equipment van, \$20,600; and one (1) irrigation system, \$17,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriation reflects an increase of \$52,293 or eighteen (18%) percent compared to FY 04-05 budget. Increases are mainly attributed to cost of living adjustment and capital funding. The use of inmate labor continues to assist in the accomplishments of this department.



## BEAUTIFICATION

**Narrative:** The major functions of the Beautification Department are as follows: a) landscape and maintenance of traffic islands and other city properties b) landscape, installation and maintenance of horticultural areas and fine turf areas around and adjacent to governmental buildings c) assist the Downtown Revitalization Committee, and various merchants with the landscape and projects of joint interest to both business and local government d) maintain an ongoing public speaking program to civic groups, garden clubs and other governmental organizations concerning horticulture e) work with the Chamber of Commerce Beautification Committee to assist in further beautification of the Sanford area f) installation and maintenance of tropical plants within City Hall and Public Works Service Center.

### FY 2005-2006 Objectives

- To improve the appearance of the City, the department will continue to plant trees, evergreens and plants in the business area and traffic islands.

**Ongoing**

- To provide information to the citizens of Sanford concerning insects, plant diseases and landscaping, a program of public speaking to civic clubs, garden clubs and radio talk shows will be implemented.

**Ongoing**

- To provide an aesthetic environment within the Municipal Center and other public facilities, horticulture and floriculture techniques will be created.

**Ongoing**

- To insure healthy green indoor plants in all City facilities, a plant rotation schedule will be implemented.

**Ongoing**

- To ensure quality and quantity of plants at a reduced cost, a greenhouse will be maintained.

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Plant beds maintained	210	255	260	275	285
Plant beds installed or renovated	20	25	20	15	10
Trees planted (outside of beds)	100	75	50	65	75
Interior plants maintained	210	225	200	175	175
Annual flowers produced	47,000	49,000	45,000	47,500	48,000
Speaking engagements	20	10	5	2	3
Acres of turf maintained	37	39	39	39	39

## SHOP

**Fund:** General

**Function:** Public Works/Transportation

**Goal:** To provide for general repairs and maintenance of all City/County vehicles and equipment.

### DEPARTMENTAL SUMMARIES

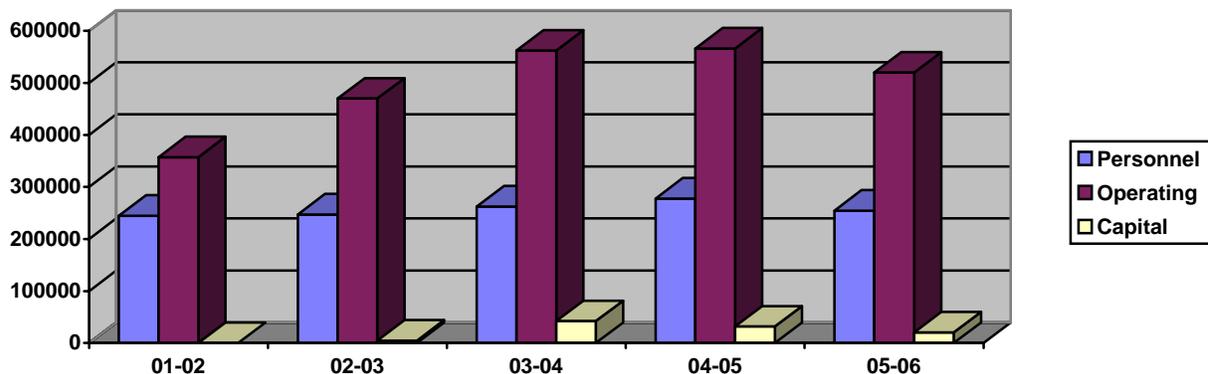
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	244,783	247,263	262,350	277,650	253,201	254,491
Operating	357,235	469,819	562,016	565,900	519,830	519,830
Capital	0	4,596	42,393	32,000	92,500	20,500
Total	602,018	721,678	866,759	875,550	865,531	794,821
Budgeted Employees	7	7	6	6	6	5

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton standard truck, \$15,500; and one (1) computerized diagnostic equipment, \$5,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$80,729 or nine percent (9%) compared to FY 04-05 budget. Decrease is mainly due to reduced costs associated with the terminated contract to provide services for County vehicles. **FY 03-04** shows increases mainly attributed to additional capital outlay approved. **FY 02-03** shows a major increase in funding due to two employee vacancies in the prior year. This cost center is no longer accounted for as an internal service fund but is now included as a department within the General Fund. **FY 01-02** reflects decreases mainly due to no funding of capital outlay and employee vacancies. **It should be noted that operating costs mainly represent costs for inventory items and gasoline.**



## SHOP

**Narrative:** The Shop Department is responsible for preventive maintenance and repairs to the city vehicles and construction equipment; maintains usage and repair records; maintains fuel and parts inventories; provides recommendations for replacement of vehicles and equipment; assists in writing specifications for equipment purchases and in evaluating bids received. The department is responsible for disbursing fuel, hydraulic oils and engine oil to all motorized equipment. With the ever increasing technology today, it is imperative that technicians stay current in their training to maintain the highest degree of service.

### FY 2005-2006 Objectives

- To maintain and safeguard the vehicular equipment owned by the City, a preventive maintenance program and intensified repair program will be implemented.

**Ongoing**

- To ensure that all vehicular equipment purchased by the City meets required specifications, a comprehensive review of equipment bids will be performed.

**Ongoing**

- To purchase parts, fuel, oil and tires at the most economical cost, a procedure of evaluating cost, quality and availability of products to include formal and informal bids will be established.

**Ongoing**

- To provide professional and efficient service to user departments, a comprehensive training program will be provided for service personnel.

**Ongoing**

- To upgrade all record keeping procedures, a computer system program will be continued, increasing the accuracy with which the shop records are maintained.

**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Preventive maintenance inspections	6,300	6,000	6,000	5,000	5,000
Vehicles on preventive maintenance	420	420	420	250	250
Training hours	150	100	100	60	70
Thousands of gallons of gasoline used	150	150	150	150	150
Quarts of motor oil dispensed	3,600	3,600	3,600	3,000	3,000

## SOLID WASTE

**Fund:** General

**Function:** Waste Management

**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

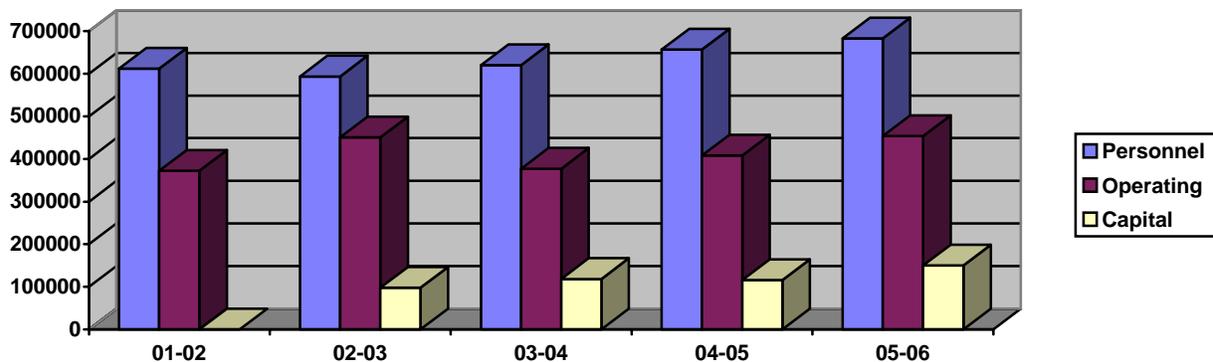
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	611,929	593,637	620,397	657,005	679,123	682,778
Operating	371,928	450,636	376,862	408,003	426,209	453,659
Capital	0	97,760	118,441	115,771	707,000	150,000
Total	983,857	1,142,033	1,115,700	1,180,779	1,812,332	1,286,437
Budgeted Employees	19	15	15	17	17	17

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) 2 ton flat bed dump truck, \$50,000; and one (1) right hand leaf vac unit, \$100,000 (installment purchase).

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$105,658 or nine percent (9%) compared to FY 04-05 budget. Increases result from installment purchase payments for the knuckle boom purchased in FY 04-05 as well as capital outlay. In **FY 04-05** one knuckle boom truck was funded with installment purchase financing. Two positions were also funded and part time positions eliminated. **FY 02-03** shows increases due to the funding of FEMA ice storm expenses. This budget also reflects the elimination of four positions and a planned reduction in service due to a shortfall in overall revenues. **FY 01-02** shows decreases mainly due to the non-funding of capital outlay.



## SOLID WASTE

**Narrative:** The Solid Waste Department is primarily responsible for removal of yard waste and bulk trash at the curbside. The division provides residential pickup of limbs and leaves throughout the year. The material from yard waste is either composted or ground into woodchips at the City's compost facility as a recycling process and sold to the public. Sales at the compost facility have increased substantially since it opened in 1992. The maintenance of approximately 20 acres of city lots, 47 acres of DOT right-of-ways and mowing of 115 miles of city right-of-ways several times each year will be completed as time allows. Other duties such as sidewalk cleaning, tree removal, and curb cutting for approximately 90 miles of curb each year will also be performed when possible. The administration of the contract with Waste Management Inc. for the City's garbage and recycling collections is also a responsibility of the division.

### FY 2005-2006 Objectives

- To assist the citizens in removing debris such as leaves and limbs, and other bulk refuse, a program of collection and disposal will be continued.  
**Ongoing**
- A comprehensive program at the City's compost facility to include composting of leaves and grinding of limbs will be continued with a goal to maintain a level III status at the facility and provide the most economical product for the citizens.  
**Ongoing**
- To enhance the beauty of our City, bulk trash collection will continue to be removed.  
**Ongoing**
- To ensure personnel work safety and equipment is being utilized properly, a continued safety program including monthly division meetings will continue.  
**Ongoing**
- To promote the effectiveness of the individual employee, a program of cross training on equipment will continue.  
**Ongoing**
- To ensure the economical, efficient, and effective service for collection of household garbage, a monitoring program for the waste management contract will be continued.  
**Ongoing**

### Indicators:

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Loads of limbs and leaves hauled	1,899	1,863	3,060	2,100	2,025
Equipment hours cutting curb	789	737	24	1,000	1,050
Equipment hours mowing r-o-w	1,452	1,245	783	1,050	1,050
Man hours cleaning sidewalk	823	276	213	500	600
Tons of bulk trash hauled	1,138	1,220	1,296	1,400	1,425

## SANITATION

**Fund:** General

**Function:** Waste Management

**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

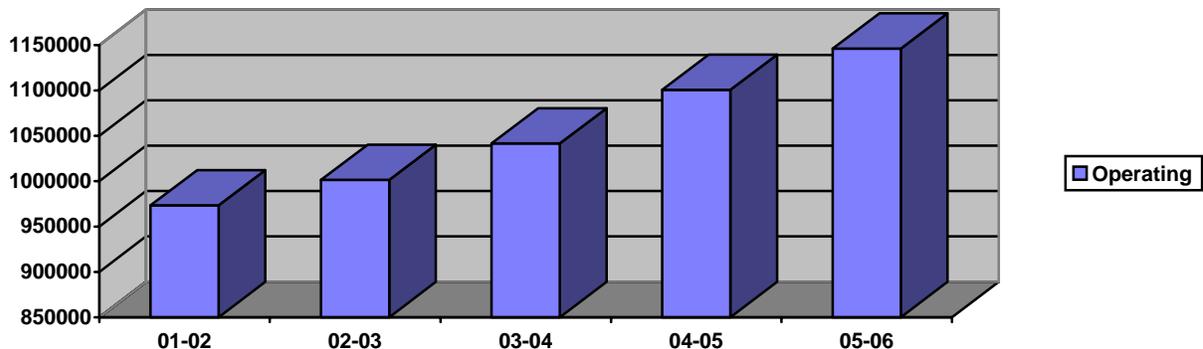
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	973,380	1,001,392	1,041,373	1,100,600	1,145,857	1,145,857
Capital	0	0	0	0	0	0
<b>Total</b>	<b>973,380</b>	<b>1,001,392</b>	<b>1,041,373</b>	<b>1,100,600</b>	<b>1,145,857</b>	<b>1,145,857</b>
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$45,257 or four percent (4%) compared to FY 04-05 budget, reflecting a 3.1% C.P.I. contract adjustment. **FY 04-05** increases are included for a 1.5% C.P.I. adjustment. **FY 03-04** shows increases due to the change in number of customers and a 3.2% C.P.I. contract adjustment. **FY 02-03** shows increases due to the change in number of customers and a .5% C.P.I. contract adjustment. **FY 01-02** shows increases attributed to the 3.3% C.P.I. contract adjustment and number of customers served.



## SANITATION

**Narrative:** The Sanitation Department provides funding for the safe and responsible collection of solid waste for all citizens of Sanford. The sanitation residential collection services includes one pickup weekly of regular garbage and one pickup weekly of recyclable goods. Waste Management provides residential containers for garbage and recyclable pickup.

### **FY 2005-2006 Objectives**

- To provide the citizens with the most efficient services available, the Public Works Director, City Manager and Solid Superintendent will monitor the services provided.

#### **Ongoing**

- To ensure the citizens receive such services at the most economical cost sanitation bids and/or contracts will be scrutinized.

#### **Annually**

- To protect the environment and reduce the residential waste stream, a program of recycling will be continued.

#### **Ongoing**

### **Indicators:**

	<b>Actual 01-02</b>	<b>Actual 02-03</b>	<b>Actual 03-04</b>	<b>EST. 04-05</b>	<b>EST. 05-06</b>
<b>Residential customers</b>	7,762	7,850	8,050	8,200	8,150
<b>Number of tons of residential waste</b>	7,848	7,920	8,000	8,025	8,050
<b>Number of tons of recycling collected</b>	493	557	582	600	615

## GENERAL FUND CONTRIBUTIONS

**Fund:** General

**Function:** Other

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

### DEPARTMENTAL SUMMARIES

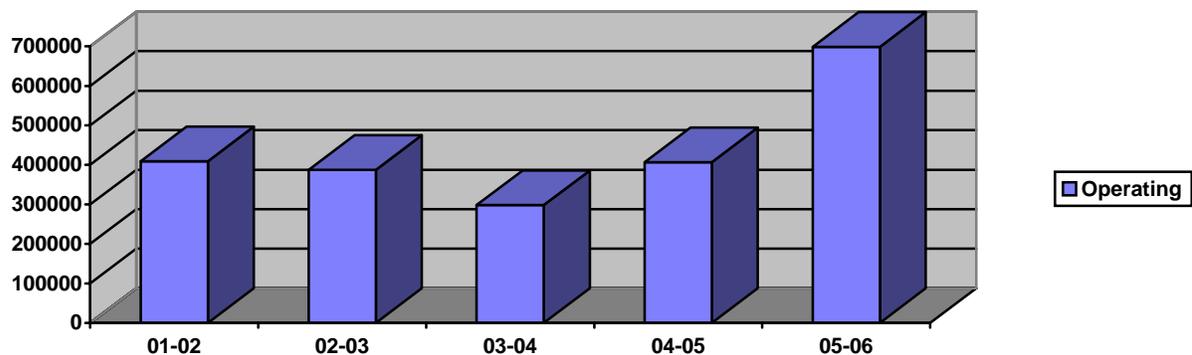
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	408,999	387,101	297,992	406,536	513,959	698,959
Capital	0	0	0	0	0	0
<b>Total</b>	<b>408,999</b>	<b>387,101</b>	<b>297,992</b>	<b>406,536</b>	<b>513,959</b>	<b>698,959</b>
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$292,423 or seventy-two percent (72%) compared to FY 04-05 budget. Appropriations include funding for the Strategic Information System contract with Lee County and additional funding for the Golf Fund. Other annual expenditures include support for the League of Municipalities, Region, J, Institute of Government, Chamber of Commerce, Temple Theatre, the Arts Council, the Special Tax District, and Animal Control with Lee County.



## ENTERPRISE FUND

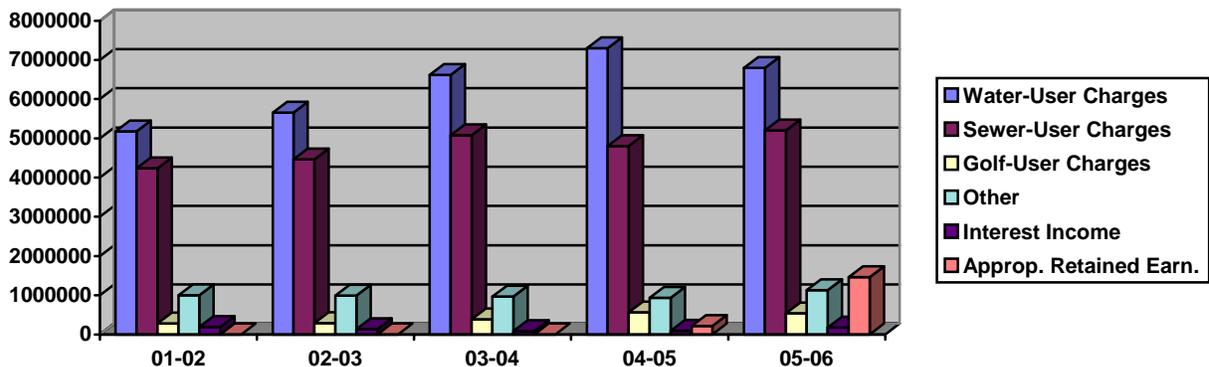
**Goal:** To account for the operations of the water treatment distribution systems, the wastewater treatment systems, warehouse operations, and the municipal golf course.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Water-User Charges	5,175,298	5,655,707	6,616,731	7,299,976	6,800,000	6,800,000
Sewer-User Charges	4,236,974	4,463,565	5,075,647	4,803,210	5,200,000	5,200,000
Golf-User Charges	278,752	291,388	384,056	563,000	541,000	541,000
Other	1,002,603	994,079	966,190	939,113	1,133,357	1,133,357
Interest Income	190,621	132,553	84,249	91,000	176,000	176,000
Appropriated Fund Balance	0	0	0	216,315	1,460,265	1,460,265
Total	10,884,248	11,537,292	13,126,873	13,912,614	15,310,622	15,310,622

### GRAPHIC REPRESENTATION

**FY 05-06** approved revenues reflect increases of \$1,398,008 or ten percent (10%) compared to FY 04-05 budget. No water and sewer rate increases are approved in FY 05-06, however, revenue reflects the purchase of the Lee County water system by the City. No increase is shown in the fee structure for the Golf fund. **FY 04-05** water rates were adjusted by the elimination of a tier and increases to the remaining two tiers. Sewer rates were increased by 3% across the board. **FY 03-04** reflects water and sewer user rate increases of seven percent (7%) across the board. Golf fund includes a minimal adjustment in the rate schedule. **FY 02-03** budget reflects a 10% across the board water and sewer rate increase. Sewer sludge charges were also increased. The golf revenues reflect the closing of the course for major renovations during the first three months of the year. **FY 01-02** shows a decrease in other revenues due to receipts in the prior year for a loan from General Fund for the purchase of water lines. In addition the golf course was closed during the year for major renovations. **Historical** growth patterns over the years for User Charges are directly related to rate increases and usage activities.



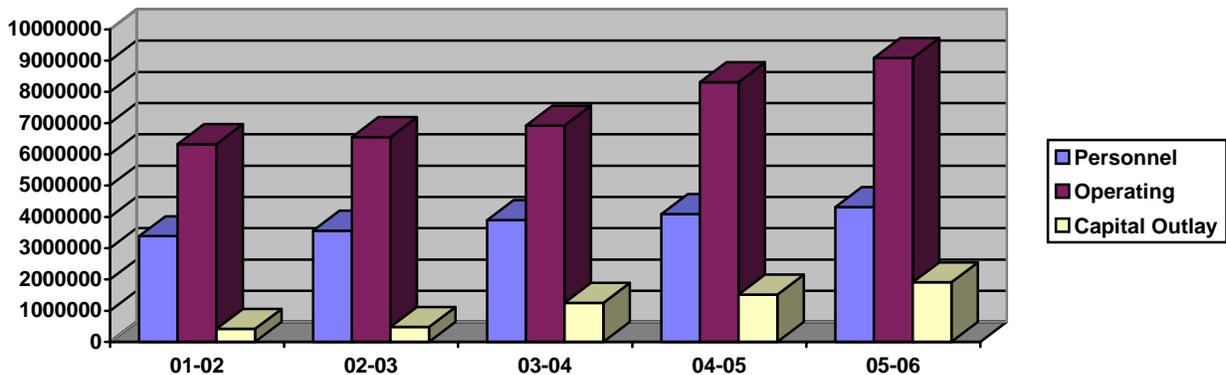
## ENTERPRISE FUND

### EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	3,382,562	3,560,636	3,895,708	4,088,076	4,295,051	4,315,601
Operating	6,327,110	6,549,254	6,916,429	8,307,285	8,804,625	9,087,401
Capital Outlay	418,674	483,076	1,254,543	1,517,253	3,412,840	1,907,620
Total	10,128,346	10,592,966	12,066,680	13,912,614	16,512,516	15,310,622
Budgeted Employees	84	87	91	90	90	90

### GRAPHIC REPRESENTATION

**FY 05-06** expenditures increased \$1,398,008 or ten percent (10%) compared to FY 04-05 budget. Personnel costs include a 3% cost of living adjustment and an increase of 1.3% for health insurance as well as funding for the merit pay plan. Operating costs include additional debt expense related to the purchase of the Lee County water system. **FY 04-05** increases are mainly attributed to increased operational expenses. **FY 03-04** shows the addition of four new positions. Personnel cost also include a three (3%) percent cost of living adjustment. Funding was not included for the merit pay plan. Operating cost show an increase mainly due to debt service and the first full year of treatment changes at the water plant. Capital outlay increases are detailed at the departmental level. **FY 02-03** reflects personnel cost increases with additional positions added for a wastewater treatment operator, a meter reader, and a turf grass technician. A two percent cost of living increase for all full time employees is included. No funding was included for the merit pay plan. Operating cost increases are mainly attributed to changes in treatment processes at the water plant. **FY 01-02** shows operating increases mainly due to new debt service and contributions to capital projects. Personnel cost adjustments are related to cost of living and merit increases. Capital outlay reflects a significant reduction.



## UTILITY FUND

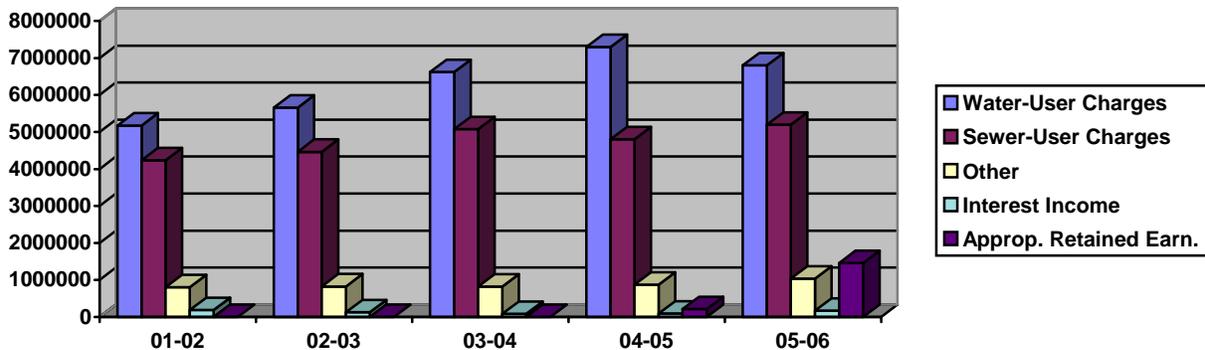
**Goal:** To account for the operations of the water treatment, wastewater treatment, and distribution systems.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Water-User Charges	5,175,300	5,655,707	6,616,731	7,299,976	6,800,000	6,800,000
Sewer-User Charges	4,236,974	4,463,565	5,075,647	4,803,210	5,200,000	5,200,000
Other	806,861	826,829	823,017	877,283	1,038,000	1,038,000
Interest Income	186,460	131,949	84,128	90,000	175,000	175,000
Appropriated Fund Balance	0	0	0	216,315	1,460,265	1,460,265
<b>Total</b>	<b>10,405,595</b>	<b>11,078,050</b>	<b>12,599,523</b>	<b>13,286,784</b>	<b>14,673,265</b>	<b>14,673,265</b>

### GRAPHIC REPRESENTATION

**FY 05-06** revenues increased \$1,386,481 or ten percent (10%) compared to **FY 04-05** budget. Increases are the result of the purchase of the Lee County water system, which increases the customer base. In **FY 04-05** water and sewer rates adjustments were included. The sewer rate was increased by a three percent across the board adjustment. The water rates were adjusted by the elimination of a tier and increases to the remaining two tiers. **FY 03-04** shows water and sewer charges increased mainly due to an across the board rate increase of seven percent. The transfer of \$325,000 from the utility capital reserve fund was budgeted to offset costs for generators. **FY 02-03** budget shows increases attributed to a ten percent (10%) across the board water and sewer rate increase. **FY 01-02** shows a reduction in revenues mainly due to a one-time transfer from Capital Projects Fund and a loan from General Fund in the prior year. Water charges increased as a result of the elimination of the top tier in our declining block structure.



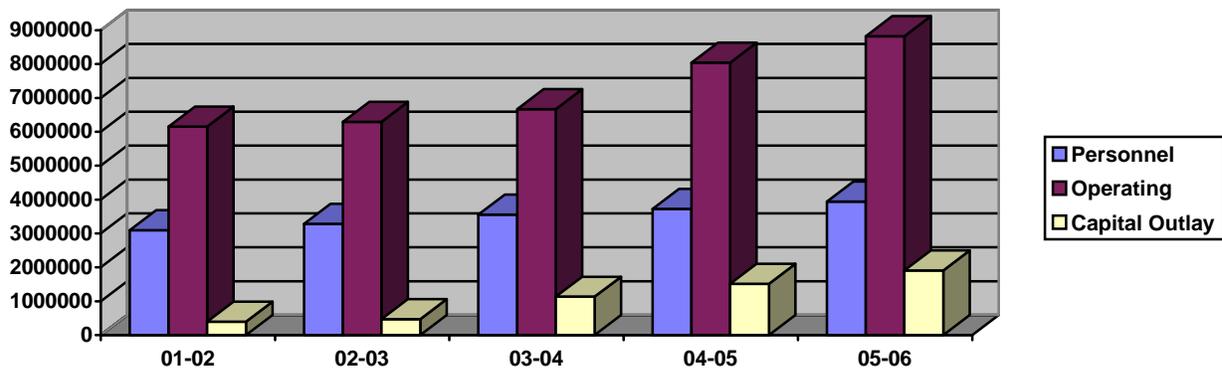
## UTILITY FUND

### EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	3,097,379	3,286,141	3,555,659	3,726,002	3,924,288	3,941,918
Operating	6,147,856	6,294,247	6,663,984	8,043,529	8,566,145	8,823,727
Capital Outlay	393,774	470,291	1,133,548	1,517,253	3,412,840	1,907,620
Total	9,639,009	10,050,679	11,353,191	13,286,784	15,903,273	14,673,265
Budgeted Employees	77	79	83	82	82	82

### GRAPHIC REPRESENTATION

**FY 05-06** appropriation reflects an increase of \$1,386,481 or ten percent (10%) compared to FY 04-05 budget. Increases reflect a 3% cost of living adjustment and funding for a merit pay plan, as well as additional debt service expense for the Lee County water system purchase. **FY 04-05** reflects the outsourcing of billing and collection of water and sewer bills resulting in a reduction of one position. Personnel adjustments for a three percent cost of living adjustment and a 2.8% increase in the group insurance costs are included. Operating costs increased mainly for debt service and contract services. **FY 03-04** shows personnel increases relative to the three percent cost of living, insurance cost adjustments and four new employee positions. Operating costs show increases due to the first full year of cost relative to treatment changes at the water plant and additional debt service cost. **FY 02-03** budget shows increases mainly attributed to cost of living adjustment and two additional positions. Operating costs increases are relative to the new process for treating water. **FY 01-02** personnel reflects a cost of living adjustment (2.5%) and a merit allocation equivalent to 1.25% of the total salaries. Capital outlay shows significant decreases in funding. **Historical** increases were mainly attributed to government mandates, debt service, additional personnel costs and usage patterns. It should be noted that within personnel expenses an amount equal to \$60,215 has been included to offset administrative cost deficits within the Store service operations.



## UTILITY FUND DEBT SERVICE

**Fund:** Utility

**Function:** Debt Service

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

### DEPARTMENTAL SUMMARIES

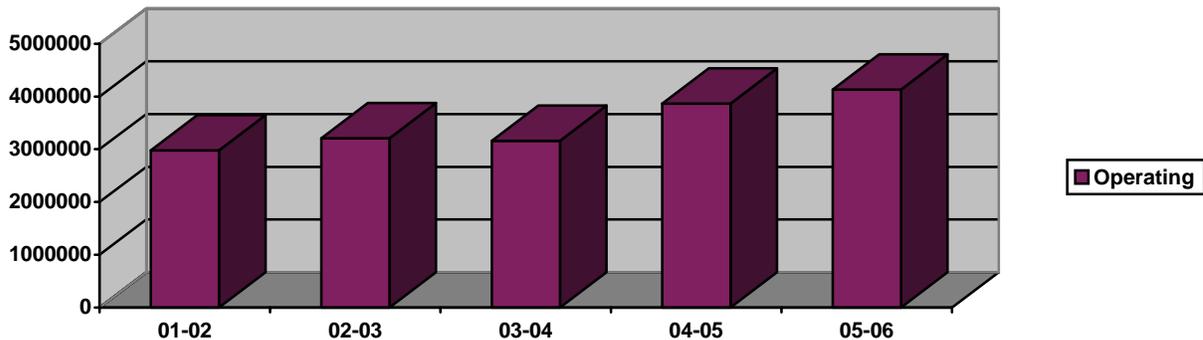
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	2,979,045	3,209,997	3,161,616	3,864,628	4,129,467	4,129,469
Capital	0	0	0	0	0	0
<b>Total</b>	<b>2,979,045</b>	<b>3,209,997</b>	<b>3,161,616</b>	<b>3,864,628</b>	<b>4,129,467</b>	<b>4,129,469</b>
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$264,841 or seven percent (7%) compared to FY 04-05 budget. Increase is attributed to the new debt service for the \$7,630,000 loan for the purchase of the Lee County water system. **Historical** shifts in spending are related to the net change in approved new debt and retirement of old debt.



## UTILITY FUND CONTRIBUTIONS

**Fund:** Utility

**Function:** Other

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

### DEPARTMENTAL SUMMARIES

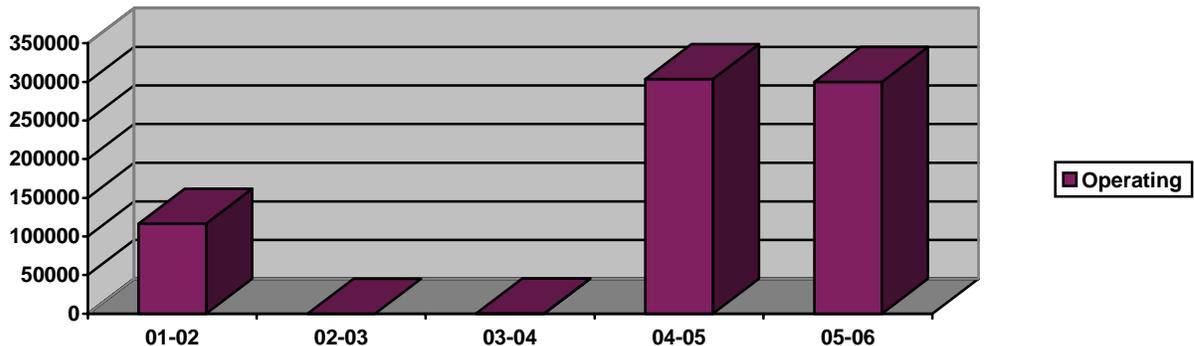
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	116,323	0	56	303,600	300,000	300,000
Capital	0	0	0	0	0	0
<b>Total</b>	<b>116,323</b>	<b>0</b>	<b>56</b>	<b>303,600</b>	<b>300,000</b>	<b>300,000</b>
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$3,600 or one percent (1%) compared to **FY 04-05** budget. **FY 04-05** appropriations reflect an increase of \$303,544. The contingency appropriation has grown due to increased emergency needs within the fund relative to our aging infrastructure. The contingency budget is transferred throughout each year to departments utilizing funds; therefore the actual expenditures are not shown in this cost center.



## UTILITY ADMINISTRATION

**Fund:** Utility

**Function:** Public Utilities

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

### DEPARTMENTAL SUMMARIES

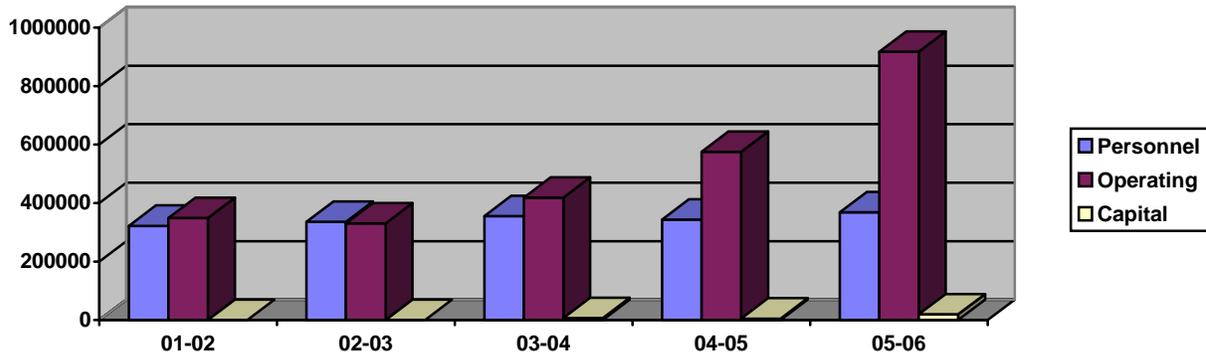
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	322,433	336,294	355,959	343,758	367,357	368,862
Operating	349,177	330,467	418,642	575,288	634,347	917,405
Capital	0	0	6,796	5,400	19,600	19,600
Total	671,610	666,761	781,397	924,446	1,021,304	1,305,867
Budgeted Employees	7	7	8	7	7	7

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) point of sale terminals, \$1,600; and office renovation, \$18,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$381,421 or forty-one percent (41%) compared to FY 04-05 budget. Increases reflect personnel cost increases and increased operating cost due to purchase of Lee County water system. **FY 04-05** reflects the retirement of a long-term employee, outsourcing of billing and collection of water and sewer accounts, and elimination of second notices. **FY 03-04** shows personnel pay and benefit adjustments and funding for one new position. Operating cost increases are mainly attributed to adjustments in indirect charges. **FY 01-02** shows a decrease in expenditures mainly due to the purchase of the Owls Nest water lines. This resulted in a decrease in payout to the county for water.



## UTILITY ADMINISTRATION

**Narrative:** The major purpose of the Utility Administration Department is to provide administrative and clerical services for the collection and billing of water and sewer customers and other collections as deemed appropriate. Duties performed by departmental staff include processing of utility customers orders for utility services; billing of customers on a once a month basis; receiving and processing utility payments; billing for miscellaneous revenues, handling of customer service; and keeping accurate records on customers' accounts.

### FY 2005-2006 Objectives

- To maintain a current listing of water and sewer customers, a systematic procedure will be established to record new customers, transfers and cutoffs.

#### Ongoing

- To assure that all accounts receivable information is current and accurate, a procedure to balance accounts monthly will be continued.

#### To be balanced by the tenth of each month

- To bill, collect and receipt payments more efficiently, a program will be continued to include outsourcing of billing and collection.

#### Ongoing

- To enhance employees' knowledge and provide some cross training, a procedures manual will be completed.

#### Ongoing

### Indicators

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Water bills prepared annually	156,592	172,250	175,000	182,000	189,000
Sewer bills prepared annually	90,348	92,500	94,500	96,000	100,000
Number of new assessments	64	100	50	50	50
Returned checks received annually	225	275	250	250	200
Cut-offs annually	2,634	3,000	3,300	3,500	3,100

## 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

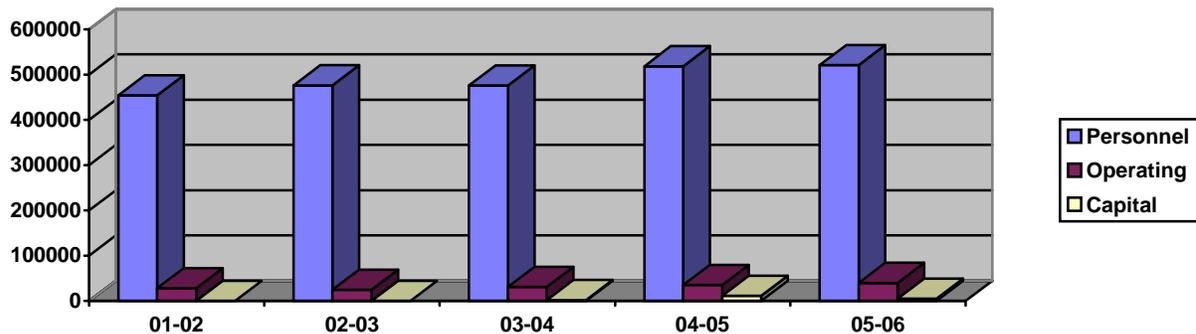
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	453,996	476,286	475,698	518,212	518,789	520,724
Operating	28,113	24,444	30,932	35,101	39,433	39,433
Capital	0	0	1,700	11,095	25,400	4,800
Total	482,109	500,730	508,330	564,408	583,622	564,957
Budgeted Employees	9	9	9	9	9	9

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) computer work station, \$1,200; and two (2) computers, \$3,600.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$549 or compared to FY 04-05 budget. **FY 04-05** increases are mainly due to the funding of capital outlay and personnel pay adjustments. **FY 02-03** shows increases for personnel pay plan adjustments. **FY 01-02** shows increases mainly for personnel pay adjustments. No capital outlay was funded.



## ENGINEERING

**Narrative:** The Engineering Division provides technical and management assistance to other divisions when needed. The Engineering Division also provides project design, construction, inspection and contract administration services for city capital projects. Additionally, plan review and construction inspections are provided for private development ensuring conformance to City specifications.

### **FY 2005-2006 Objectives:**

- To provide design, construction inspection and contract administration for relocation of utilities for the Highway 421 Bypass projects.

**Ongoing**

- To provide design, construction inspection and contract administration for various street repairs, ramp installations, sidewalk, curb and gutter and catch basin repairs.

**Annually**

- To provide design, construction inspection and contract administration for water and sewer rehabilitation projects and extensions through assessment process.

**As required**

- To provide design, construction inspection and contract administration for expansion of the raw water pump station.

**Ongoing**

### **Indicators**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Miles of sewer designed	3.0	1.2	3.0	5.0	6.0
Miles of water designed	3.0	.5	2.0	2.0	2.0
Miles of street accepted	-	-	-	1.5	2.0
Capital projects monitored	-	-	-	30	35
Miles of sewer accepted	-	-	-	4.0	5.0
Miles of water accepted	-	-	-	2.5	3.0

## SEWER CONSTRUCTION & 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

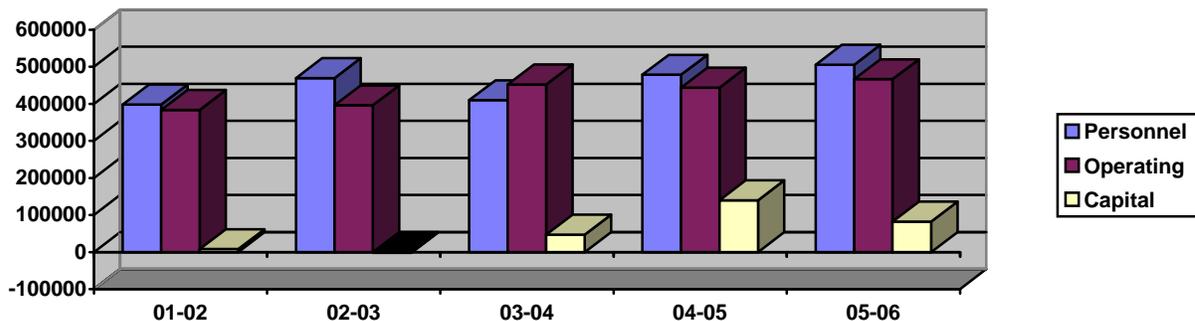
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	398,041	469,246	409,666	478,300	502,380	505,175
Operating	383,636	396,015	452,005	443,595	466,309	466,309
Capital	8,029	-2,000	46,907	139,800	176,420	82,300
Total	789,706	863,261	908,578	1,061,695	1,145,109	1,053,784
Budgeted Employees	13	13	13	13	13	13

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) winch and tripod system, \$2,450; one (1) pipe and cable locator, \$850; one (1) pipeline inspection system, \$57,000; one (1) ¾ ton 4 x 4 truck, \$18,500; and one (1) field and brush mower, \$3,500.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$7,911 or one percent (1%) compared to **FY 04-05** budget. Personnel cost adjustments for a 3% cost of living and a merit pay plan are offset by a reduction in capital outlay. In **FY 04-05** personnel cost increases are shown for cost of living adjustment and the transfer out of a long-term employee. **FY 02-03** shows increases mainly due to employee vacancies in the prior year. Operating cost increases are due to enhanced maintenance supply expenses. **FY 01-02** shows increases due to the personnel pay plan adjustments and decreases shown for capital expenditures.



## SEWER CONSTRUCTION AND MAINTENANCE

**Narrative:** The major function of the Sewer Construction and Maintenance Department is to establish an effective wastewater collection program. This department's responsibility is to provide preventive maintenance to all sewer mains and laterals within the system with troubled areas cleaned and flushed, as well as routine flushing and cleaning of all lines on a regular basis. Departmental staff performs preventive maintenance on the seven sewer lift stations and five water towers to include cleaning, timing checks, pressure checks and various other inspections. The sewer operations also include construction tasks such as the installation of sewer laterals and short sections of sewer mains with major sewer construction performed by private contractors. Residential and commercial sewer taps are installed when needed.

### FY 2005-2006 Objectives

- To ensure uninterrupted sewer service, a preventive maintenance program to include scheduled flushing of sewer mains will be implemented.

**Ongoing**

- To provide safe efficient collection system for sewer, a construction maintenance program will be maintained to include repairing of broken sewer lines, replacing obsolete mains and damaged manholes.

**Ongoing**

- To provide proper flow of sewage in non-gravity flow areas of the City, a program of preventive maintenance for lift stations will be maintained.

**Ongoing**

- To provide a more effective and easily accessible collection system, right-of-ways will be mowed once a year.

**Annually**

- To ensure high delivery of quality service, personnel will be provided greater development training opportunities.

**Ongoing**

- To reduce the cost of treatment, smoke testing to locate inflow and infiltration points for repairs will be provided to include video monitoring of areas for pipe and manhole integrity.

**Ongoing**

### Indicators

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Collection line miles	190	190	166	166	166
Lift station inspections	2,555	2,555	2,555	2,555	2,555
Sewer taps made	80	80	236	245	245
Sewer complaints	200	200	224	185	185
Feet of sewer main rodded	300,000	320,000	364,427	365,000	365,000
Manhole adjustments	75	120	113	80	80
Valve boxes cleaned	50	50	50	50	50

## WATER CONSTRUCTION & 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

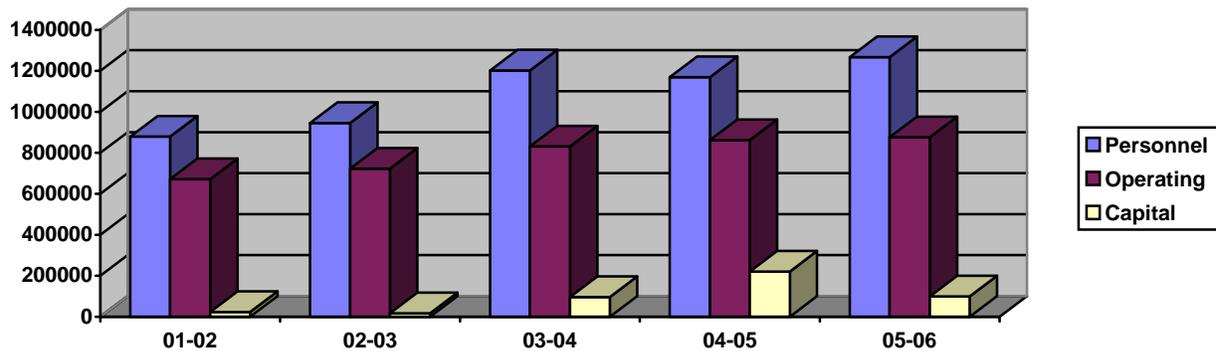
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	879,025	945,511	1,202,136	1,169,107	1,261,133	1,267,153
Operating	671,312	721,826	830,958	861,527	854,237	876,469
Capital	23,011	16,490	96,802	219,500	209,920	99,420
Total	1,573,348	1,683,827	2,129,896	2,250,134	2,325,290	2,243,042
Budgeted Employees	25	26	28	28	28	28

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes four (4) walkie talkie radios, \$2,400; two (2) sullair breaker hammers, \$2,400; one (1) air compressor, \$11,500; one (1) one ton utility truck, \$21,120; and one (1) backhoe, \$62,000 (installment purchase).

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$7,092 compared to FY 04-05 budget due to reduced capital outlay. **FY 04-05** increase is due to additional capital outlay funding. **FY 03-04** shows personnel increases mainly due to cost of living adjustment and the funding of two new positions. Other increases are shown within contract services and departmental supplies. **FY 02-03** increases are mainly attributed to the addition of a meter reader position. **FY 01-02** reflects increases mainly attributed to the additional supply funding provided within the department and cost related to personnel.



## WATER CONSTRUCTION AND MAINTENANCE

**Narrative:** 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, making cut-ons, 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 also inspects all lines installed by contractors, raises covered valve boxes, and checks and maintains all fire hydrants.

### FY 2005-2006 Objectives:

- To maintain a safe and dependable water supply with adequate volume and pressure to customers, a complete maintenance program to include prompt repairing of broken mains and periodic inspections will be implemented.

**Ongoing**

- To provide accurate information concerning customer water consumption, a computerized monthly procedure for reading water meters will be continued.

**To be completed by the eighteenth of each month**

- To reduce the amount of water revenue loss due to still meters, a comprehensive meter replacement program will continue.

**Ongoing**

- To improve job performance, employees will be encouraged to attend workshops and receive A.W.W.A. certification.

**Ongoing**

- To ensure efficient and effective hydrant operations, a program of valve exercising and system flushing (October) will be continued.

**Ongoing**

### Indicators

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Miles of distribution lines maintained	480	546	642	675	742
Major water line repairs	85	80	60	50	47
Water meters read	156,000	168,000	188,400	192,000	200,000
Water meter tested large	4	4	4	14	20
Water taps made	95	95	90	126	130
Water retaps	175	193	193	205	186
Leak investigations	470	480	485	490	500
Meters replaced	500	500	500	650	557
Utility locates	650	720	780	875	1,400

## WATER PLANT

**Fund:** Utility

**Function:** Public Utilities

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

### DEPARTMENTAL SUMMARIES

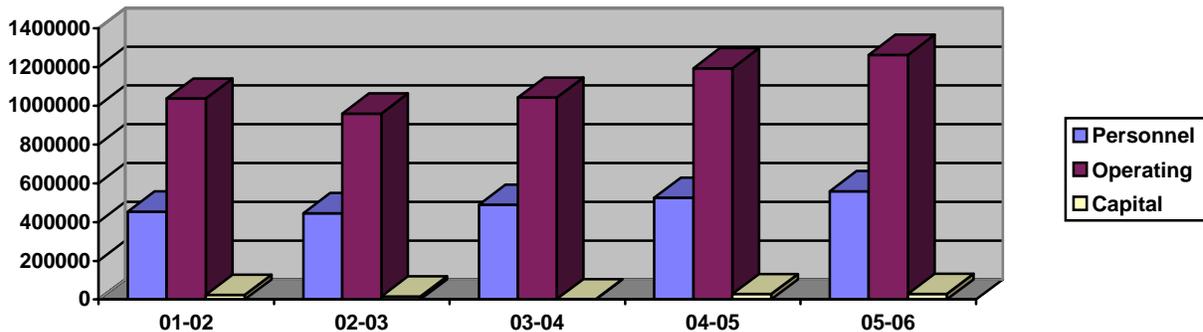
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	453,807	445,932	489,083	525,155	556,854	559,219
Operating	1,036,989	959,096	1,042,491	1,193,725	1,337,167	1,262,562
Capital	24,581	16,010	1,700	28,860	29,000	29,000
Total	1,515,377	1,421,038	1,533,274	1,747,740	1,923,021	1,850,781
Budgeted Employees	10	10	11	11	11	11

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) laboratory oven, \$2,000; and twelve (12) turbidimeters, \$27,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations increased \$103,041 or six percent (6%) compared to FY 04-05 budget. FY 05-06 shows increases resulting from personnel related cost increases and increased fuel costs. **FY 04-05** increases are related to personnel pay adjustments and capital. **FY 03-04** reflects personnel cost for the addition of a plant operator position. Operating cost increases are related to changes in treatment processes. **FY 02-03** budget shows operating cost increase due to increases in chemical and utility cost relative to the changeover of treatment processes. **FY 01-02** reflects increases attributed to the personnel pay adjustments and operating cost for chemical expenditures.



## WATER PLANT

**Narrative:** The Water Plant with an upgraded capacity from 6.0 MGD to 12.0 MGD strives by the efforts of dedicated employees to comply with the Division of Health Services and EPA requirements while delivering a safe, adequate supply of water to its citizens. Water Plant operators attend annual regional waterworks schools and learn the most modern methods of water treatment and thus improve plant operations. Currently the Water Plant has eleven personnel, all requiring state operator certification. The preventative maintenance program provides a continuing effort to increase the useful life of Water Plant equipment.

### FY 2005-2006 Objectives

- To provide potable water to utility users of the City, a process of water treatment and distribution in accordance with local, state and federal standards will be continued.

**Ongoing**

- To protect the treatment and distribution equipment from abnormal wear, a preventive maintenance program will be maintained.

**Ongoing**

- To ensure professional personnel carry out the many functions within the department, a program to include specific safety training and state certification will be required.

**Ongoing**

- To further safeguard the availability of water, a 60 MG Raw Water Reservoir will be maintained.

**Ongoing**

- To comply with new federal regulations to reduce trihalomethanes, a new chloramines system will be operational.

**Ongoing**

### Indicators

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
Billion gallons of water treated	2.5	2.5	2.5	2.5	2.5
Distribution samples analyzed	1,820	1,820	1,820	1,820	1,820
New water line samples analyzed	25	84	52	60	60
Number of compliance samples analyzed	240	252	252	256	260
Tons of Alum used	665	650	650	660	675
Tons of sodium hydroxide used	250	250	250	260	275
State Certified Operators	10	10	11	11	11
Tons of Alum sludge hauled for disposal	4,300	2,550	1,296	4,200	4,200
Gallons of Sodium hypochlorite	0	0	137,029	138,000	14,000
Gallons of Ammonia	0	0	10,125	11,000	13,000

## WASTEWATER TREATMENT PLANT

**Fund:** Utility

**Function:** Public Utilities

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

### DEPARTMENTAL SUMMARIES

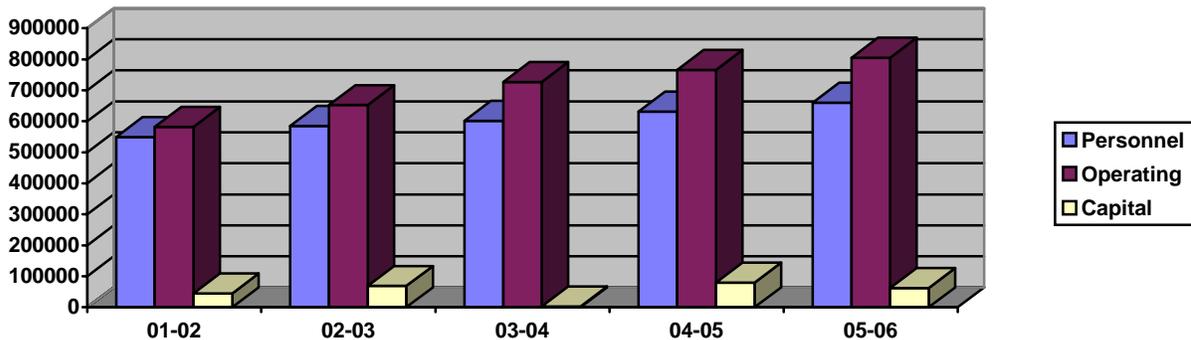
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	549,254	585,304	601,734	631,470	657,775	660,570
Operating	582,162	652,403	727,285	766,065	805,185	805,185
Capital	44,931	68,856	2,738	79,300	62,500	62,500
Total	1,176,347	1,306,563	1,331,757	1,476,835	1,525,460	1,528,255
Budgeted Employees	12	13	13	13	13	13

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) welder, \$1,500; two (2) drive shafts, \$8,000; three (3) RAS impellers, \$15,000; one (1) autoclave, \$6,000; one (1) spectrophotometer, \$6,500; two (2) samplers, \$10,000; and one (1) ½ ton standard truck, \$15,500.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations increased \$51,420 or three percent (3%) compared to FY 04-05 budget, resulting from personnel pay adjustments and increased utility costs. **FY 04-05** increases are mainly attributed to capital outlay. **FY 03-04** shows personnel increases with the cost of living adjustment. Operating cost increases include mandated testing changes. Decreases in capital outlay are shown. **FY 02-03** shows personnel increases attributed to the funding of one new position and cost of living adjustment. Operating cost increases are due to utility and chemical adjustments. **FY 01-02** shows increases mainly due to sludge removal cost for the year.



## WASTEWATER TREATMENT PLANT

**Narrative:** The Wastewater Treatment Plant is responsible for treating wastewater discharged 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 are constantly sampling and testing the plants influent and effluent. Also laboratory personnel 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.

### **FY 2005-2006 Objectives**

- To treat domestic and industrial waste to acceptable standards, a preventive maintenance program to ensure peak operating conditions at the treatment plant will be continued.  
**Ongoing**
- To assure that industrial discharges are below permitted limits, a procedure to sample discharges for individual industries will be implemented with enforcement strengthened.  
**Ongoing**
- To provide training opportunities for certification, advancement courses will be made available to operators with plans for certification upgrades to Grade III or higher.  
**Ongoing**
- To provide for disposal of bulk sludge, a land application program has been initiated whereby the sludge is recycled and used for fertilizer on farmland.  
**Ongoing**
- To improve the inventory and management capabilities of onsite sludge, a sludge handling facility will be maintained.  
**Ongoing**
- To supply effluent to the golf course for irrigation, a water reuse project will be administered.  
**Ongoing**

### **Indicators**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
<b>Billion gallons of wastewater treated</b>	1.33	1.47	1.47	1.35	1.35
<b>Industrial samples taken</b>	90	96	96	96	96
<b>Million gallons of sludge applied</b>	6	6	6	6	6
<b>NPDES samples taken</b>	7,200	7,250	7,250	7,350	7,400
<b>Certified operators</b>	3	3	3	4	4

## 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

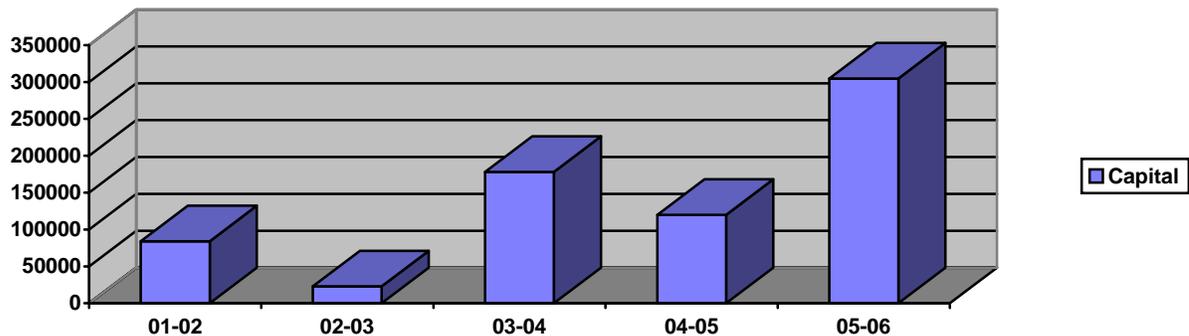
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Capital	83,944	22,609	178,137	119,800	1,585,000	305,000
<b>Total</b>	83,944	22,609	178,137	119,800	1,585,000	305,000
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes installation of particle counters, \$60,000; one (1) water rate study, \$20,000; increase drinking water withdrawal, \$50,000; paint water tanks, \$150,000; and valve replacement, \$25,000.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$185,200 or one hundred fifty-five percent (155%) compared to FY 04-05 budget. Capital cost drives 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

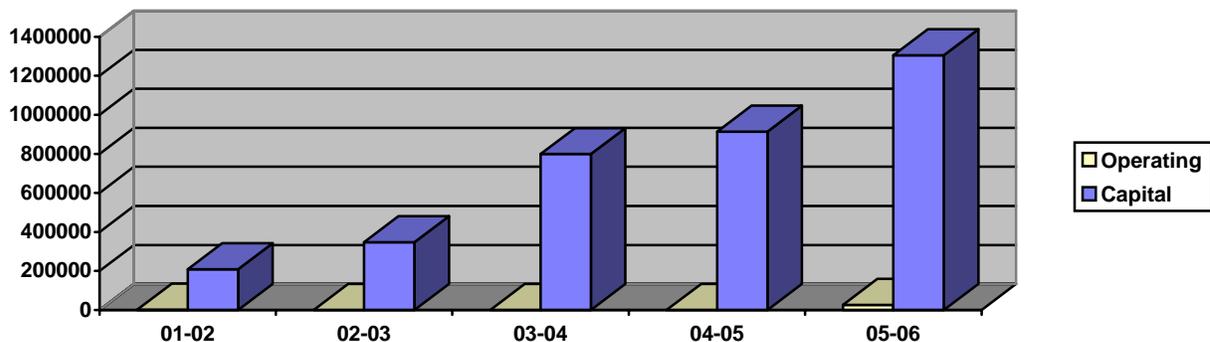
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	1,100	0	0	0	0	26,895
Capital	209,278	348,326	798,768	913,498	1,305,000	1,305,000
<b>Total</b>	<b>210,378</b>	<b>348,326</b>	<b>798,768</b>	<b>913,498</b>	<b>1,305,000</b>	<b>1,331,895</b>
Budgeted Employees	0	0	0	0	0	0

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes sewer rehabilitation, \$750,000; sewer assessments, \$400,000; replacement of filter media, \$35,000; and Gasters Creek lift station improvements, \$120,000 (installment purchase).

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$418,397 or forty-six percent (46%) compared to FY 04-05 budget. Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



## STORE

**Fund:** Utility

**Function:** Public Utilities

**Goal:** To maintain a sufficient inventory of parts/supplies for all operational departments.

### DEPARTMENTAL SUMMARIES

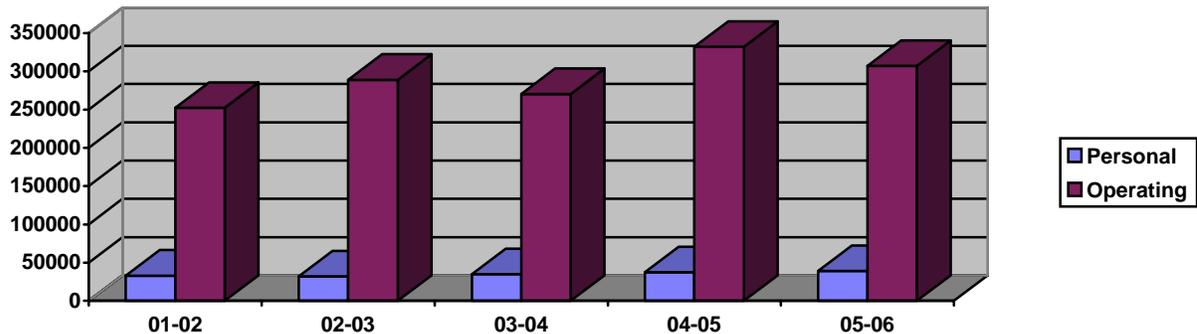
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	33,100	32,214	34,997	37,487	38,956	39,171
Operating	252,325	288,983	270,353	331,980	307,156	307,156
Capital	0	0	0	0	0	0
Total	285,425	321,197	305,350	369,467	346,112	346,327
Budgeted Employees	1	1	1	1	1	1

### 2005-2006 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect a decrease of \$23,140 or six percent (6%) compared to FY 04-05 budget. Costs within this center are relative to inventory requirements.



## STORE

**Narrative:** The Store Department 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, not only 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 N.C. General Statutes 143-129. To control inventory loss and provide for departmental accountability inventories are taken periodically.

### **FY 2005-2006 Objectives**

- To provide user departments with materials, which are required for departmental operations, a complete inventory program will be established.

**Ongoing**

- To maintain accurate inventory records, a comprehensive computerized inventory system will be continued.

**Ongoing**

- To ensure accountability and accuracy in the inventory records, a monthly physical inventory will be performed.

**Ongoing**

- 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.

**Ongoing**

### **Indicators**

	Actual 01-02	Actual 02-03	Actual 03-04	EST. 04-05	EST. 05-06
<b>Total annual sales to city departments</b>	184,861	200,000	256,720	293,630	310,000
<b>Number of items of inventory in stock</b>	n/a	351	357	351	361

## GOLF FUND

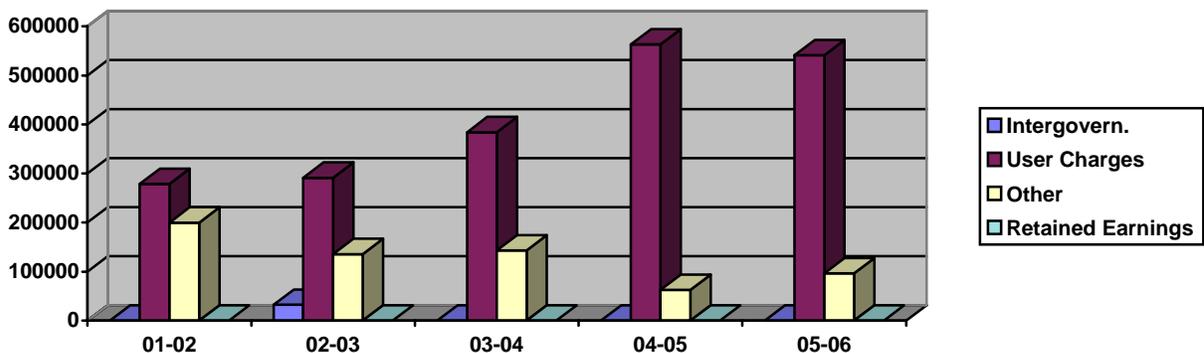
**Goal:** To account for the operations of the municipal golf course.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Intergovernmental	0	32,099	0	0	0	0
User Charges	278,752	291,388	384,056	563,000	541,000	541,000
Other	199,901	135,755	143,294	62,830	96,357	96,357
Retained earnings	0	0	0	0	0	0
<b>Total</b>	<b>478,653</b>	<b>459,242</b>	<b>527,350</b>	<b>625,830</b>	<b>637,357</b>	<b>637,357</b>

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$11,527 or two (2%) percent compared to FY 04-05 budget. User charges were adjusted mid-year in FY 04-05 to increase incentives to users. **FY 03-04** shows a minimum increase in user charges. Other revenues increased with the funding of lease proceeds (\$121,000). **FY 02-03** increases are mainly due to the opening of the new improved golf course and revenues relative to the new driving range. **FY 01-02** reflects the closing of the course during the spring for major renovations. Reimbursement funds are shown within the other category.



## GOLF FUND

### EXPENDITURE SUMMARIES

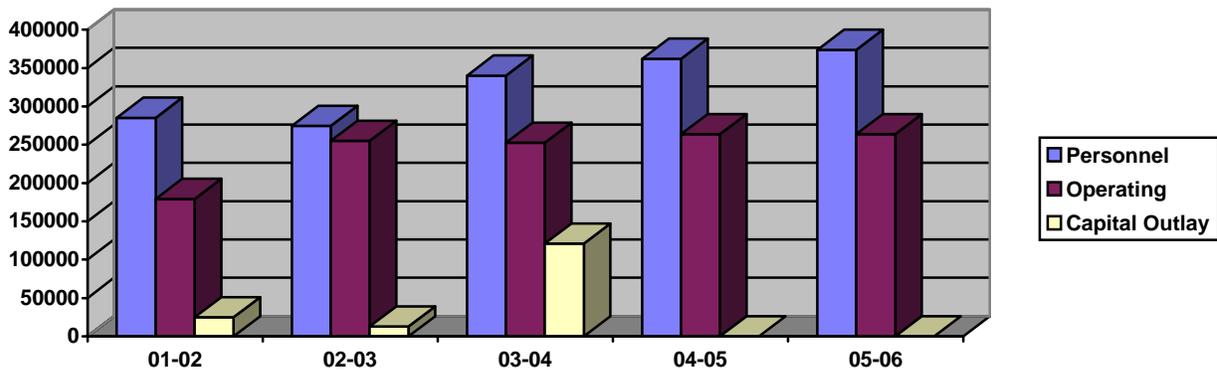
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	285,183	274,495	340,049	362,074	370,763	373,683
Operating	179,254	255,007	252,445	263,756	238,480	263,674
Capital Outlay	24,900	12,785	120,995	0	0	0
Total	489,337	542,287	713,489	625,830	609,243	637,357
Budgeted Employees	7	8	8	8	8	8

### 2005-2006 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 05-06** appropriations reflect an increase of \$11,527 or two (2%) percent compared to FY 04-05 budget as a result of personnel pay adjustments. **FY 04-05** decrease is attributed to the non-appropriation of capital. **FY 03-04** shows the purchase of major capital course equipment. **FY 02-03** shows increases due to the re-opening of the course. One additional position was added at the end of the fiscal year. **FY 01-02** shows decreases mainly attributed to the non-appropriation of capital outlay and the closing of the course. The renovations planned during the fiscal year will be appropriated through a capital ordinance.



## SPECIAL TAX DISTRICT FUND

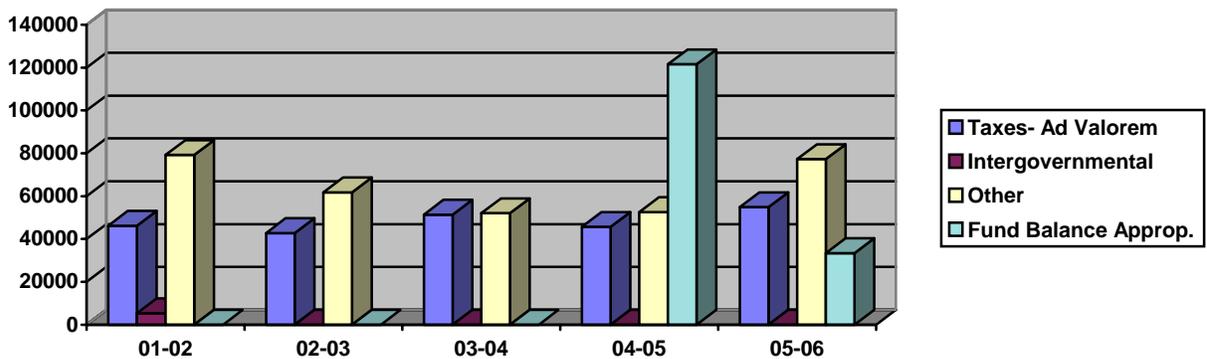
**Goal:** To account for the activities of the Central Business Tax District established to assist in revitalization of the downtown area.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Taxes- Ad Valorem	46,160	42,778	51,355	45,639	54,828	54,828
Intergovernmental	5,290	0	0	0	0	0
Other	79,197	61,714	52,024	52,526	77,300	77,300
Fund Balance Appropriation	0	0	0	121,535	33,372	33,372
<b>Total</b>	<b>130,647</b>	<b>104,492</b>	<b>103,379</b>	<b>219,700</b>	<b>165,500</b>	<b>165,500</b>

### GRAPHIC REPRESENTATION

**FY 05-06** Special Tax District revenues decreased \$54,200 or twenty-five percent (25%) compared to FY 04-05 budget. The decrease is due to less fund balance appropriation. The tax rate is increased to 15 cents per \$100 valuation. **FY 04-05** increase is related to the appropriation of fund balance. **FY 03-04** shows increases within taxes which are related to revaluation and the tax rate of 13 cent per \$100 valuation. The general fund contribution to downtown is in the amount of \$50,000. **FY 02-03** shows decreases due to loss of retail inventory reimbursement from the state. **FY 01-02** shows increases mainly attributed to a tax increase in the amount \$.03 per \$100 valuation and a contribution from General Fund in the amount of \$75,000. Retail inventory reimbursement total \$5,290, which was equivalent to one-half of the amount due.



## SPECIAL TAX DISTRICT FUND

### EXPENDITURE SUMMARIES

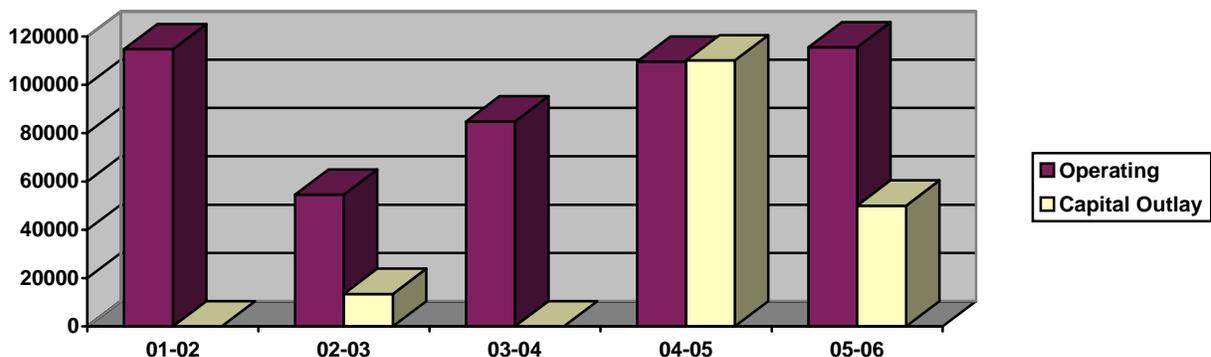
Object of Expenditure	ACTUAL 01-02	ACTUAL 02-03	ACTUAL 03-04	BUDGET 04-05	REQUESTED 05-06	APPROVED 05-06
Personnel	0	0	0	0	0	0
Operating	114,697	54,556	84,798	109,600	115,500	115,500
Capital Outlay	0	13,475	0	110,100	50,000	50,000
<b>Total</b>	<b>114,697</b>	<b>68,031</b>	<b>84,798</b>	<b>219,700</b>	<b>165,500</b>	<b>165,500</b>

### 2005-2006 CAPITAL OUTLAY DETAIL

Capital outlay funding includes renovation of Cole / Steele Street parking lot, \$50,000.

### GRAPHIC REPRESENTATION

**FY 05-06** Special Tax District expenditures reflect decreases totaling \$54,200 or twenty-five percent (25%) compared to FY 04-05 budget. The decrease is due to reduced capital outlay. **FY 04-05** increases are related to the funding of capital outlay. **FY 03-04** is the first year of loan re-payment for capital construction. The transfer to general fund in support of administrative position (\$15,000) was eliminated. This was offset by a reduction in the transfer from general fund support to the special tax district fund. **FY 01-02** shows increase mainly attributed to the funding for the streetscape project.



## **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 to include cost relative to the Annual Operating Budget for each recommended capital project. 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

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

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

**CAPITAL IMPROVEMENTS SCHEDULE**

** FUNDING SOURCE	PROJECT DESCRIPTION	BUDGET YEAR 2005-2006	PLANNING YEAR 2006-2007	PLANNING YEAR 2007-2008	PLANNING YEAR 2008-2009	PLANNING YEAR 2009-2010
	<b>WATER:</b>					
5	Replacement of WTP Computer System	-	-	-	500,000	-
2	Water Treatment Plant Improvements	-	-	6,000,000	-	-
6	Utility Adjustments-Highway 421 Bypass	-	110,000	110,000	-	-
4	Booster Pump Station	-	-	-	-	1,600,000
4	One Million Gallon Water Tank	-	-	-	-	1,200,000
5	Increase Drinking Water Withdrawal	50,000	50,000	-	-	-
5	Valve Replacement	25,000	25,000	25,000	25,000	25,000
5	Paint Water Tanks	150,000	-	-	-	-
5	Water System Rehabilitation	-	150,000	100,000	-	-
5	Water Extensions/Well Abandonment	-	25,000	25,000	25,000	25,000
5	Water Assessment	-	25,000	25,000	25,000	25,000
5	Looping of Lines	-	500,000	500,000	-	-
5	Particle Counters at Water Plant	60,000	-	-	-	-
4	Replace 16" Waterline on Third Street	-	-	-	500,000	-
5	SCADA System Upgrades	-	-	-	550,000	-
5	Water Rate Study	20,000	100,000	-	-	-
	<b>TOTAL WATER</b>	<b>305,000</b>	<b>985,000</b>	<b>6,785,000</b>	<b>1,625,000</b>	<b>2,875,000</b>
	<b>SEWER:</b>					
4	Gasters Creek Lift Station Improvements	120,000	-	-	-	-
5	Sewer Rehabilitation	750,000	750,000	750,000	750,000	750,000
4	Instrumentation & Control System Improv.	-	1,000,000	-	-	-
2	Replacement of Aeration System at WWTP	-	-	4,600,000	-	-
4	WWTP Disinfectant Process Modification	-	-	-	-	2,000,000
1	Sewer Assessments	400,000	400,000	400,000	400,000	400,000
3	Little Buffalo / Northview Lift Station Improvements	-	2,000,000	-	-	-
5	Septic Tank Abandonment	-	400,000	400,000	400,000	400,000
2	Big Buffalo Outfall Parallel Line	-	-	-	5,000,000	-
2	Sludge Tank	-	-	-	1,000,000	-
5	Gravity Belt Thickener	-	-	250,000	-	-
5	Replace Filter Media at WWTP	35,000	-	-	-	-
	<b>TOTAL SEWER</b>	<b>1,305,000</b>	<b>4,550,000</b>	<b>6,400,000</b>	<b>7,550,000</b>	<b>3,550,000</b>
	<b>TOTAL UTILITY FUND</b>	<b>1,610,000</b>	<b>5,535,000</b>	<b>13,185,000</b>	<b>9,175,000</b>	<b>6,425,000</b>

**		BUDGET	PLANNING	PLANNING	PLANNING	PLANNING
FUNDING	PROJECT DESCRIPTION	YEAR	YEAR	YEAR	YEAR	YEAR
SOURCE		2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
<b>STREET:</b>						
5	Sidewalk Rehab	50,000	50,000	50,000	50,000	-
5	Curb & Gutter Rehab	20,000	20,000	20,000	20,000	20,000
6	Widening of Dalrymple Street	-	700,000	-	-	-
5	Catch Basin	30,000	30,000	30,000	30,000	30,000
5	5 <sup>th</sup> and Weatherspoon St. Storm Drainage Project	25,000	-	-	-	-
1	Street Assessments	150,000	-	-	-	-
	<b>TOTAL STREET</b>	<b>275,000</b>	<b>800,000</b>	<b>100,000</b>	<b>100,000</b>	<b>50,000</b>
<b>GENERAL SERVICES:</b>						
5,4	Municipal Center Renovations	60,000	-	1,500,000	-	-
4	Expansion of Parking Lot at Service Ctr.	-	-	-	150,000	-
4	Vehicle Storage Building	-	-	-	-	350,000
5	Drainage Fill Area for Service Center	-	40,000	-	-	-
5	Cole / Steele Street Parking Lot Renovation	50,000	-	-	-	-
3	Streetscape	-	350,000	350,000	350,000	350,000
	<b>TOTAL GENERAL SERVICES</b>	<b>110,000</b>	<b>390,000</b>	<b>1,850,000</b>	<b>500,000</b>	<b>700,000</b>
<b>PUBLIC SAFETY:</b>						
3	Air, Light, and Equip. Unit	-	300,000	-	-	-
5	Equipment Storage Building	-	96,000	-	-	-
5	Emergency Generator-Harkey Road Water Tank	-	25,000	-	-	-
4	Combination pumper/aerial	-	-	-	750,000	-
4	No. 4 Fire Station	-	-	650,000	-	-
4	Replacement of Pumper	-	400,000	-	-	-
4	No. 5 Fire Station	-	-	-	-	650,000
4	Police Facility	-	500,000	4,500,000	-	-
4	Pumper Apparatus	-	-	400,000	-	-
5	Vehicular Radio Equipment	-	27,500	-	27,500	-
	<b>TOTAL PUBLIC SAFETY</b>	<b>-</b>	<b>1,348,500</b>	<b>5,550,000</b>	<b>777,500</b>	<b>650,000</b>
	<b>TOTAL GENERAL FUND</b>	<b>385,000</b>	<b>2,538,500</b>	<b>7,500,000</b>	<b>1,377,500</b>	<b>1,400,000</b>
<b>GOLF:</b>						
5	Purchase of New Fleet Golf Cars	-	100,000	-	-	-
5	Drainage Issues	-	27,000	-	-	-
	<b>TOTAL GOLF</b>	<b>-</b>	<b>127,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL ALL FUNDS</b>	<b>1,995,000</b>	<b>8,200,500</b>	<b>20,685,000</b>	<b>10,552,500</b>	<b>7,825,000</b>

**\*\*FUNDING SOURCE**

- 1 = ASSESSMENTS – Budgeted within Annual Operating Budget
- 2 = BONDS – Budgeted within Capital Projects Ordinances
- 3 = GRANTS – Budgeted within Capital Projects Ordinances
- 4 = LOAN PROCEEDS – Budgeted within Capital Projects Ordinances
- 5 = OPERATING REVENUES – Budgeted within Annual Operating Budget
- 6 = STATE FUNDING – Budgeted within Annual Operating Budget

## ***PROJECT DETAIL FORM***

<i><b>Program Category:</b></i>	<i><b>Water</b></i>	<i><b>Fund:</b></i>	<i><b>Operating Revenue</b></i>
<i><b>Project Title:</b></i>	<i><b>Increase of Drinking Water Withdrawal</b></i>	<i><b>Department:</b></i>	<i><b>Water Capital</b></i>

**Project Description:**

The City is requesting that its permitted withdrawal from the Cape Fear River be increased to 40 MGD. This next step in the process is to prepare an environmental assessment which studies the impacts the increased withdrawal would have on everyone affected. Increasing demand for treated water creates the need for additional raw water drawn from the Cape Fear River. Projections indicate the need for 40 MGD by the year 2050. Our understanding is that the State will only allow permitting through 2030, which is a withdrawal of 30 MGD. However, we recommend requesting a permit for the 40 MGD through 2050.



<u>Costs</u>	<u>2005-2006</u>
Planning/Design	50,000
Acquisition	
Construction	
Equipment	
<b>Total</b>	<b>\$50,000</b>

**Operating Budget Impact**

---

No increase in the operating budget is anticipated.

## ***PROJECT DETAIL FORM***

<i><b>Program Category:</b></i>	<i><b>Water</b></i>	<i><b>Fund:</b></i>	<i><b>Operating Revenues</b></i>
<i><b>Project Title:</b></i>	<i><b>Valve Replacement</b></i>	<i><b>Department:</b></i>	<i><b>Water Capital</b></i>

### **Project Description:**

This project calls for the replacement of non-functioning valves throughout the system. Currently, there are a number of valves throughout the system that are not functioning properly. Replacement of these valves will allow for more control of the water system, ensuring better circulation and minimizing areas to be “out of water” during repair and/or construction. The city’s valve replacement program over the last five to six years has shown tremendous benefit. The reaction time in emergencies, the time required for repair of lines and the cost of operation have all benefited from the valve replacement program.

<u>Costs</u>	<u>2005-2006</u>
Planning/Design	2,500
Acquisition	
Construction	22,500
Equipment	
<b>Total</b>	<b>\$25,000</b>



### **Operating Budget Impact**

---

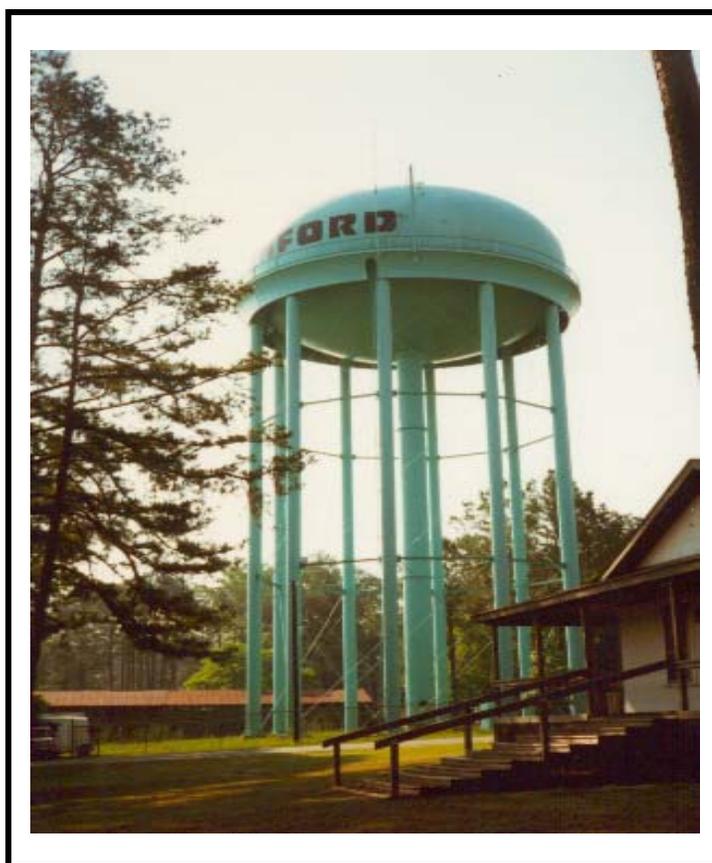
No increase in the operating budget is anticipated.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>Water</i>	<i>Fund:</i>	<i>Operating Revenue</i>
<i>Project Title:</i>	<i>Paint Water Tanks</i>	<i>Department:</i>	<i>Water Capital</i>

### **Project Description:**

This project consists of painting the interior and exterior of each of the City's water tanks every 12 years. The difference in cost reflects the size of the tanks. Water tank painting can be staged so that only one tank will be painted in a fiscal year.



<u>Costs</u>	<u>2005-2006</u>
Planning/Design	
Acquisition	
Construction	150,000
Equipment	
<b>Total</b>	<b>\$150,000</b>

### **Operating Budget Impact**

---

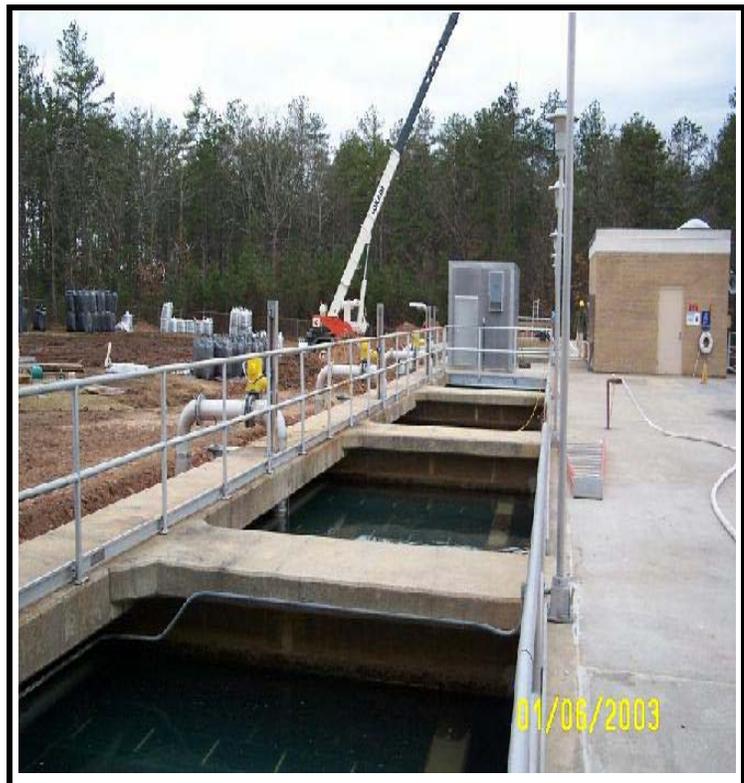
The water tank on Colon Road is beginning to show signs of corrosion. If this tank is not painted in the next two years, the result will be pitting of the tanks, deterioration of water quality and high painting costs.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>Water</i>	<i>Fund:</i>	<i>Operating Revenue</i>
<i>Project Title:</i>	<i>Particle Counters at Water Plant</i>	<i>Department:</i>	<i>Water Capital</i>

**Project Description:**

This project covers installation of particle counters to meet crypto requirements that will be enforced by the EPA in the next four years. Particle counters are on-line instruments that monitor the size of the particles that pass through filtration. A water plant will have to prove, through on-line monitoring, that certain size particles have not passed through the filter. If a particle is of a certain size, crypto spores could attach and could cause a crypto virus outbreak in the City's potable water supply.



<u>Costs</u>	<u>2005-2006</u>
Planning/Design	
Acquisition	
Construction	
Equipment	60,000
<b>Total</b>	<b>\$60,000</b>

**Operating Budget Impact**

---

No increase in the operating budget is anticipated.

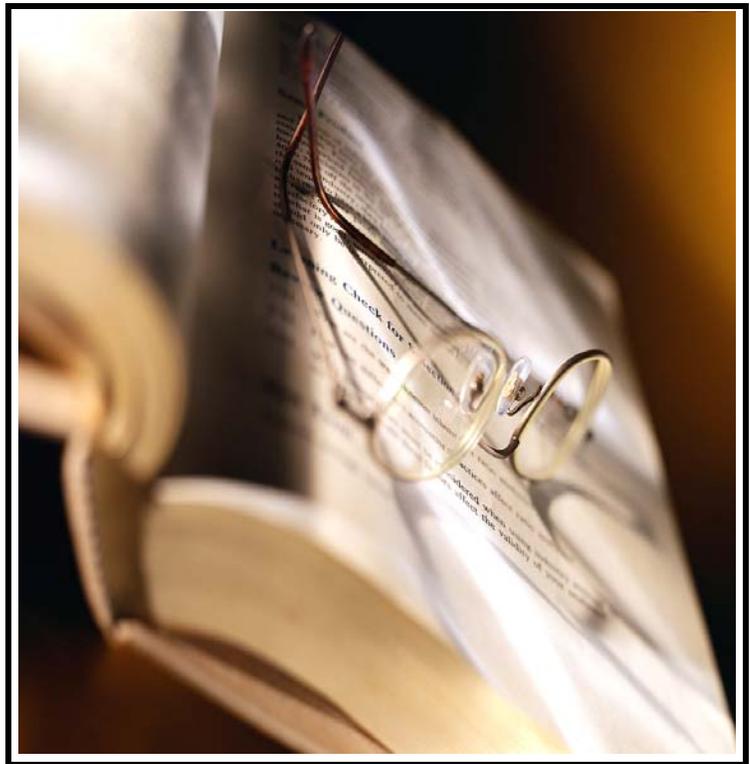
## ***PROJECT DETAIL FORM***

<i><b>Program Category:</b></i>	<i><b>Water</b></i>	<i><b>Fund:</b></i>	<i><b>Operating Revenue</b></i>
<i><b>Project Title:</b></i>	<i><b>Water Rate Study</b></i>	<i><b>Department:</b></i>	<i><b>Utility Fund Administration</b></i>

### **Project Description:**

A rate study is required by the purchase agreement between the city and county for the purchase of the Lee County Water System.

<u>Costs</u>	<u>2005-2006</u>
Planning/Design	20,000
Acquisition	
Construction	
Equipment	
<b>Total</b>	<b>\$20,000</b>



### **Operating Budget Impact**

No ongoing impact on the operating budget is anticipated.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>Sewer</i>	<i>Fund:</i>	<i>Loan Proceeds</i>
<i>Project Title:</i>	<i>Gasters Creek Lift Station Improvements</i>	<i>Department:</i>	<i>Sewer Capital</i>

### **Project Description:**

Due to the age of the lift station it is in need of updating to help limit maintenance expenses. Updates include installation of a by-pass connection, piping and structural repair and miscellaneous electrical and control work.

<b>Costs</b>	<b>2005-2006</b>
Planning/Design	12,000
Acquisition	
Construction	108,000
Equipment	
<b>Total</b>	<b>\$120,000</b>



### **Operating Budget Impact**

---

Maintenance expenses on this station have been escalating. The project will eliminate some of these expenses.

## ***PROJECT DETAIL FORM***

<i><b>Program Category:</b></i>	<i><b>Sewer</b></i>	<i><b>Fund:</b></i>	<i><b>Operating Revenue</b></i>
<i><b>Project Title:</b></i>	<i><b>Sewer Rehabilitation</b></i>	<i><b>Department:</b></i>	<i><b>Sewer Capital</b></i>

### **Project Description:**

This project specifies funds available for rehabilitation or replacement of existing sewer lines in need of maintenance beyond routine maintenance provided by the city. Portions of the existing sanitary sewer system are in excess of 50 years old and in need of repair. The system experiences severe infiltration problems increasing flows in the lines and at the plant, causing increased treatment expenses. Infiltration to the lines cause overloading and overflows which cause environmental problems. Due to unanticipated growth and severely deteriorated joints, some lines are inadequately sized. Flow rates at the wastewater treatment plant during high rainfall events can quadruple. The major problem is the poor condition of the sewer lines. Infiltration flows and exfiltration overflows make a rehabilitation program for the City of Sanford essential.



<u>Costs</u>	<u>2005-2006</u>
Planning/Design	75,000
Acquisition	
Construction	675,000
Equipment	
<b>Total</b>	<b>\$750,000</b>

### **Operating Budget Impact**

This program will reduce the loads on the lines and the plant, and delay capital costs for expansion.

## ***PROJECT DETAIL FORM***

<i><b>Program Category:</b></i>	<i><b>Sewer</b></i>	<i><b>Fund:</b></i>	<i><b>Assessments</b></i>
<i><b>Project Title:</b></i>	<i><b>Sewer Assessments</b></i>	<i><b>Department:</b></i>	<i><b>Sewer Capital</b></i>

### **Project Description:**

This project specifies funds for the construction of petition/assessment sewer extensions. Per City policy, the City Council shall consider funding a petition assessment of sewer to an area completing a successful petition.



<b>Costs</b>	<b>2005-2006</b>
Planning/Design	40,000
Acquisition	
Construction	360,000
Equipment	
<b>Total</b>	<b>\$400,000</b>

### **Operating Budget Impact**

---

Extension of sanitary sewer by petition results in additional lines to maintain as well as additional revenue from new customers.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>Sewer</i>	<i>Fund:</i>	<i>Operating Revenue</i>
<i>Project Title:</i>	<i>Replace Filter Media at WWTP</i>	<i>Department:</i>	<i>Sewer Capital</i>

**Project Description:**

Part of the wastewater treatment process is to pass wastewater through filter media which has a useful life of ten years. The existing media is more than ten years old and is losing its efficiency. Backwashing has to be performed more frequently and this backwash water returns to the treatment process requiring extra utility cost. The media should be replaced to improve the treatment process to meet state permits.



<u>Costs</u>	<u>2005-2006</u>
Planning/Design	
Acquisition	
Construction	35,000
Equipment	
<b>Total</b>	<b>\$35,000</b>

**Operating Budget Impact**

---

No ongoing impact on the operating budget is anticipated.

## **PROJECT DETAIL FORM**

<b>Program Category:</b>	<i>Street</i>	<b>Fund:</b>	<i>Operating Revenue</i>
<b>Project Title:</b>	<i>Sidewalk Rehabilitation</i>	<b>Department:</b>	<i>Street Capital</i>

### **Project Description:**

Continue ongoing program of sidewalk rehabilitation. Our municipal sidewalk system has numerous sections which are in poor and unsafe condition. 30,000 LF of sidewalk can be classified as hazardous (having missing sections or cracks and separations greater than 1"). A minimum program would not replace sidewalk which has small cracks or is unsightly, only hazardous sidewalk. A budgeted amount of \$50,000 per year will enable approximately 2,500-3,000 LF of sidewalk per year to be replaced.



<b>Costs</b>	<b>2005-2006</b>
Planning/Design	5,000
Acquisition	
Construction	45,000
Equipment	
<b>Total</b>	<b>\$50,000</b>

### **Operating Budget Impact**

---

This project will not affect the operating budget.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>Street</i>	<i>Fund:</i>	<i>Operating Revenue</i>
<i>Project Title:</i>	<i>Curb and Gutter Rehabilitation</i>	<i>Department:</i>	<i>Street Capital</i>

### **Project Description:**

This is an ongoing project which specifies the replacement of standard 2'6" curb and gutter throughout the City of Sanford. The criteria for curb and gutter replacement shall include those sections which are misaligned, cracked or deteriorating with age. By budgeting \$20,000 per year and taking inflation and further deterioration into account, the system will be maintained at the current level.



<b>Costs</b>	<b>2005-2006</b>
Planning/Design	
Acquisition	
Construction	20,000
Equipment	
<b>Total</b>	<b>\$20,000</b>

### **Operating Budget Impact**

---

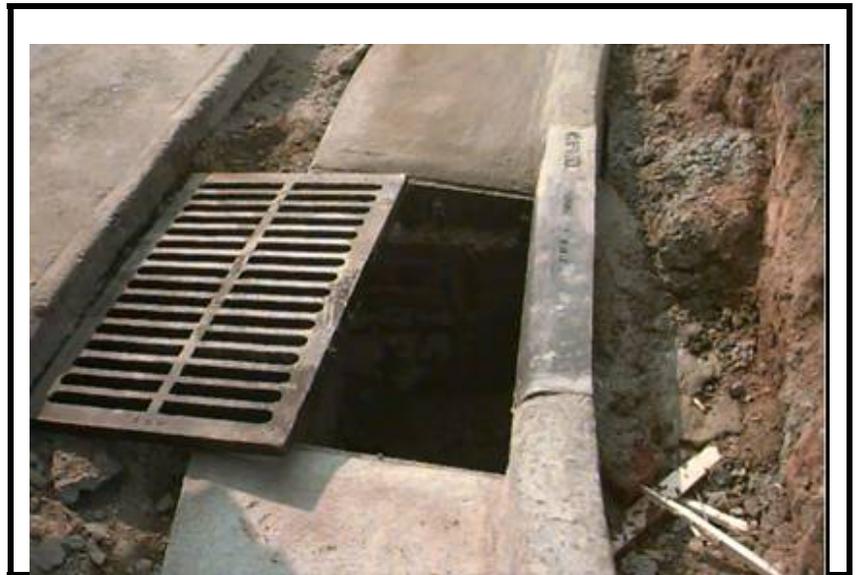
This project will not affect the operating budget.

## ***PROJECT DETAIL FORM***

<b><i>Program Category:</i></b>	<b><i>Street</i></b>	<b><i>Fund:</i></b>	<b><i>Operating Revenue</i></b>
<b><i>Project Title:</i></b>	<b><i>Catch Basin Repairs/Replacement</i></b>	<b><i>Department:</i></b>	<b><i>Street Capital</i></b>

**Project Description:**

This is an ongoing project which specifies the repair or replacement of standard brick catch basins within the City of Sanford. Numerous existing catch basins have been misaligned or broken due to traffic or construction. The repairs will concentrate on positioning the pipe inverts to their proper elevation and/or resetting the frame and cover to allow for unobstructed flow. The repairs may range from simple grouting to complete replacement.



<u>Costs</u>	<u>2005-2006</u>
Planning/Design	
Acquisition	
Construction	30,000
Equipment	
<b>Total</b>	<b>\$30,000</b>

**Operating Budget Impact**

This project will not affect the operating budget.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>Street</i>	<i>Fund:</i>	<i>Operating Revenue</i>
<i>Project Title:</i>	<i>5<sup>th</sup> and Weatherspoon St. Storm Drainage</i>	<i>Department:</i>	<i>Public Building</i>

**Project Description:**

The exiting disposal site for construction debris generated by the city is nearing capacity. Installation of storm drainage is required to provide a new disposal site.



<b>Costs</b>	<b>2005-2006</b>
Planning/Design	2,500
Acquisition	
Construction	22,500
Equipment	
<b>Total</b>	<b>\$25,000</b>

**Operating Budget Impact**

No increase in the operating budget is anticipated.

## ***PROJECT DETAIL FORM***

<b><i>Program Category:</i></b>	<b><i>Street</i></b>	<b><i>Fund:</i></b>	<b><i>Assessments</i></b>
<b><i>Project Title:</i></b>	<b><i>Street Assessments</i></b>	<b><i>Department:</i></b>	<b><i>Street Capital</i></b>

### **Project Description:**

To fund paving for Currie Drive, Rand Street, and Webb Street paving projects.



<b>Costs</b>	<b>2005-2006</b>
Planning/Design	15,000
Acquisition	
Construction	135,000
Equipment	
<b>Total</b>	<b>\$150,000</b>

### **Operating Budget Impact**

---

No increase in the operating budget is anticipated.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>General Services</i>	<i>Fund:</i>	<i>Operating Revenue</i>
<i>Project Title:</i>	<i>Municipal Center Renovations</i>	<i>Department:</i>	<i>Public Building</i>

### **Project Description:**

This renovation project will include the redesign of offices and replacement of fixtures.



<u>Costs</u>	<u>2005-2006</u>
Planning/Design	
Acquisition	
Construction	60,000
Equipment	
<b>Total</b>	<b>\$60,000</b>

### **Operating Budget Impact**

---

No increase in the operating budget is anticipated.

## *PROJECT DETAIL FORM*

<i>Program Category:</i>	<i>General Services</i>	<i>Fund:</i>	<i>Operating Revenue</i>
<i>Project Title:</i>	<i>Cole / Steele Street Parking Lot Renovation</i>	<i>Department:</i>	<i>Special Tax</i>

### **Project Description:**

This project consists of renovation and upgrades to an existing parking lot to make it more functional and esthetically pleasing.



<b>Costs</b>	<b>2005-2006</b>
Planning/Design	
Acquisition	
Construction	50,000
Equipment	
<b>Total</b>	<b>\$50,000</b>

### **Operating Budget Impact**

---

No increase in the operating budget is anticipated.

## 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	FY 03/04 ACTIVITY	PRIOR YRS. ACTIVITY	TOTAL ACTIVITY
<b>GENERAL CAPITAL PROJECTS</b>				
Revenues	3,208,486	110,431	2,456,494	2,566,925
Expenditures	3,208,486	654,312	1,912,613	2,566,925
<b>SPECIAL REVENUES</b>				
<b>Community Development</b>				
Revenues	2,176,693	493,908	943,889	1,437,797
Expenditures	2,176,693	277,595	704,185	981,780
<b>UTILITY CAPITAL PROJECTS</b>				
<b>Water &amp; Sewer Capital Improvements</b>				
Revenues	19,249,911	7,132,717	10,783,928	17,916,645
Expenditures	19,249,911	806,119	9,932,906	10,739,025
<b>GOLF CAPITAL PROJECTS</b>				
<b>Golf</b>				
Revenues	1,250,000	-	1,252,257	1,252,257
Expenditures	1,250,000	35,000	1,215,518	1,250,518

**2005-2006  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>GOVERNING BODY (9)</b>		
Mayor	1	-
City Council Members	7	-
City Clerk/Asst. to City Manager	1	\$39,090 - \$58,029
<b>DEPARTMENT OF ADMINISTRATION (2)</b>		
City Manager	1	-
Staff Assistant	1	\$26,338 - \$39,099
<b>DEPARTMENT OF HUMAN RESOURCES (4)</b>		
<b>HUMAN RESOURCES</b>		
Human Resources Director	1	\$58,026 - \$86,140
Human Resources Analyst	1	\$35,410 - \$52,567
Human Resources Assistant	1	\$29,060 - \$43,140
<b>RISK MANAGEMENT</b>		
Risk Management Officer	1	\$41,071 - \$60,971
<b>DEPARTMENT OF LEGAL (2)</b>		
City Attorney	1	\$64,067 - \$95,108
Paralegal	1	\$30,541 - \$45,338
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT (22)</b>		
<b>COMMUNITY DEVELOPMENT</b>		
Comm. Development Director	1	\$64,067 - \$95,108
Asst. Comm. Dev. Director	1	\$50,050 - \$74,299
Administrative Services Coord.	1	\$32,094 - \$47,643
Senior Planner	1	\$47,639 - \$70,720
Planner II	3	\$41,071 - \$60,971
Planning Technician	1	\$32,094 - \$47,643
Staff Assistant	1	\$26,338 - \$39,099

**2005-2006  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (22)</b>		
<b>INSPECTIONS</b>		
Inspections Administrator	1	\$50,050 - \$74,299
Field Superintendent	1	\$43,150 - \$64,056
Building Inspector	3	\$35,410 - \$52,567
Permit Coordinator	2	\$23,855 - \$35,413
Administrative Technician I	1	\$26,338 - \$39,099
<b>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</b>		
Field Superintendent	1	\$43,150 - \$64,056
Code Enforcement Officer	2	\$33,717 - \$50,053
Code Enforcement Clerk	1	\$23,855 - \$35,413
<b>COMMUNITY ENHANCEMENT – DOWNTOWN/HPC</b>		
Downtown Development Manager I	1	\$41,071 - \$60,971
<b>DEPARTMENT OF INFORMATION SYSTEMS (2)</b>		
Information Systems Director	1	\$58,026 - \$86,140
Program Analyst/Webmaster	1	\$41,071 - \$60,971
<b>SANFORD GOLF COURSE (8)</b>		
Golf Course Manager	1	-
Golf Course Superintendent	1	\$41,071 - \$60,971
Asst. Golf Course Manager	1	\$33,717 - \$50,053
Lead Turfgrass Technician	1	\$26,338 - \$39,099
Maintenance Worker I	1	\$21,610 - \$32,081
Turfgrass Technician	3	\$23,855 - \$35,413

**2005-2006  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF POLICE (100)</b>		
Chief of Police	1	\$64,067 - \$95,108
Assistant Chief	1	\$52,583 - \$78,059
Administrative Support Asst.	1	\$29,060 - \$43,140
Staff Assistant	1	\$26,338 - \$39,099
Police Records Supervisor	1	\$32,094 - \$47,643
Police System Support Spec.	1	\$30,541 - \$45,338
Major	1	\$50,050 - \$74,299
IAT Officer	1	\$45,346 - \$67,316
Patrol Captain	6	\$43,150 - \$64,056
Narcotics Sergeant	1	\$39,090 - \$58,029
Detective Sergeant	1	\$39,090 - \$58,029
Sergeant	5	\$37,203 - \$55,227
Detective Captain	1	\$45,346 - \$67,316
Narcotics Captain	1	\$45,346 - \$67,316
Detective	9	\$35,410 - \$52,567
Narcotics Agent	3	\$35,410 - \$52,567
Police Officer III	28	\$33,717 - \$50,053
Police Officer II	8	\$32,094 - \$47,643
Police Officer I	11	\$30,541 - \$45,338
Telecomm. Supervisor	1	\$33,717 - \$50,053
Telecommunicator	13	\$27,682 - \$41,095
Receptionist	4	\$21,610 - \$32,081
<b>DEPARTMENT OF FIRE (52)</b>		
Chief	1	\$60,963 - \$90,499
Assistant Chief	1	\$47,639 - \$70,720
Battalion Commander	3	\$43,150 - \$64,056
Staff Assistant	1	\$26,338 - \$39,099
Company Captain	9	\$37,203 - \$55,227
Firefighter III	12	\$32,094 - \$47,643
Firefighter III/Inspector	2	\$32,094 - \$47,643
Firefighter III/Driver Operator	8	\$32,094 - \$47,643
Firefighter II	8	\$30,541 - \$45,338
Firefighter I	7	\$29,060 - \$43,140

**2005-2006  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF FINANCIAL SERVICES (15)</b>		
<b>FINANCE</b>		
Director of Financial Services	1	\$64,067 - \$95,108
Asst. Director of Financial Services	1	\$50,050 - \$74,299
Staff Assistant	1	\$26,338 - \$39,099
Accountant II	2	\$33,717 - \$50,053
Accountant I	1	\$30,541 - \$45,338
Budget Technician	1	\$30,541 - \$45,338
Accounting Technician	1	\$26,338 - \$39,099
<b>UTILITY FUND ADMINISTRATION</b>		
Revenue Officer	1	\$45,346 - \$67,316
Revenue Supervisor	1	\$39,090 - \$58,029
Collections Clerk	3	\$23,855 - \$35,413
Billing Clerk	1	\$26,338 - \$39,099
Senior Collections Clerk	1	\$26,338 - \$39,099

**2005-2006  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF PUBLIC WORKS (129)</b>		
<b>PUBLIC WORKS ADMINISTRATION</b>		
Public Works Director	1	\$67,289 - \$99,891
Public Works Administrator	1	\$39,090 - \$58,029
PW Operations Manager	1	\$50,050 - \$74,299
Administrative Support Asst.	1	\$29,060 - \$43,140
Staff Assistant	1	\$26,338 - \$39,099
<b>STREET</b>		
Street Superintendent	1	\$43,150 - \$64,056
Crew Supervisor II	1	\$32,094 - \$47,643
Crew Supervisor I	3	\$29,060 - \$43,140
Equipment Operator III	1	\$26,338 - \$39,099
Equipment Operator II	4	\$23,855 - \$35,413
Equipment Operator I	2	\$22,707 - \$33,709
Maintenance Worker II	3	\$22,707 - \$33,709
Maintenance Worker I	2	\$21,610 - \$32,081
Traffic Services Technician	1	\$27,682 - \$41,095
<b>SOLID WASTE</b>		
Solid Waste Superintendent	1	\$43,150 - \$64,056
Crew Supervisor/Safety Officer	1	\$33,717 - \$50,053
Crew Supervisor I	2	\$29,060 - \$43,140
Equipment Operator II	3	\$23,855 - \$35,413
Equipment Operator I	3	\$22,707 - \$33,709
Maintenance Worker II	3	\$22,707 - \$33,709
Maintenance Worker I	4	\$21,610 - \$32,081
<b>BEAUTIFICATION</b>		
Horticulturist	1	\$37,203 - \$55,227
Groundskeeper	5	\$21,610 - \$32,081

**2005-2006  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF PUBLIC WORKS CON'T</b>		
<b>SHOP</b>		
Fleet Maint. Superintendent	1	\$43,150 - \$64,056
Mechanic II	3	\$29,060 - \$43,140
Garage Clerk	1	\$26,338 - \$39,099
<b>ENGINEERING</b>		
City Engineer	1	\$55,231 - \$81,990
Civil Engineer II	1	\$45,346 - \$67,316
Civil Engineer I	1	\$41,071 - \$60,971
Drafting Technician	1	\$27,682 - \$41,095
Engineering Technician	2	\$32,094 - \$47,643
Construction Inspector	2	\$32,094 - \$47,643
Staff Assistant	1	\$26,338 - \$39,099
<b>SEWER CONST. &amp; MAINT.</b>		
Sewer Utilities Superintendent	1	\$43,150 - \$64,056
Crew Supervisor I	1	\$29,060 - \$43,140
Utility Maint. Worker II	2	\$22,707 - \$33,709
Utility Maint. Worker I	4	\$21,610 - \$32,081
Lead Utility Maint. Worker	1	\$23,855 - \$35,413
Equipment Operator III	1	\$26,338 - \$39,099
Equipment Operator II	2	\$23,855 - \$35,413
Utility Technician	1	\$27,682 - \$41,095
<b>WATER CONST. &amp; MAINT.</b>		
Water Utilities Superintendent	1	\$43,150 - \$64,056
Crew Supervisor I	4	\$29,060 - \$43,140
Lead Utility Maint. Worker	4	\$23,855 - \$35,413
Utility Maintenance Worker II	2	\$22,707 - \$33,709
Utility Maintenance Worker I	5	\$21,610 - \$32,081
Meter Reading Supervisor	1	\$29,060 - \$43,140
Meter Reader	6	\$23,855 - \$35,413
Equipment Operator II	3	\$23,855 - \$35,413
Utility Connection Coordinator	1	\$37,203 - \$55,227
Utility Line Locator	1	\$27,682 - \$41,095

**2005-2006  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF PUBLIC WORKS CON'T</b>		
<b>WATER PLANT</b>		
WTP Superintendent	1	\$47,639 - \$70,720
Chief WTP Operator	1	\$33,717 - \$50,053
WTP Operator III	1	\$29,060 - \$43,140
WTP Operator I	5	\$23,855 - \$35,413
Utility Mechanic II	1	\$30,541 - \$45,338
Lab Technician II	2	\$32,094 - \$47,643
<b>WASTEWATER TREATMENT PLANT</b>		
WWTP Superintendent	1	\$47,639 - \$70,720
Chief WWTP Operator	1	\$33,717 - \$50,053
Pretreatment Coordinator	1	\$35,410 - \$52,567
Lab Supervisor	1	\$39,090 - \$58,029
Lab Technician II	1	\$32,094 - \$47,643
Utility Mechanic I	2	\$29,060 - \$43,140
WWTP Operator II	5	\$26,338 - \$39,099
WWTP Operator I	1	\$23,855 - \$35,413
<b>STORE</b>		
Maintenance/Inventory Tech.	1	\$26,338 - \$39,099
<b>PUBLIC BUILDING</b>		
Bldg./Grounds Superintendent	1	\$43,150 - \$64,056
Maintenance/Inventory Tech.	1	\$26,338 - \$39,099
Staff Assistant	1	\$26,338 - \$39,099

**CITY OF SANFORD, NC**

**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	December 9, 1996	COS-PP-302

**1.0 GENERAL**

It is the City of Sanford's policy to pay 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.

**2.0 RESPONSIBILITY AND AUTHORITY**

The City Manager shall have final approval authority for the city's wage and salary structural values based on recommendations from the Personnel Department. The City Manager shall have overall responsibility for ensuring that the administration of the Wage and Salary Program is consistent with and promotes the attainment of the city's goals and objectives.

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

1. All transactions outside established guidelines,
2. All equity adjustments,
3. All promotions.

Salary adjustments for all city employees that are within the established percentage frequency guidelines will require approvals in accordance with COS-PP-303, Employee Performance Appraisal.

**3.0 ADMINISTRATION**

The Personnel Department will be responsible for the development, implementation, and administration of the program. Department heads will be responsible for supporting policy objectives by fairly and objectively administering the program in their respective units.

**4.0 POSITION DESCRIPTION AND RE-EVALUATION**

Current, accurate, written descriptions of all employee positions will be maintained by the Personnel Department. Preparation of the position description is the responsibility of the employee's supervisor.

**CITY OF SANFORD, NC**

**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Wage and Salary Program	December 9, 1996	COS-PP-302

When re-evaluation of a position occurs, the change, whether upward or downward in the salary grade scale, must be approved by the department head, the Personnel Department, and the City Manager. When an employee's present position grade is re-evaluated, the employee's salary adjustment will be taken into account at the next scheduled review. When an employee's present position is re-evaluated to a lower salary range, the salary of the incumbent will not be reduced.

**5.0 SALARY SCHEDULE**

The City of Sanford salary schedule listing all approved positions and salary ranges will be prepared and issued annually by the Personnel Department. Actual salaries will vary within a defined grade based on the level of performance of the individual.

**6.0 NEW EMPLOYEES**

Under normal circumstances, a qualified but inexperienced new employee starts at the minimum rate of their grade level. Starting salaries for fully qualified and experienced new employees may approach, but not exceed, ten (10) percent above minimum salary. Any exception must be approved by the Personnel Department and the City Manager.

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

- a. Three (3) months - performance appraisal:
- b. Six (6) months - performance appraisal with salary adjustment if approved;

Salary adjustments may be granted based on approvals, but in no case will an employee's salary advance past Step G of their assigned grade during their first year of employment. Any exception must be approved by the Personnel Department and the City Manager.

**7.0 PERFORMANCE APPRAISALS**

Performance appraisals will be conducted in accordance with COS-PP-303, Employee Performance Appraisal.

Performance appraisals for merit action must be completed and forwarded to the Personnel Department at least fourteen (14) days prior to effective date.

**CITY OF SANFORD, NC**

**PERSONNEL PROCEDURE**

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Wage and Salary Program	December 9, 1996	COS-PP-302

**8.0 SALARY REVIEW**

The normal review date for salary review is one (1) year from the employee's last non-cost of living salary adjustment. If the review date for an employee occurs during a leave of absence, the employee will be reviewed within two (2) weeks of their return to work. If a salary adjustment is received, the adjustment will be effective at the beginning of the payroll period following the employee's return to work.

Salary increases are not guaranteed or automatic with each salary review. When a salary increase is indicated, the increase should be in accordance with approved guidelines. Any exception must be approved by the Personnel Department and the City Manager.

Salary increases must follow these guidelines:

1. They shall be administered within the salary range for the established salary level for the employee's position,
2. They should be effective on the first day of the payroll period containing the employee's review date,
3. They should be in accordance with approved salary guidelines for the fiscal year,
4. They should be within the department head's salary budget.

**9.0 SALARY INCREASE GUIDE**

A salary increase guide will be established and published prior to the beginning of each fiscal year and updated as conditions warrant. Merit increases will be based on performance and present salary position with the assigned salary grade. Department heads should consider the effect of each increase on the individual's opportunity to continue to receive meaningful annual increases.

Normally, increases are not granted when the new salary is above the maximum for the assigned grade. Employees who are at the maximum of their salary range for their position classification are eligible to be considered for a performance bonus. Performance pay bonuses shall be awarded in a lump sum payment and do not become part of the employee's base salary. The evaluation rating required and the amount of the performance pay bonus will be determined by the City Manager with recommendation from the department head and the Personnel Department.

**CITY OF SANFORD, NC**

**PERSONNEL PROCEDURE**

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Wage and Salary Program	December 9, 1996	COS-PP-302

Employees should not be paid below the minimum of their assigned grade except as noted in COS-PP-301, 4.0. When the salary structure shifts, resulting in a below-minimum rate of pay, the employee shall receive an equity increase in pay to return to minimum of their grade.

The following guidelines apply to all promotions:

1. If the present salary is lower than the new minimum rate but within the established increase guidelines for a promotion increase, the employee's salary should be raised to the new minimum rate or to the salary step obtained in the new grade based on the employee's performance appraisal rating.
2. If the present salary is substantially lower than the new minimum rate (more than the increase guidelines for a promotional increase), the employee's salary should be raised to the minimum of the new grade,
3. If the present salary is at or above the minimum rate, the employee's salary should be raised at the salary increase percent based on performance level.

At the discretion of the department head, a promoted employee may serve a three-month (3) probationary period in his/her new position. On completion of a satisfactory probationary period, the department head may recommend a salary increase by completing a performance review and submitting to the Personnel Department. Approval for the increase must be granted by the department head, Personnel Director and City Manager.

When an employee is re-assigned as a result of marginal or unacceptable performance to a position for which the maximum salary is below the rate the employee was receiving, a reduction of the employee's salary to the maximum of the new grade will be made. When the re-assignment is due to reasons other than inadequate performance, the employee's salary will not be reduced.

**CITY OF SANFORD, NC**

**PERSONNEL PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Employee Performance Appraisal	August 1, 1996	COS-PP-303

**1.0 GENERAL**

Performance appraisals will be conducted for all full-time employees. The purpose of the performance appraisal program is to:

- a. Provide communication between employees and supervisors;
- b. Provide information upon which management can base personnel decisions;
- c. Assist manager in assessing employee potential;
- d. Provide a sound basis for compensation decisions;
- e. Standardize records for documenting employee performance;
- f. Provide for the setting of specific job expectations and annual appraisal of on-the-job performance.

**2.0 REQUIRED ACTIONS**

Within thirty (30) days after the beginning of the salary review period, the supervisor must establish job expectations and performance standards. These will be discussed with the employee and recorded on the performance appraisal form.

At the end of a salary review period or prior to a promotion, a performance review is conducted. This performance review will consist of the following:

- Review of job expectations by supervisor and employee;
- Preparation of appraisal form by supervisor;
- Conducting of performance appraisal interview;
- Forwarding of forms to Personnel Department.

**3.0 PERFORMANCE APPRAISAL CRITERIA**

The appraisal of performance should be based upon performance of the specific job expectations. The overall performance rating is measured on a scale of 1 to 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.

**CITY OF SANFORD, NC**

**PERSONNEL PROCEDURE**

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Performance Appraisal	August 1, 1996	COS-PP-303

**4.0 APPRAISAL INTERVIEW**

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

Performance appraisals are required prior to a transfer or promotion if more than six (6) months have elapsed since the last appraisal was conducted.

The supervisor and the employee should retain copies of the completed appraisal form.

**5.0 APPROVALS**

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

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

All approval signatures must be obtained prior to the performance appraisal interview. 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-302, 2.0 and 9.0.

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Investment Policy	June 1, 2005	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.

<u>Diversification by Instrument:</u>	<u>Percent of Portfolio</u>
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	90%

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.

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

SUBJECT	EFFECTIVE DATE	NUMBER
Investment Policy	June 1, 2005	COS-FP-901

**Certificates of Deposit (CDs)**

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

**North Carolina Cash Management Trust:**

No more than 95% of the total portfolio.

**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%

**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.

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Investment Policy	June 1, 2005	COS-FP-901

**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.

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
Investment Maturity Procedures	April 1, 1992	COS-FP-902

**PURPOSE**

To receive interest rate quotes from institutions for investment of idle funds and to track investments as they mature.

**PROCEDURE**

When you have a maturing CD, notify Finance Director who will let you know if we are going to reinvest the money or cash it in.

**To Reinvest:**

- Call banks that are listed in front of black investment book in Account I's office. Contact person and phone number for each bank is listed there.
- Tell these people how much money you have to invest and how long you want to invest it. They will give you an interest rate.
- Record all rates as they are given.
- After all rates are received, sign onto Mathplan.
- Call up Investment Quotes.
- Update this form to reflect new money and interest rates. Print this information and show to Finance Director. This form will show you how much interest each bank will pay.
- After decision is made on where to reinvest, call that bank and tell them you want to purchase a CD, for what amount, interest rate, and for how long.
- If you are reviewing a CD with the same bank, take maturing CD, after Finance Director signs it, to the bank. In exchange for old CD they will give you the new CD plus an interest check.
- If you are purchasing a CD from another bank, you will need to take maturing CD to bank where you purchased it. They will give you a check for the amount of the CD plus another one for the interest.
- Have Accountant type you a check for the purchase of the new CD. Take the check to the bank to purchase the CD.
- Take check you picked up for maturing CD to BB&T and deposit into central depository.
- Bring interest check you picked up for maturing CD back to the office.
- After recording all information on log sheet and computer, give check to revenue department. See Procedure in Cash Receipts.
- Be sure to log new investment in black investment book to show when new investment matures.

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

SUBJECT	EFFECTIVE DATE	NUMBER
Investment Maturity Procedures	April 1, 1992	COS-FP-902

To Cash In:

- Have Finance Director sign CD and take to the bank. They will give you a check for the CD and one for the interest. Take check for CD to BB&T and deposit into central depository. Bring interest check back to the office and record. Take interest check to the revenue department.

Extracted from Comprehensive Annual Financial Report

CITY OF SANFORD, NORTH CAROLINA

DEMOGRAPHIC STATISTICS (UNAUDITED)

YEAR ENDED JUNE 30, 2004

<u>Fiscal year June 30,</u>	<u>Population(A)</u>	<u>Per capita income (B)</u>	<u>Average daily school membership (C)</u>	<u>Lee County Unemployment rate (D)</u>
1995	20,385	21,657	7,936	4.8%
1996	20,750	22,652	8,162	4.7%
1997	21,100	24,039	8,579	4.0%
1998	21,500	23,891	8,721	3.7%
1999	21,518	25,708	8,502	3.5%
2000	22,310	25,740	8,504	3.7%
2001	23,330	26,680	8,604	6.0%
2002	23,409	26,983	8,438	7.7%
2003	23,522	N/A	8,472	6.7%
2004	23,530	N/A	8,924	5.8%

Source of information:

(A) Office of State Budget and Management

(B) Bureau of Economic Analysis (State Library)

(C) Lee County Board of Education

(D) Employment Security Commission of North Carolina

N/A Not available

CITY OF SANFORD, NORTH CAROLINA

PROPERTY VALUE, CONSTRUCTION AND BANK DEPOSITS (UNAUDITED)

YEAR ENDED JUNE 30, 2004

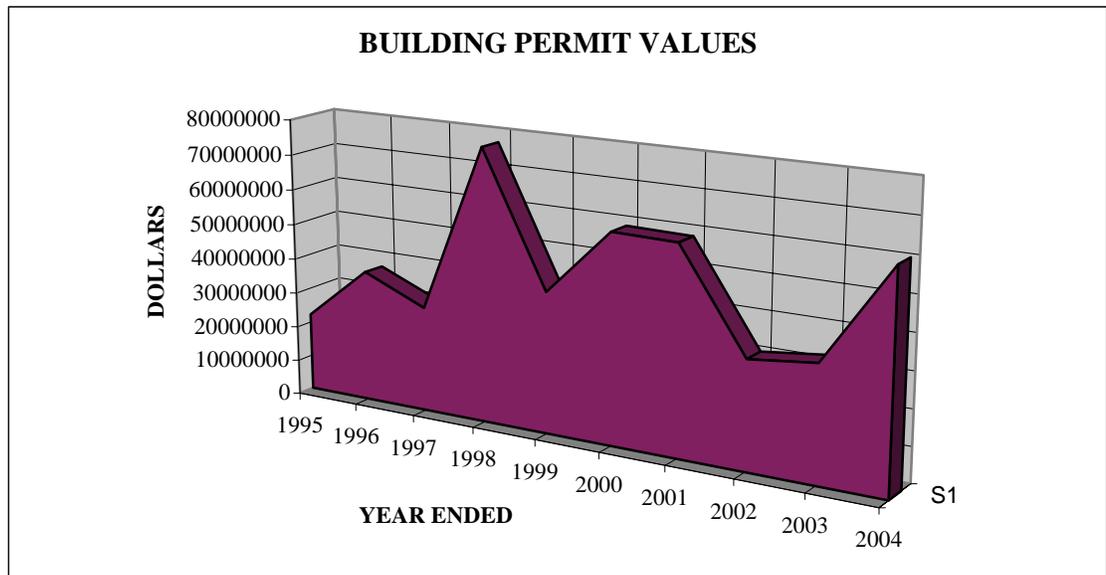
Fiscal year June 30	Building permits		Bank deposits (B)	Assessed property values			
	Number of units (A)	Value (A)		Real property	Personal property	Utilities	Total
1995	443	22,225,198	500,778,000	580,858,211	301,396,820	25,167,310	907,422,341
1996	469	37,428,292	525,244,000	731,326,671	315,809,943	34,122,908	1,081,259,522
1997	391	29,788,335	528,921,000	748,032,081	334,910,602	35,976,355	1,118,919,038
1998	565	77,371,411	541,977,000	805,168,617	379,727,329	33,536,308	1,218,432,254
1999	372	39,846,695	551,954,000	863,240,884	421,391,979	41,028,251	1,325,661,114
2000	442	58,940,414	581,620,000	894,016,733	484,591,937	34,834,946	1,413,443,616
2001	598	58,558,300	614,250,000	905,557,937	513,946,981	35,743,656	1,455,248,574
2002	369	30,513,704	599,438,000	939,174,794	518,906,756	39,988,251	1,498,069,801
2003	372	32,614,745	612,801,000	956,056,544	526,922,020	37,788,739	1,520,767,303
2004	376	60,634,877	N/A	1,148,068,689	461,678,958	45,914,539	1,655,662,186

Source -

(A) City of Sanford Inspections Department

(B) F.D.I.C.

N/A Not available

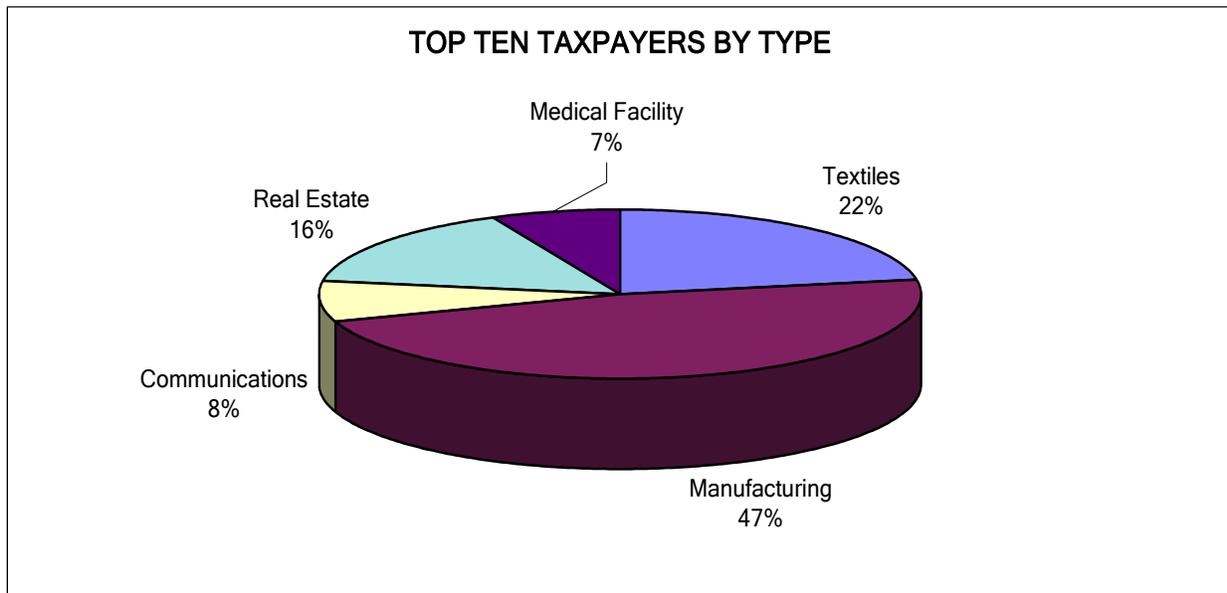


CITY OF SANFORD, NORTH CAROLINA

PRINCIPAL TAXPAYERS (UNAUDITED)

YEAR ENDED JUNE 30, 2004

Taxpayer	Business	Assessed valuation	City wide taxes paid	Percentage of current levy
Frontier Spinning Milles LLC	Textiles	\$ 51,941,907	\$ 290,875	3.14%
Coty USA, Inc	Cosmetics manufacturing	50,280,214	281,569	3.04%
Moen, Inc.	Faucet manufacturing	45,262,029	253,468	2.73%
Simpson & Simpson	Real estate	28,975,685	162,268	1.75%
Magneti Marelli USA	Automotive component manufacturing	25,942,626	145,279	1.57%
Alltel	Communications	22,938,982	128,458	1.38%
Central Carolina Hospital	Medical facility	20,275,475	113,545	1.22%
Static Control	Electrical industrial manufacturing	17,631,928	98,739	1.06%
The Oaks	Real estate - rental	17,232,300	96,501	1.04%
Wachovia Capital Markets	Textiles (Frontier Spinning)	13,650,900	76,445	0.82%
				17.75%



THIS PAGE LEFT BLANK INTENTIONALLY.

## 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, a 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.

**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.

**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.

**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.

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

**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.

**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 replace. 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.

**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.

**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.

**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.

**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 include 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.

**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 fund's cash and invest it in total. The interest earned is then allocated back to individual funds by average cash balance in that fund.

**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.

**Levy** - To impose taxes, special assessments, or service charges for the support of City activities.

**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.

**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.

**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.

**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.

**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.

**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.

**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.

## INDEX

### A

ABC Revenue, 14,51,60,203  
Admin. Dept, 11,45,65,69,89,181  
Ad Valorem, 1,3,13,16,47,58-59,64,85,159  
Annexation, xiii,xvi

### B

Beautification, 12,45,65,69,126,185  
Bonds, 40,77,163,203  
Budget Format, 44  
Budget Ordinance, 11  
Budget Overview, 1-9,57-83  
Budget Process, 41-43  
Building Code Enforcement, 119-120  
Building Permit Fees, 20-32

### C

CIP Summary, 161  
Capital Imp. Schedule, 162  
Central Bus. Dist., 6,11,57,159  
Central Office, 11,45,65,112  
COLA, 6,86-87, 102,113,117,126,136,138,145,147,151,205  
Communication 911, 114  
Consolidated Budget, 57,67-68  
Community Dev.,vi,viii,xiii,xvi,xxi,3,11,45,65,69,102,181  
Comm.Enh-Code Enf. 4,12,45,65,69,119,182  
Comm.Enh-Downtown/HP, viii,ix,xiii,xvii,xxii,11,45,65,110,182

### D

Debt Service, 12,45,66,77,139  
Dist. Budget Award, xix,205

### E

Elections, 11,45,65,95  
Engineering , 12,45,66,143,186  
Enhanced-911, 114  
Enterprise Fund, 11,44,57,135-136

### F

Finance Dept., 11,45,65,69,96,184  
Financial Policies, 39  
Fire Dept., 12,45,65,115-116,183  
Fiscal Control Act, 39,208  
Franchise Tax, 14,44,48,59,85  
Fund Balance(Surplus), 2,9,14-16,52,57-58,61-64,85,135,137,159,206

### G

GAAFR, 39  
General Fund, 2,3,7,9,11-14,44,57,59,61,65,69,71-72,85-86,206  
General Govern., 3,11,45,65,87-112  
GFOA Budget Award, xix,xxiii,97  
Glossary, 203-210  
Golf, vi,6,7,13,15,37-38,45,62-63,66,70,163, 182  
Governing Body, 11,45,65,69,87,181

### H

Human Resources, 11,45,65,69,91-92,181

### I

Information Systems, 9,45,65,69,98-99  
Inspection Dept., 12,45,65,69,117-118,182  
Installment Purchase, 5,40,72-74,78  
Intangible Tax, 13,59  
Interfund Activity, 11,13,16,57-58,64,66-68,207  
Interfund Reimbursements, 87,89,91,93,96,100,112,121,123,207  
Intergovern., 14,44,58-59,85,157,159,207

Investment Policy, 39,194

### L

Legal, 11,45,65,69,100-101,181

### M

Modified Accrual, 41,208  
Monitoring Fee, 15,19,45,54,61

### N

Non-compliance Fines, 62

### O

Operating Budget Policies, 39

### P

Personnel Procedure, 188  
Police Dept., 11,45,65,113-114,183  
Powell Bill, 14,44,48,59  
Privilege License, 13,44,50,59  
Public Building, 11,45,65,69,108-109,187  
Public Safety, 4,11,45,65,69,113-120  
Public Utilities, 12,45,66,70,141-156  
Public Wk.. Adm., 12,45,65,69  
Public Wks.Trans., 4,12,45,65,67,69,121-128

### R

Reserves, 40,209  
Revenue Assumptions, 47-55  
Revenue Policy, 39  
Risk Mgmt., 11,45,65,93-94,181

### S

Salaries and Wages, 45,181-191  
Sales Tax, 3,13,44,49,59  
Sanitation, 12,45,65,132-133  
Sewer Capital Imp., 12,45,66,154  
Sewer Const., 12,45,66,70,145-146,186  
Shop, 12,45,60,65,128-129,186  
Solid Waste (Refuse), 4,12,45,65,130-131,185  
Special Tax District, 6,11,13,16,45,66,159  
Strategic Info. Svc. (GIS) 3,11,45,65,106-107  
Store, 12,45,66,155-156,187  
Street Capt. Imp., 12,45,65,125  
Street, 12,45,65,123-124,185

### T

Taxes Levied, 1,16,47  
Transmittal Letter, 1-9

### U

UF Adm., 12,45,66,70,141-142,184  
User Charges, 15,44,58,61,62,135,137,157,210  
Utility Fund, 5,7,12,15,61,62,66,70,137,138

## INDEX

### W

Waste Management, 4,12,19,45,65,67,69

Wastewater Treatment Plant,  
12,45,66,70, 151-152,187

Water Capital Imp., 12,45,66,153

Water Const., 12,45,66,70,147-148,186

Water Plant, 12,45,66,70,149-150,187

Water Rates, 5,18

### Z

Zoning Enforcement, 33