



GOVERNING BODY

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COUNCIL MEMBER MICHAEL C. STONE

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

BY

**Hal Hegwer
City Manager**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Sanford
North Carolina**

For the Fiscal Year Beginning

July 1, 2007

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, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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CITY OF SANFORD HISTORY

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

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

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

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

Sanford enjoys steady growth. In 1880 the population was 236; in 1900, 1,044; in 1920, 2,977; in 1940, 4,960, in 1950, after the merger of the Town of Jonesboro, 10,013. In the late 1950's, growth became more suburban in character. Taking advantage of municipal water and sewer lines, development occurred just outside the City Limits, and population growth became a function of annexation. In 1960 the population was 12,252; in 1970, 12,028; and in 1980, 14,773. Rapid development in the 1980's was contained in the City's Extra-Territorial Jurisdiction, but this development did not begin to be annexed into the City until the 1990's. The 1990 population was only 14,755 as a result of this phenomenon. The 1991 population was 18,125; the 1994 population was 20,385; and the 2000 population is in excess of 23,000. During fiscal year 2004-05 the City purchased the county water system from Lee County. The City now provides municipal water to more than 17,000 city and county residents as well as sewer service to approximately 8,900 city residents.

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

Estimates for July 2008

City of Sanford	29,468
Town of Broadway	1,290
Lee County	61,856

Population Projections

Lee County in 2010	63,197
Lee County in 2020	68,948
Lee County in 2030	79,148

Economic Characteristics

Median Age	38 years
Average Household Size	2.61 people
Gross Retail Sales (FY 2006)	
Lee County (including Sanford and Broadway)	\$680 million

Bond Rating for City of Sanford

- Standard & Poor’s A+
- Moody’s A1
- NC Municipal Council ¹ 84

Bond Rating for Lee County

- Standard & Poor’s A+
- Moody’s A1

Family Income

Median Household	\$43,822
Per Capita	\$21,439
Average Household	\$54,718

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

Landscape

Land Area*	258.3 sq. miles
Population Density	219.5 persons/sq. mi.
Urban Area (City of Sanford)	49 percent
Rural Area (Outside City)	51 percent
Latitude	35° 28'
Longitude	79° 07'



Climate

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

Current Tax Rates

Lee County	\$0.75 per \$100 valuation
Sanford	\$0.54 per \$100 valuation
Broadway	\$0.44 per \$100 valuation

Example: A house valued at \$100,000 would pay \$540 per year in city taxes and \$750 per year in county taxes.

Education

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

Central Carolina Community College

Access available to:

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

Hospital

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

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

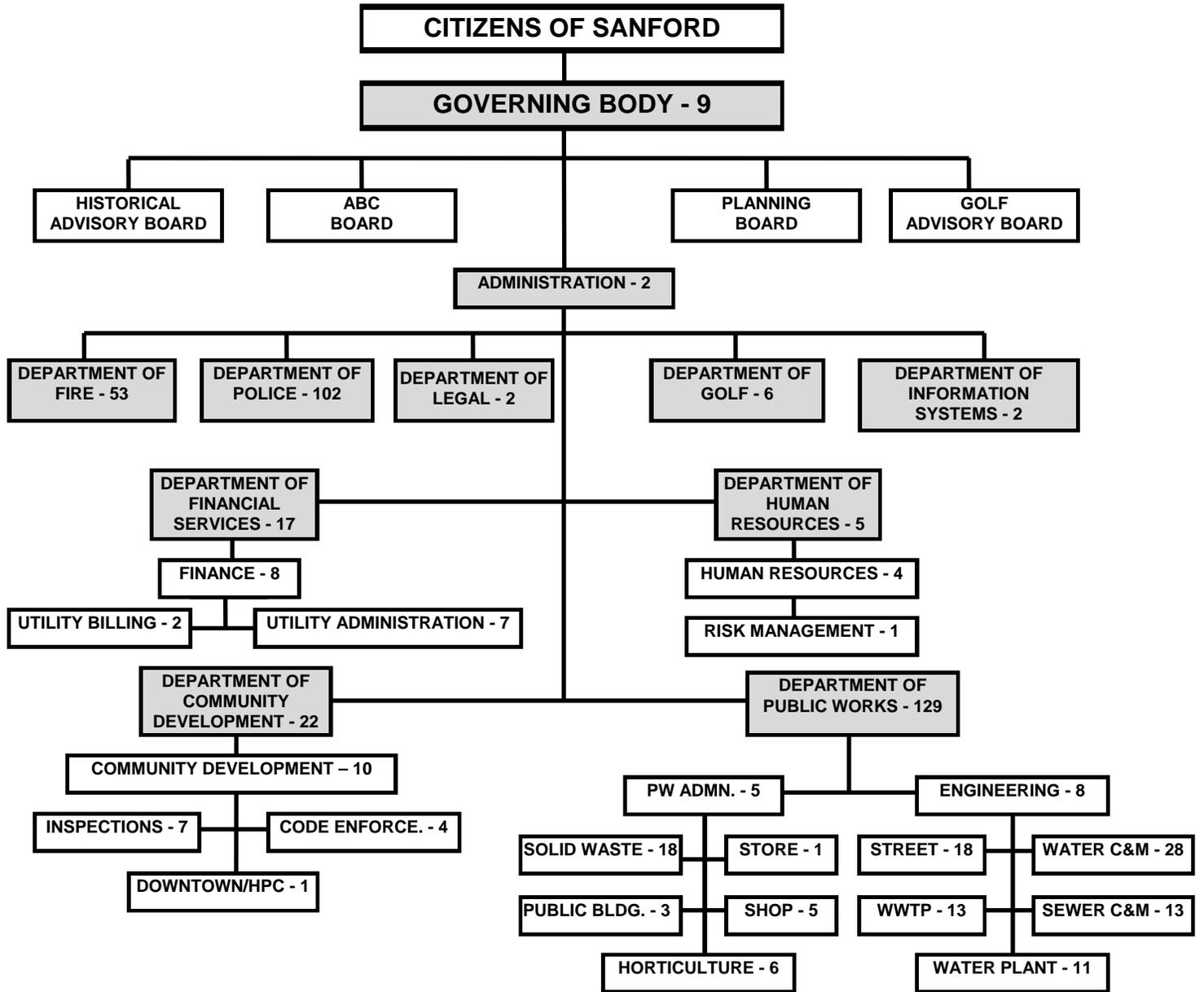
Sanford	6,800,000 gallons per day
Broadway	145,000 gallons per day

General Information

Power - Progress Energy and Central Electric Membership

Gas - PSNC Energy

CITY OF SANFORD ORGANIZATIONAL CHART



CITY OF SANFORD

PROGRAM POLICIES

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

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

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

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

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

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

FY 2008-2009 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.

FY 07-08 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 Inspections Department installed a new permitting and inspections software to allow more efficient scheduling as well as computer access in the field.
- The Inspections staff continued to attend schools and seminars in an effort to stay abreast of code changes.
- An upgrade of all self contained breathing apparatus (SCBA) masks was completed by the Fire Department; this allows for each individual to utilize the "Small-talk" mechanism to aid in radio and person-to-person communication without having to remove the mask in hazardous atmospheres.
- New turnout equipment, following our five-year-turnout plan was purchased and distributed as needed by the Fire Department. This program, as recommended by NFPA, continues to keep our personnel in up-to-date protective clothing when operating at incidents.
- Training of all department members continued in the many diverse topics that face our firefighter in our ever changing workplace and environment. Topics included basic life support, firefighting tactics, vehicular extrication, building inspection, hazardous materials, AED operation, pumper and aerial apparatus operations. Updated training manuals were purchased and placed into use.
- The Fire Department applied for a federal grant that will, if awarded, allow the replacement of all SCBA units and cylinders. This would bring the department into compliance with current standards for SCBA.
- The Fire Department's permanent checking station for Child Passenger Safety Seats at Central Fire Station remains very active. All three fire stations continue to take an active part in instruction and installation monitoring for parents and families of young children in need of this service. Educational programs for Child Passenger Safety Seats are being taken out into the community as well.
- The Risk Management division provided 8 safety classes to employees at the departmental level.
- Risk Management coordinated and conducted one OSHA consultative visit held at the public works service center. The inspection revealed public works has an outstanding safety program.

MASTER PLANNING AND ZONING

- The Community Development Department continued administration and maintenance of the Unified Development Ordinance (UDO) to include: issuance of daily zoning approvals for new construction and/or land use activities; review and approval of non-residential site plans and coordination of the City's Technical Review Committee; preparation, analysis and presentation of all applications to the respective planning boards and boards of adjustment as well as the governing boards; research, drafting, and presentation of amendments to the UDO, including but not limited to the new policy in which a third party consultant will review applications for new cellular telecommunications towers to ensure appropriateness.
- The Community Development Department implemented a new plan tracking / zoning software that digitizes all previous hand-written zoning forms. Additionally, this system is part of a larger, single database from which all zoning / permit / code enforcement information can be pulled / reviewed. In the coming year, phase II of the software implementation will allow the developers to review their project status via internet.
- The Community Development Department continued interaction with development community regarding proposed development concepts; ongoing staff participation with other Planning and Development staff regarding the development of design standards and land use recommendations for the North Horner Boulevard corridor; and staff participation in a county effort to create a Voluntary Agricultural District program.
- Activity at Depot Park continues with the "Function at the Junction" that includes a summer concert series. Depot Park plays host to a weekly concert every Thursday throughout the summer.

TRANSPORTATION AND PUBLIC WORKS

- The Solid Waste (Refuse) Division collected 1,631 loads of limbs and leaves and 621 loads of bulk trash during the fiscal year.
- The Street Department continued to repair catch basins, ditches, and sink holes. Improvements were made to drainage at Cross Street and Bragg Boulevard as well as concrete improvements on Charlotte Avenue.
- Signal lights were upgraded at Wicker, Vance, Oakwood, and Bragg; also street lighting enhancements were begun in Jonesboro.
- The Street Department completed an entire sweep of City ordinances to verify signs are properly in place. Street markers, stop signs, and lighting were established for new phases of developments.
- The Street Department implemented traffic radar studies and installed 2 four way stops at Winterlocken and Gulf Streets.

UTILITIES

- Utility Administration department converted to new software utility billing effective July, 2007 and also converted from one to four billing cycles during January, 2008. The new billing cycles give customers almost one extra week each month to pay their bill.
- The Water Treatment Plant (WTP) exceeded meeting all state / federal regulations for drinking water.
- Operators at the WTP received advanced certifications resulting in promotions. Also, the chief operator became certified in physical / chemical wastewater treatment, providing an additional backup to the ORC over the plants discharge.
- Construction of a SCADA (Supervisory Control and Data Acquisition) upgrade was complete in January 2008 at the Water Treatment Plant. This is the central nervous system of the plant receiving information for all plant processes, distribution flows including all six elevated tank levels, and two booster station operations.
- The WTP laboratory became certified in the Quanti Tray Method for E-coli identification in the raw water. This is significant because this was required by the Long Term 2 Surface Water Treatment Rule which became effective in January 2008. (Federal regulation mandated by the EPA, administered by the NCDENR).
- The Sewer Construction and Maintenance (C & M) division cleaned 54% of the City's collection system lines, handily exceeding the annual requirement of 10%.
- Sewer C & M improved right-of-way access points and creek crossings; removed trees from cross-country right-of-ways for better access; and vacuumed all wet wells and cleaned all build up and solids.
- Four employees within the Sewer C & M Division attended the AWWA Pipe and Meter School and obtained NC State Certifications.
- WWTP updated Process Safety Management procedures to ensure compliance with OSHA standards.
- WWTP designed and installed ventilation system for RAS and influent stations to meet OSHA standards.
- The WWTP installed new bar screen controller at influent station, check valves at Gasters Creek lift station, HVAC unit, NPW pump, and replaced the roof of the administration building.
- The Gaster's Creek lift station new program logic controller (PLC) came online.
- The Engineering department began construction of Little Buffalo Northview project which is anticipated to be complete in the winter of 2008; continued sewer rehabilitation by lining approximately 100,000 feet of sewer lines which is a substantial completion of the \$3 million dollar project; reviewed plans, inspected and accepted for city ownership assets totaling almost \$4 million dollars.
- The Engineering department met with state officials and requested speculative limits for expansion of the wastewater treatment facility to 12 mgd. Acquired engineering services and design has begun.
- Public Works Administration received and closed out a grant in the amount of \$393,000 from the NC Rural Center for the Northview Lift Station / Little Buffalo sewer project. This project is not complete.
- Public Works Administration received and closed out a grant in the amount of \$854,000 from NCDWQ for the SCADA Project.

- Public Works Administration negotiated a new five-year garbage contract with Waste Management through July 2013; started the water rate study project with Raftelis; and purchased the CarteGraph work order software for the public works service center.

FINANCIAL PLANNING

- The City began the process of funding other post employment benefits (OPEB). The City designated fund balances of \$1,175,500 during the fiscal year to be invested in a trust for OPEB. A policy was also adopted to guide the city with continued annual OPEB contributions.
- Continued implementation of new software for utility billing, collections, and payroll; began and completed software implementation for the City's financial software.
- Continued the contract in which the City of Sanford provides accounting services to a smaller area municipality. This arrangement provides the smaller unit with increased internal controls without hiring additional personnel.
- Received a Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the City's June 30, 2007 Comprehensive Annual Financial Report. This is the 27th straight year the City has received this honor.
- Received a Distinguished Budget Presentation Award from the GFOA for the City's Annual Operating Budget ending June 30, 2008. This is the 22nd straight year the city has received this honor.
- The City's Debt Set Off program continues to be successful in the collection of delinquent accounts. Over \$130,000 has been collected since the program's inception in October 2003.

DEVELOPMENT OF STAFF AND TECHNOLOGIES

- Information Systems managed the project to install new software to retrieve council meeting minutes, new payroll and Human Resources systems, and successfully implemented a paperless reporting and archival system.
- Information Systems installed new computer systems at city hall, fire departments, service center, water plant, sewer plant, and inspections building as well as installed new software packages, service packs, and security patches for computers and network servers.
- Information Systems managed projects to upgrade the city's primary network router, the network anti-virus systems, and the data center at city hall to a Gigabit Network backbone for faster data access.
- Information Systems produced several informational videos for city services on Sanford TV11.
- 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.
- Human Resources ensured compliance with drug and alcohol testing program; continued to meet requirements of FLSA, COBRA, USERRA, FMLA, child labor laws, etc.
- Human Resources conducted Personnel Policy review meetings for management team members. Human Resources recruited, hired, and conducted new employee orientation for 24 new employees during the year.
- The City of Sanford changed its funding arrangement from fully insured to self-funded for its health insurance plan beginning FY 2007-2008. We also saved an additional \$76,617 from the change to a self-funded plan. This savings is a result in the renewal increase of 3.1% with the self-funded plan from the original 6.8% proposed under a fully insured plan.
- Human Resources successfully negotiated a new life benefit provided (Reliance Life) for employee life, dependent life, accidental death and dismemberment, and short-term disability benefits resulting in enhanced life benefits and an annual cost savings of approximately \$12,000.
- Human Resources successfully negotiated a new flexible spending account plan provider with anticipated annual administrative costs savings. Additional advantages of his arrangement include third party review of eligible expenses, legal compliance with applicable laws, and instant access to annual elections.
- Human Resources coordinated continued successes of wellness program to include formation of formal wellness committee, distribution of employees wellness needs survey, walking program, lunch-n-learn sessions, wellness publications, flu shots, benefits fair, and introduction of softball team.

- Human Resources implemented new Human Resources / Payroll system. Standard operating procedures developed for specific related tasks. Conducted numerous audits of employee data. Implemented distribution of monthly reports to management.
- Human Resources completed an external wage and salary surveys and internal job evaluation studies to support changes in the city's salary schedule.
- Human Resources successfully negotiated with P & A Group to assume COBRA administration for qualifying event changes at a minimal cost of \$500 annually.
- Public Works Administration wrote and produced several public works videos for the City television channel.

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Sanford, NC 27331-3729

City of Sanford

(919)775-8202

MEMORANDUM

TO: The Honorable Mayor Olive and City Council Members

FROM: Hal Hegwer, City Manager

DATE: May 20, 2008

SUBJECT: Fiscal Year 2008-09 Proposed Annual Operating Budget

In accordance with Chapter 159-11 of the North Carolina General Statutes, I am pleased to submit the City of Sanford's proposed budget for Fiscal Year 2008-2009. This proposed budget represents the city council's interest in maintaining the existing level of service currently provided while enhancing services in particular areas of interest. The enhancements allow the city the opportunity to provide a higher quality of life for our citizens through efforts to foster a safer and aesthetically pleasing city.

The current condition of the economy was of particular interest when preparing this budget. The recent rise in unemployment is a cause for concern, along with the tremendous rise in the price of fuel which is reverberated in all aspects of the economy. The economic slow-down will undoubtedly affect all revenue in the General Fund budget. Even though the outlook of the economy is slightly pessimistic, I recognize that the city must continue to progress in light of these obstacles. I'm also heavily aware of the burden that property taxes place on our citizens; and at the same time, I am sensitive to the unique quality of life in Sanford and why it is important to preserve and enhance. My goal in producing a workable budget was to maximize efficiency through technological advances and energy-reduction strategies. Furthermore, my strategy was to add personnel only when absolutely necessary to reduce recurring expenditures. My interest in keeping staff at a minimum only reinforces the need to attract and retain qualified, productive employees. Therefore, I am recommending one

additional full-time position funded out of the eleven requested positions submitted by the various departments. The budget also funds one additional employee in the Police Department, but no additional funding will be necessary this year because the salary will be paid by a grant. I am also recommending funding one trainee position in the Fire Department by converting four part-time trainees into one full-time trainee position with no additional cost associated with that position.

A cost-of-living adjustment of 3 percent of salary effective with the July 10, 2008 pay date is planned to offset increases for inflation. The (CPI-W) Consumer Price Index for Urban Wage Earners and Clerical Workers increased in a time frame from March 2007 to March 2008 at 4.3 percent. The City of Sanford has invested heavily in our employees, and we must continue to compete with other local governments and the private sector for competent, educated, and qualified workers. I am also recommending eligible employees receive a 2.5 percent merit adjustment to their base salary; however, only 1.25 percent funding is required.

Our employees continue to be pleased with the services provided by Blue Cross Blue Shield as our group health provider. In the 2007-2008 Budget, we transitioned from a fully-funded insurance plan to a self-funded plan. The city was able to transfer to the self-funded plan due to our emphasis on wellness and the overall size of our organization. Last year's transition allowed the city to hold the increase in our rates to just 3.1 percent, which is significantly lower than the 8 percent increase the city experienced in the prior year. As we progress into Fiscal Year 2008-2009, we will learn more about our costs associated with a self-funded plan because all of our claims' experience will be realized approximately two months into the next fiscal year. The recommendation for Fiscal Year 2008-2009 is to increase health insurance premiums at 4 percent for this coming fiscal year with the hope of stabilizing the potentially large spikes that make it very difficult for our employees and the city to adjust accordingly.

This year's budget includes the use of additional inmate labor to collect debris along our roadways. This will not require any new employees, but an additional vehicle, supplies, and equipment will be necessary totaling \$33,902. The outcome of this effort is to improve the overall aesthetics of our city while allowing inmates to do something positive for this city and state.

New accounting rules are requiring the city to acknowledge health care benefits that will be provided to current and future retirees in a manner similar to a pension obligation. This change creates an impetus for pre-funding the liability to reduce the impact of the rise in annual cost of the benefits. In order to address the liability, I am recommending an annual Other Post Employee Benefits (OPEB) funding of \$89,400 in the General Fund and \$30,600 in the Utility Fund. This funding is consistent with the OPEB policy presented to the council on May 14, 2008.

The business privilege license was initiated in the 2007-2008 Fiscal Year as a revenue source to provide relief for increasing demands placed on our infrastructure and staff without placing an additional burden on property taxpayers. This source of revenue provides greater diversity in our General Fund revenue stream. This diversity allows the city to become financially stronger and has the potential to grow as our commercial base expands. As a result, I am proposing in this year's budget a reduction in the ad-valorem tax rate of (\$.01) one cent. A reduction now will immediately help the business owners and all residents who pay property tax inside the municipal limits. It will also send a signal to investors that the city is interested in keeping property tax low. The (\$.01) one-cent reduction comes at a time when the city is in a strong financial position and when taxpayers can use some relief due to the slowing economy.

The financial integrity of the Utility Fund continues to be very strong. It is important to continue to fund capital improvements to meet the rapidly changing environmental rules and regulations. The State of North Carolina continues to be more aggressive through the utilization of fines as a mechanism of achieving total compliance. In this year's budget, we are continuing to fund our ongoing inflow and infiltration rehabilitation efforts to improve the sewer system to prevent failures in the future and to eliminate groundwater and stormwater from entering into our sewer system. Until a final decision is made about the expansion of the existing wastewater treatment facility, we must continue to make improvements in order to extend its life. As you recall, in September of 2007, we began the design and environmental assessment phase of expanding our wastewater treatment plant from 6.8 million gallons per day to 12 million gallons per day. The design period will be completed somewhere around January of 2010. Based on growth, we have projected the existing plant's design capacity would be reached around 2015. Construction could potentially begin in January 2010 and would be completed in approximately thirty-six months or in January of 2013. This year's recommended utility budget does not include a rate increase in order to balance the budget; however, a mid-year rate increase will be proposed and recommended in order to generate sufficient revenues to complete the planned upgrade of the wastewater treatment facility by January of 2013. Considerable work will be necessary between staff and council in order to set rates and fees to accommodate the large capital expenditure of approximately \$70 million. As we progress into Fiscal Year 2008-2009, the staff will be updating city council on a strategy to fund the expansion. General obligation or revenue bonds will be the vehicle likely utilized for financing the wastewater treatment plant expansion.

We must continue to remember that there is extreme volatility in water customers' habits, and there are always potential plant closings and weather conditions that could influence water and sewer revenues at any time. We must be cognizant of these factors and careful in considering rate adjustments so that large, unexpected decreases in consumption would not have to be made up in any given one year.

GENERAL FUND REVENUES

For Fiscal Year 2008-2009, General Fund revenues are estimated to be \$23,316,007 which reflects an increase of approximately \$1.2 million when compared to our current year's budget. A fund balance appropriation of \$1,389,274 is included to balance the budget. All the fund balance appropriation will be utilized towards total capital expenditures of \$1,582,245. There are no recurring expenditures or operating expenses in the fund balance appropriation.

Sales tax revenues are projected to increase only 1.8 percent over our current fiscal year. Despite the economic downturn, growth has been stable in all four articles of sales tax this year. In addition, revenue from the business license fee program was projected at \$225,000 which is lower than the 2007-2008 estimated projection by \$25,000. Investment income is projected to decrease 37.5 percent or \$150,000 for Fiscal Year 2008-2009.

GENERAL FUND EXPENDITURES

Our annual budget's ordinance segregates governmental functions within the General Fund into five categories. They are general government, public safety, transportation, sanitation, and community development. The comments regarding the general fund expenditures will be segregated accordingly. The significant changes in the General Fund expenditures are listed below:

General Government – There is an expected budgetary increase of 2.9 percent from the prior year's budget in general government. Funds in the amount of \$175,000 are budgeted for security enhancements in city hall. The remodeling effort is to protect our work force from potentially violent confrontations with walk-in traffic. We have all witnessed recent issues regarding violence on government property and realize that serious situations can arise at any time. The other major capital improvement in general government is the rehabilitation of deteriorating cart paths at the golf course. The budget contains \$40,000 to begin this project.

In the general government category, there are several operating transfers and contributions to specific organizations. The recommended contributions for Fiscal Year 2008-2009 include \$50,000 to the Central Business Tax District; \$20,000 to the Temple Theatre; and \$3,000 to the Arts Council. We budgeted to continue the strategic services and animal control contracts with Lee County. There is no proposed increase in the animal control contract, while the strategic services contract increased by approximately \$5,000. The proposed budget also contains continued support of the City of Sanford/Lee County Economic Development Corporation with an increase of 4.8 percent as well as the economic incentive package recently approved at Frontier Spinning.

Public Safety – The public safety category is projected to increase by \$683,481 or 5.7 percent compared to the prior year budget. This increase is primarily attributed to a new philosophy towards fleet management and the fact that twelve patrol vehicles totaling \$283,200 are scheduled for replacement in accordance with their two-year cycle. With the change in our philosophy of patrol vehicles being transferred to detective positions, we propose to purchase five new detective vehicles totaling \$95,000. These higher fuel-efficient vehicles will result in a fuel savings for the city. Other major enhancements in the Police Department include police field reporting and mobile messaging software at a cost of \$128,988. This new software will allow officers in the field to utilize their mobile data terminal (MDT) computers located in their patrol vehicles to enter their own reports and submit the reports wirelessly for supervisor's review. This software grants officers immediate access to information in the department's database, local criminal histories, outstanding warrants, and mug shots. The ability for an officer to have more history before dealing with a situation fosters his/her safety. Other background information also assists the officer in providing better service when responding to calls. By remaining in the field, officers would have a more visible presence; be more available to calls; and reduce time spent in the office. This would also free up time spent on paperwork by eliminating handwritten reports which are later keyed into the Police Department database. This budget also includes \$9,300 for gang-tracking software that would be utilized to accommodate the new gang officer added to the Police Department as a result of state grant funding. Other capital purchases in the Police Department include enhanced fingerprint equipment and the replacement of the polygraph unit totaling \$94,331. Currently, latent fingerprints take up to six months to process. This new technology will allow the same identification to occur within hours via the FBI/SBI databases.

Public Safety also calls for the capital purchase of a new fire pumper in the amount of \$464,000. This pumper will be utilized at Fire Station #2 to replace an existing 1996 first-out run pumper truck that will be moved to Central Fire Station as a reserve unit. This will also phase out a 1977 reserve unit Mack pumper at Fire Station #2. This purchase results in all first run pumpers being less than ten years old while providing a more stable fleet of second run pumpers.

Community Development – This category includes community development, code enforcement, and community enhancement downtown. The overall increase in this category is 17.9 percent. Significant capital projects and studies accounting for the increase are: cell-tower study - \$40,000; Downtown Jonesboro planning study - \$50,000; and historic district entry signs - \$20,000.

Transportation – This category's overall increase is \$94,310 or 3.2 percent over the last year. This increase is primarily attributed to the rise in asphalt and concrete prices. The major capital replacements include a backhoe at \$65,051, and a dump truck at \$59,500. Continued upgrade of our signal lights

is also funded for Charlotte Avenue and Eleventh Street at \$10,000 and Wicker and Steele Streets at \$40,000. A major enhancement component of this category in the budget is the enhanced street lighting program. Year one of this program will result in construction costs of \$45,000 with recurring expenses in the amount of \$27,000. The project is scheduled to take ten years to complete, at which time the ongoing costs will be approximately \$270,000 per year. The program will increase the spacing of street lights to every 200 feet instead of our current policy of every 400 to 600 feet. All cul-de-sacs and dead-end streets will have a street light whereas the current policy restricts it only to cul-de-sacs that are over 400 feet. The new policy will require a subsequent policy change by council to require all new subdivisions to meet the new standards. The overall strategy of the enhanced program is to provide greater illumination of the roadway for motorist safety and a secondary effect of providing a safer and lighted environment for neighborhoods and residents alike.

Sanitation – This category of expenditures includes our Solid Waste Division and curbside garbage collection, recycling, and disposal. We have successfully negotiated with Waste Management and entered into a new five-year contract for continued curbside garbage collection, recycling, and disposal. This new contract with Waste Management resulted in savings of 4.1 percent. In terms of capital, a replacement tractor with boom mower is recommended at a cost of \$90,000. Supplies and equipment necessary to accommodate inmate labor totals \$33,902.

UTILITY FUND REVENUES

Utility Fund revenues are estimated at \$15,680,415 which reflects a decrease of approximately 7 percent to the year's current budget. This decrease is a direct result of the reduction of \$1.5 million of installment purchase proceeds budgeted last year for clearwell rehabilitation and baffling at the water treatment plant. A decrease is expected in investment income of approximately \$125,000 or 26.3 percent due to declining interest rates. There is no rate increase currently pending until further outcome of the utility rate study. Water charges are projected to increase by approximately \$583,890 or 7.1 percent. Chatham County is requesting the elimination of a metering point where the city collects the minimum water charge of \$80,000 per year. Sewer revenue is projected to increase over the Fiscal Year 2007-2008 Budget by \$105,000 or 1.8 percent. It is projected that tap and connection fees will be down \$25,000 from Fiscal Year 2007-2008 by approximately 11 percent.

UTILITY FUND EXPENSES

Utility Fund expenses are projected to decrease when compared to the current year's budget. One part-time position is requested to enhance customer service in our utility collections environment. This will allow for more appropriate coverage for sufficient customer service. In addition, we are recommending a

self-serve module to be added to the MUNIS utility software. This module will give customers access to their account history as well as the ability to make payments on line. Water capital expenses budgeted for this year include utility adjustments for the U. S. Highway 421 Bypass project at \$400,000 and continued funding of our valve replacement program at \$25,000. Sewer capital projected for this year's budget is \$1,550,000 which includes sewer utility adjustments for Highway 421 Bypass of \$400,000 and the aforementioned wastewater treatment plant upgrades of \$400,000. This would allow encasement pipes to be installed at strategic locations in order to accommodate gravity sewer extensions in the future. The budget also includes \$750,000 for sewer line rehabilitation to eliminate inflow and infiltration. In order to balance the budget, it is recommended to use utility reserves in the amount of \$354,589; all of this reserve would be utilized for capital construction and no operating costs are funded out of reserves. Furthermore, we recommend the Utility Fund continue to purchase ongoing capital each year through operational revenue. This funding method is looked upon very favorably by the Local Government Commission as well as other potential creditors.

SPECIAL TAX DISTRICT

The proposed Special Tax District budget for 2008-2009 is \$105,933, which reflects an increase of 1.3 percent over last year's budget. The current year tax rate is \$.13 for \$100 assessed valuation, and it is recommended that this tax rate stay the same. No major capital projects are planned.

SUMMARY

The 2008-2009 Budget that I am recommending is very similar to any budget that requires careful consideration, deliberation, and good financial stewardship. However, this budget did not require any drastic measures in order to be successful. This serves as a real compliment to our financial staff and city council for making sound decisions in the past to position the City of Sanford in the strong financial shape that it is in today. I ask that when you look at this budget and examine it that you do not consider this budget as just one fiscal year. Consider the budget as a small snapshot of the city at this point in time and realize that the decisions made will have repercussions that will last for many years. As the city continues to expand and grow, we must consider future service demands that could potentially be very costly. We all know that the city is expanding in the direction of Highway 87 and the Deep River area as witnessed by recent annexations and planned subdivisions. The council has embraced the idea to consider partnerships with existing fire districts to help meet the demands placed on our fire services. While we have been able to maintain staffing levels, there will be a significant expense needed in the future to provide the fire staffing necessary regardless of the use of volunteer fire facilities. The last time a shift was added to the Fire Department was in 1991, at the end of the construction of

Fire Station #3. Furthermore, as our city continues to grow, demands on police staffing will also increase. A combined total of an equivalent tax rate of (\$.05) five cents will be necessary to add three Fire Department shifts and adding one police officer to each existing shift. The City of Sanford has a long-standing reputation of providing exceptional service to its citizens while remaining conservative in its spending philosophy. This budget continues that tradition as well as provides enhancements and the replacement of essential capital. I would like to thank Financial Services Director Melissa Cardinali and her staff for their efforts in preparing this budget. Furthermore, I would like to thank you for the opportunity to serve as the manager this year and I look forward to working with you in the future.

Please feel free to call me if you have any questions regarding the proposed Fiscal Year 2008-2009 Budget or any other supporting material.

Respectfully submitted,

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

Hal Hegwer, City Manager

**ANNUAL BUDGET ORDINANCE
FOR FISCAL YEAR 2008-2009**

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, 2008 and ending June 30, 2009 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$24,686,781	\$24,686,781
Enterprise Fund	16,035,004	16,035,004
Special Tax District	<u>105,933</u>	<u>105,933</u>
Subtotal	\$40,827,718	\$40,827,718
Less Interfund Activity	(50,000)	(50,000)
TOTAL BUDGET	\$40,777,718	\$40,777,718

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

SCHEDULE A: GENERAL FUND

(Includes Interfund
Reimbursements)

GENERAL GOVERNMENT

Governing Body	231,616
Administration	162,831
Human Resources	258,872
Risk Management	54,615
Elections	0
Finance	719,912
Information Systems	221,757
Legal	131,746
Public Building	833,722
Public Works Administration	169,228
Central Office	66,294
GF Contributions	904,738
Golf	746,680
Shop	1,277,858
Horticulture	439,846

PUBLIC SAFETY

Police	7,760,655
Police – 911 Surcharge	337,025
Fire	3,940,322
Inspections	543,993

STREET

Street	2,262,364
Street Capital Imp.	764,525

SANITATION

Solid Waste	1,461,307
Sanitation	1,244,424

COMMUNITY DEVELOPMENT

Community Development	887,787
Code Enforcement	277,893
Comm. Enhance. – Downtown	183,231

SUBTOTAL GENERAL FUND	25,883,241
Less Departmental Charges (Shop)	(1,196,460)
TOTAL GENERAL FUND	24,686,781

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

Debt Service	3,718,243
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OTHER

Utility Fund Contributions	433,120
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PUBLIC UTILITIES

UF Administration	1,315,859
Utility Billing	244,508
Engineering	648,286
Sewer Const. & Maint.	1,187,876
Water Const. & Maint.	2,692,347
Water Plant	2,021,385
Wastewater Plant	1,725,856
Water Capital Imp.	425,000
Sewer Capital Imp.	1,550,000
Store	358,768

SUBTOTAL UTILITY FUND	16,321,248
Less Departmental Charges (Store)	(286,244)
TOTAL UTILITY FUND	16,035,004

TOTAL ENTERPRISE FUND	16,035,004
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SCHEDULE C: SPECIAL TAX DISTRICT FUND

OTHER

Special Tax District Fund 105,933

TOTAL SPECIAL TAX DISTRICT FUND 105,933

SUBTOTAL ALL FUNDS 40,827,718

LESS INTERFUND ACTIVITY (50,000)

TOTAL ALL FUNDS 40,777,718

SCHEDULE A: GENERAL FUND

TAXES- AD VALOREM

Current Year Taxes 11,058,670

Prior Year Taxes 250,000

Payment in Lieu of Taxes 15,000

Penalties Less Discounts 60,000

OTHER TAXES

Privilege License 228,500

Cable Franchise 204,500

Local Sales Tax – Article 39 2,162,168

Local Sales Tax – Article 40 1,062,097

Local Sales Tax – Article 44 945,094

Local Sales Tax – Article 42 1,052,704

LICENSE AND PERMITS

City Permits 251,990

County Permits 182,210

Broadway Permits 8,523

INVESTMENT INCOME

Interest Income 250,000

GOLF USER CHARGES

Green Fees Annual	80,000
Green Fees Daily	175,000
Cart Fees	215,000
Driving Range	15,500

INTERGOVERNMENTAL REVENUES**UNITED STATES OF AMERICA**

Drug Forfeiture	77,250
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STATE OF NORTH CAROLINA

Utility Franchise Tax	1,653,000
Beer and Wine Tax	60,235
Powell Bill	848,899
Rec. from State – Mowing Contract	21,620

OTHER LOCAL GOVERNMENTS

Consolidated Planning Services	388,704
EMS Office Rental	5,952
911 Surcharge Reimbursement	337,025
911 Dispatch	157,156
Financial Services – Broadway	4,800

SALES AND SERVICE

Sale of Materials	3,500
Sale of Compost Materials	30,000
Sale of Fixed Assets	40,000
Waste Mgmt. User Fees	852,300

GOLF OTHER

Brick Tournament Fees	11,100
Concession	39,500
Pro Shop Sales	55,000

OTHER

Installment Purchase Proceeds	0
Court Cost Fees	3,000
Code Enforcement	10,000
ABC Revenue	140,000
Street Charges	230,000
Rental Income	30,510
Parking Revenue	20,000
Miscellaneous	50,000
Civil Violations	5,000
Animal Control	500
Tower	24,000

APPROPRIATED FUND BALANCE 1,370,774

TOTAL GENERAL FUND 24,686,781

SCHEDULE B: ENTERPRISE FUND**UTILITY FUND****USER CHARGES**

Water Charges	8,833,890
Sewer Charges	5,825,000

INVESTMENT INCOME

Interest Income	350,000
Interest on Assessments	12,500

OTHER

Taps and Connections	200,000
Sewer Surcharge	24,000
Sludge Charge	38,125
Monitoring Fee	77,600
Charges on Past Due Accounts	200,000
Oil and Grease Fees	18,500
Sales Other Funds	30,000
Sale of Fixed Property	15,000

Miscellaneous	10,000
Installment Purchase Proceeds	0
Rental Income	45,800
APPROPRIATED FUND BALANCE	354,589

TOTAL UTILITY FUND 16,035,004

TOTAL ENTERPRISE FUND 16,035,004

SCHEDULE C: SPECIAL TAX DISTRICT FUND

TAXES AD VALOREM

Current Year Taxes	53,258
Prior Year Taxes	500
Penalties Less Discounts	150

INVESTMENT INCOME

Interest Income	600
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OTHER

Parking Revenues	1,425
Contribution from General	50,000

APPROPRIATED FUND BALANCE 0

TOTAL SPECIAL TAX DISTRICT FUND 105,933

SUB-TOTAL ALL FUNDS 40,827,718

LESS INTERFUND ACTIVITY (50,000)

TOTAL ALL FUNDS 40,777,718

Section 4: There is hereby levied for the fiscal year ending June 30, 2009, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2008 for the purpose of raising the revenue from current year's property tax as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation.

TOTAL RATE PER \$100 VALUATION \$.54

Section 5: There is hereby levied for the fiscal year ending June 30, 2009, 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, 2008 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 \$.13

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 and June 5, 2007.

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

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 3rd day of June, 2008.



Cornelia P. Olive, Mayor

ATTEST:



Bonnie D. White, City Clerk



Susan C. Patterson, City Attorney

CITY OF SANFORD

RATE SCHEDULE FOR FISCAL YEARS 2008-2009

Proposed Water Utility Rates		
Monthly User Consumption Bracket	Water Charges (Inside)	Water Charges (Outside)
Ccf	\$/Ccf	\$/Ccf
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

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

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

CITY OF SANFORD

RATE SCHEDULE FOR FISCAL YEARS 2008-2009

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

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

Waste Management Fee	
Annually	\$100.00

CITY OF SANFORD

BEER AND WINE FEES FOR FISCAL YEARS 2008-2009

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

Building Construction

Fee Schedule

2008-2009

www.sanfordnc.net

CITY OF SANFORD / LEE COUNTY / TOWN OF BROADWAY

North Carolina

COMMUNITY DEVELOPMENT DEPARTMENT

Inspections Division

Construction Permit Fee Schedule

**BUILDING PERMIT FEES
RESIDENTIAL**

RESIDENTIAL (New)	Includes all Single Family Dwellings, Duplexes, and Townhouses.
Building Permit Fee:	Square Footage up to 1500 sq.ft.: \$190 Basic Fee.
	Square Footage over 1500 sq.ft.: Multiply by \$0.15 + \$190.00 (Basic Fee)
	North Carolina Licensed General Contractors add \$10.00 Homeowner Recovery Fund. (G.S.§ 87-15.6).

RESIDENTIAL (Modular Homes)	<p>Additional permits shall be obtained for porches, basements, garages and additional structural alterations to the modular home in accordance with the appropriate fee schedule. Please be aware that separate permits are required for electrical, mechanical and plumbing.</p> <p>In accordance with G.S.§ 87-1 and F.S.§ 143-139.1: any person, firm or corporation that undertakes to erect a modular building must have either a valid NC General Contractors License or provide a \$5,000 Surety Bond.</p>
Building Permit Fee:	1500 sq.ft. or Less - \$100.00
	1501 – 2000 sq. ft. - \$130.00
	2001 sq.ft. and Up - \$160.00

MANUFACTURED HOMES	Manufactured Home Setup Fee only. Refer to Electrical, Plumbing and Plumbing Fee Schedule for other permits.
Single-Wide	\$30.00 each
Double-Wide	\$45.00 each
Triple-Wide	\$60.00 each

OTHER RESIDENTIAL CONSTRUCTION	Includes all Residential Additions.
Building Permit Fee:	<p>Square Footage shall be used to calculate building permit fees. Estimated Cost of Construction is determined at \$65/sq.ft. for Heated Space, \$30/sq.ft. for Unheated Space and \$15/sq.ft. for Unheated Porches, Shelters or Decks. Building permit fee shall be calculated by: \$2.50 per \$1,000 of Estimated Cost of Construction (<i>from calculation above</i>). Minimum Building Permit Fee is \$40.00.</p>

OTHER RESIDENTIAL CONSTRUCTION	Includes all Residential Renovations, Repairs, and Other Residential Construction not listed elsewhere.
Building Permit Fee:	<p>Permit Fee is Calculated based on Applicants Estimated Cost of Construction. (Bid, quote, or estimate must be provided with permit application). Building permit fee shall be calculated by: \$2.50 per \$1,000 of Applicants Estimated Cost of Construction. Minimum Building Permit Fee is \$40.00.</p>

**BUILDING PERMIT FEES
COMMERCIAL**

COMMERCIAL (New)	50,000 Square Feet and Less.																						
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below;</p> <p>Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$2</p>																						
	<table border="1"> <tr><td>Assembly</td><td>\$80</td></tr> <tr><td>Business</td><td>\$70</td></tr> <tr><td>Educational</td><td>\$80</td></tr> <tr><td>Factory/Industrial</td><td>\$80</td></tr> <tr><td>Hazardous</td><td>\$80</td></tr> <tr><td>Institutional</td><td>\$100</td></tr> <tr><td>Mercantile</td><td>\$80</td></tr> <tr><td>Residential</td><td>\$80</td></tr> <tr><td>Storage</td><td>\$40 Heated \$35 Unheated</td></tr> <tr><td>Utility and Miscellaneous</td><td>\$40 Heated \$35 Unheated</td></tr> <tr><td>Mixed Occupancy</td><td>Highest Cost per Sq.Ft. of Occupancy Types</td></tr> </table>	Assembly	\$80	Business	\$70	Educational	\$80	Factory/Industrial	\$80	Hazardous	\$80	Institutional	\$100	Mercantile	\$80	Residential	\$80	Storage	\$40 Heated \$35 Unheated	Utility and Miscellaneous	\$40 Heated \$35 Unheated	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types
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Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types																						

COMMERCIAL (New)	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"> 1. Multiplying the first 50,000 square feet of the total building gross square footage by the cost per square foot for Type of Occupancy listed below. 2. Multiplying the square footage in excess of 50,000 square feet by the cost per square foot for Type of Occupancy listed below and add to figure from above. <p>Permit Fee = Estimated Cost of Construction (from 1 above), divided by \$1,000, multiplied by \$2 <i>Plus</i> Estimated Cost of Construction (from 2 above), divided by \$1,000, multiplied by \$1.</p>																						
	<table border="1"> <tr><td>Assembly</td><td>\$80</td></tr> <tr><td>Business</td><td>\$70</td></tr> <tr><td>Educational</td><td>\$80</td></tr> <tr><td>Factory/Industrial</td><td>\$80</td></tr> <tr><td>Hazardous</td><td>\$80</td></tr> <tr><td>Institutional</td><td>\$100</td></tr> <tr><td>Mercantile</td><td>\$80</td></tr> <tr><td>Residential</td><td>\$80</td></tr> <tr><td>Storage</td><td>\$40 Heated \$35 Unheated</td></tr> <tr><td>Utility and Miscellaneous</td><td>\$40 Heated \$35 Unheated</td></tr> <tr><td>Mixed Occupancy</td><td>Highest Cost per Sq.Ft. of Occupancy Types</td></tr> </table>	Assembly	\$80	Business	\$70	Educational	\$80	Factory/Industrial	\$80	Hazardous	\$80	Institutional	\$100	Mercantile	\$80	Residential	\$80	Storage	\$40 Heated \$35 Unheated	Utility and Miscellaneous	\$40 Heated \$35 Unheated	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types
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Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types																						

**BUILDING PERMIT FEES
COMMERCIAL (continued)**

COMMERCIAL (New)	Modular Units.	
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below;</p> <p>Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$2</p>	
	Assembly	\$80
	Business	\$70
	Educational	\$80
	Factory/Industrial	\$80
	Hazardous	\$80
	Institutional	\$100
	Mercantile	\$80
	Residential	\$80
	Storage	\$40 Heated \$35 Unheated
	Utility and Miscellaneous	\$40 Heated \$35 Unheated
	Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types

OTHER COMMERCIAL CONSTRUCTION	Includes all Commercial Renovations, Repairs, and Other Commercial Construction not listed elsewhere.	
Building Permit Fee:	<p>Permit Fee is Calculated based on Applicants Estimated Cost of Construction. (Bid, quote, or estimate must be provided with permit application).</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 \$40.00.</p>	

**BUILDING PERMIT FEES
MISCELLANEOUS**

MISCELLANEOUS BUILDING PERMITS	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. \$40.00
Change of Occupancy Permit	\$40.00 each
Daycare Permit	\$50.00 each
Demolition Permit	\$65.00 Permit Fee plus Post \$500 Bond (Cash, Certified Check or Money Order per permit).
Footing/Foundation Permit	\$40.00 each
Malt Beverage License Inspection	\$40.00 each
Moving Building Permit	\$65.00 Permit Fee plus Post \$500 Bond (Cash, Certified Check or Money Order per permit).
Swimming Pool (For Setbacks Only)	\$40.00 each
Tent Permit	\$40.00 each
Outdoor Advertising Sign (For Lee County Only)	\$65.00 each
Other Signs	\$40.00 each

ELECTRICAL PERMIT FEES

RESIDENTIAL	
RESIDENTIAL (New): Basic Fee \$100.00 (up to 200 Amps) Basic Fee <i>plus</i> \$15.00 per each 100 Amps over 200 Amps	
RESIDENTIAL (Renovations) (Maximum Fee \$100.00): Basic Fee \$40.00 <i>plus</i> any of the following that apply: \$4.00 per Special Outlet (Dryer/Electric Stove/Etc) \$20.00 per subpanel	
RESIDENTIAL (Room Additions) (Maximum Fee \$100.00): Basic Fee \$40.00 <i>plus</i> Room Additions - \$30.00 per Room Addition. <i>plus</i> \$4.00 per Special Outlet (Dryer/Electric Stove/Etc). <i>plus</i> \$20.00 per subpanel.	
MANUFACTURED HOME	Basic Fee \$35.00 each
MODULAR HOMES	\$50.00 each
COMMERCIAL	
0-200 Amps	\$85.00 plus \$4.00 per Special Outlet, plus \$30.00 per subpanel
201-400 Amps	\$100.00 plus \$4.00 per Special Outlet, plus \$30.00 per subpanel
401-600 Amps	\$110.00 plus \$4.00 per Special Outlet, plus \$30.00 per subpanel
601-800 Amps	\$125.00 plus \$4.00 per Special Outlet, plus \$30.00 per subpanel
801-1000 Amps	\$135.00 plus \$4.00 per Special Outlet, plus \$30.00 per subpanel
1001-2000 Amps	\$200.00 plus \$4.00 per Special Outlet, plus \$30.00 per subpanel
2001 & Up AMPS	\$260.00 plus \$4.00 per Special Outlet, plus \$30.00 per subpanel
Special Outlets – 30 Amp/240 Volt or Greater	
MISCELLANEOUS ELECTRICAL PERMITS	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. \$40.00
Conditional Power Fee	\$40.00
Fire Alarm	\$40.00
Electrical for Mechanical Change Outs	\$20.00
Power Restoration	\$40.00
Accessory Building	\$40.00
Service Change (Up to 100 amps)	\$40.00
Service Change (125-200 Amps)	\$50.00
Signs	\$40.00
Special Outlets	\$40.00 Minimum Fee plus \$4.00 each (Special Outlets – 30 Amp/240 Volt or Greater)
Swimming Pool Grounding	\$40.00
Temporary Power Pole	\$40.00

MECHANICAL PERMIT FEES

RESIDENTIAL	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. \$40.00
Gas Heating Unit w/ A/C Unit (2 Separate Units/1 System)	\$50.00 per system
Gas Pack	\$45.00 each
Heatpump	\$50.00 each
Single Air Conditioning Unit	\$40.00 each
Single Heating Unit (Gas Furnace, Electric Heat, Etc.)	\$40.00 each
Gas Accessories. (Gas Logs, Fireplace, Dryer, Range, Grill, Space Heater, Lights, Woodburning Inserts, Etc.)	\$30.00 each
Gas Piping/Pressure Test	\$20.00 / 1 st Unit \$6.50 per additional unit
Air Handler or Outdoor Condenser - Change Outs (not heat pumps)	\$40.00 each unit
Ductwork Additions	\$40.00 Basic Fee
COMMERCIAL	
Basic Fee	*\$40.00 plus any of the following that apply:
Boilers	*(Up to 15 tons) \$8.00 per ton (16 tons and up) Total above <i>plus</i> \$2.50 per ton thereafter
Chillers:	*(Up to 15 tons) \$8.00 per ton (16 tons and up) Total above <i>plus</i> \$2.50 per ton thereafter
Gas Pack:	*(Up to 15 tons) \$8.00 per ton (16 tons and up) Total above <i>plus</i> \$2.50 per ton thereafter
Heat Pump:	*(Up to 15 tons) \$8.00 per ton (16 tons and up) Total above <i>plus</i> \$2.50 per ton thereafter
Refrigeration:	*(Up to 15 tons) \$8.00 per ton (16 tons and up) Total above <i>plus</i> \$2.50 per ton thereafter
Gas Appliances	*\$2.50 per 10,000 BTU's
Gas Heating Unit	*\$2.50 per 10,000 BTU's
Gas Heating Unit w/ A/C Unit (2 Separate Units/1 System)	*\$2.50 per 10,000 BTU's
Gas Piping/Pressure Test	*\$20.00 / 1 st Unit \$6.50 Per Additional Unit
Air Handler or Outdoor Condenser - Change Outs (not heat pumps)	\$40.00 each unit
Ductwork Additions	\$40.00 Basic Fee
Canopy Hood (<i>does not require licensed contractor</i>)	*\$40.00 each

(For calculation purposes:

- Horsepower to BTU: 1 HP = 33.475 BTU
- 12,000BTU = 1 Ton)

PLUMBING PERMIT FEES

RESIDENTIAL (New)
Basic Fee \$40.00 plus \$20.00 for every Full Bath \$15.00 for every Half Bath
RESIDENTIAL (Modular Homes)
Basic Fee \$40.00 plus \$4.50 for water line \$4.50 for sewer line Unfinished Baths require a separate permit at the time of Fit Up.
RESIDENTIAL (Manufactured Homes)
Basic Fee \$30.00
OTHER RESIDENTIAL CONSTRUCTION
Basic Fee \$40.00 plus \$4.50 per fixture (<i>see plumbing permit application</i>).
COMMERCIAL (New)
Basic Fee \$40.00 plus \$4.50 per fixture (<i>see plumbing permit application</i>).
COMMERCIAL (Modular)
Basic Fee \$40.00 plus \$4.50 for water line \$4.50 for sewer line
MISCELLANEOUS PLUMBING PERMITS
Basic Fee \$40.00 plus \$4.50 per fixture (<i>see plumbing permit application</i>).

FIRE PREVENTION PERMIT FEES

Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. Basic Fee \$40.00
Fire Sprinkler System/Standpipe.	\$40.00 <i>plus any of the following that apply:</i>
	\$0.25 per Sprinkler Head
	\$30.00 per Sprinkler Riser
	\$30.00 per Standpipe Riser
	\$30.00 Alterations to Sprinkler Heads (Twenty or less).
Storage Tanks.	Above/Underground Removal \$65.00 1 st Tank, \$30.00 Each Additional Tank
	Above/Underground Installation \$65.00 1 st Tank, \$30.00 Each Additional Tank
Private School Fire Inspection.	\$50.00

RECORD RESEARCH

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

TECHNOLOGY FEE

Fee applied to all permits to assist in recovering cost of permitting software system	\$10.00
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SPECIAL NOTES

1. FAILURE TO SECURE PERMIT

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

Commencement of or proceeding with any work of which a permit is required by the State Building Code or any other state or local laws (shall include digging footings or moving manufactured homes on site).

(G.S. § 153A-357, G.S. § 160A-417; G.S. § 153A-354, G.S. § 160A-414; G.S. § 153A-352, G.S. § 160A-412).

2. ISSUANCE OF PERMITS

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

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

All approvals from other regulatory agencies (local, state, and federal) must be documented (i.e. zoning approval, erosion control, historic district, environmental health, etc.) before building permits will be issued. (G.S. § 153A-357, G.S. § 153A-363, G.S. § 160A417, G.S. § 160A-423).

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

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

BUILDING PERMITS

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

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

- Building permits will be issued to a properly licensed North Carolina General Contractor.

OR

- **To the owner of the property on which the building is to be built and occupied by said owner for at least twelve (12) months following completion (no rental property). Volume I-A, G.S. 87-1.**

OR

- To an individual when a general contractor's license is not required. The cost of the undertaking cannot exceed thirty thousand dollars (\$30,000).

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

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

HOMEOWNER RECOVERY FUND:

Pursuant to §87-15.6 (b), whenever a general contractor applies for the issuance of a permit for the construction of any single-family residential dwelling unit or for the alteration of an existing single-family residential dwelling unit, a (\$10.00) fee shall be collected from the general contractor for each dwelling unit to be constructed or altered under the permit. The City of Sanford shall forward nine dollars (\$9.00) of each fee collected to the Board of General Contractors, on a quarterly basis and the city may retain one dollar (\$1.00) of each fee collected. The Board shall deposit the fees received into the General Fund.

ELECTRICAL PERMITS

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

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

OR

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

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

Temporary Service Poles

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

MECHANICAL PERMITS

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

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

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

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

Grease Canopy Hoods do not require a licensed contractor.

MANUFACTURED HOME PERMITS

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

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

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

MODULAR PERMITS

A building permit is required for modular homes.

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

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

NO TEMPORARY SERVICE WILL BE AUTHORIZED FOR ANY MODULAR CONSTRUCTION.

PLUMBING PERMITS

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

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

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

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

RENTAL PROPERTY

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

- **Rental Property – Building Permits**

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

- **Rental Property – Electrical Permits**

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

- **Rental Property – Mechanical Permits**

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

- **Rental Property – Plumbing Permits**

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

RENEWING EXPIRED PERMITS:

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

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

PERMIT REFUNDS

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

POSTING BONDS

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

3. POSTING OF PERMIT CARDS:

Permit cards must be posted and building plans must be available at all times at the jobsite, or the inspection will not be performed and a \$50 re-inspection fee will be charged.

4. INSPECTIONS

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

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

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

Building Permit Cards must be posted and building plans must be available at the jobsite or the inspection will not be performed and a **\$50.00 PENALTY FEE WILL BE CHARGED.**

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

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

Priorities for daily inspections will be as follows:

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

RE-INSPECTION FEES

The Inspections Department will perform one follow-up inspection to ensure that corrections have been made. Additional inspections shall be termed "re-inspections". A fee of \$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 jobsite.

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

- **1st Inspection Trip – No Charge.** Door Hanger will be left instructing owner to schedule an inspection.
- **2nd Inspection Trip, and subsequent trip will result in a \$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.

FEE SCHEDULE, PLANNING & DEVELOPMENT

City Planning Board

Petition for Zoning Text Amendment	\$150
Petition for Zoning Map Amendment	\$200
Petition for Conditional Zoning Map Amendment	\$300

City Board of Adjustment

Variance Application	\$200
Special Use Application	\$200
Appeals	\$200

Ordinances

Unified Development Ordinance	\$40
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Site Plan Review

\$50.00 for the first 10,000 sq. ft. or thirty (30) dwelling units, plus \$2.00 for every additional 1,000 sq. ft. or dwelling unit.

Subdivision Plats

Preliminary Plat (Major Subdivision)	\$100 plus \$2.00 per lot/dwelling unit
Final Plat (Major Subdivision)	No Charge
Minor Subdivision Plat	\$50.00

Annexations and Street Closings

For annexation and street closing petitions, property owners are responsible for costs associated with advertising, recording fees, and required mail notifications. The property owners, or their agent, for newly petitioned annexed areas shall be responsible for paying the rezoning fee, as set forth in this schedule, to assign zoning to the annexed area.

**Compost Facility Fee Schedule
FY 2008-2009**

Material	Price Per Pickup Load	Price per 2 ½ Cu. Yd. Loader Bucket for Larger Truck Loads
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.

Septage Hauler Policy

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

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

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

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

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

The following are the septage hauler prices for the 2008-2009 fiscal year:

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

**Municipal Golf Course
FY 2008-2009 Fee Schedule**

Daily Rates

	<u>Ride</u>	<u>Walk</u>
Daily Rates:		
Monday – Friday	\$22.50	\$13
Saturday and Sunday	\$27.50	\$15
Afternoon Special:		
Monday – Friday	\$20.50	\$13
Saturday and Sunday	\$24.50	\$15
9 Hole Rates:		
Monday – Friday	\$13.25	\$6.50
Saturday and Sunday	\$16.25	\$9.50
Winter Rates (December 1 – February 28)		
Monday – Friday	\$20.50	
Saturday and Sunday	\$26.50	
Senior Rates (Ages 55 and up)		
Monday and Thursday	\$17.50	
Junior Rates		
Monday – Friday		\$5.50
Saturday and Sunday		\$8.50

Annual Membership Rates

	<u>Fee</u>
1 Person	\$450
2 Persons	\$570
Full Family	\$640
Single LTD	\$380
Double LTD	\$495
Junior	\$165
Payment #1	One-third due in July
Payment #2	One-third due in September
Payment #3	One-third due in November

LTD – Limited Play - Monday – Friday – excluding Holidays

Corporate Membership Rates

	<u>Fee</u>
1 Person	\$380
2 Persons	\$480
Full Family	\$600
Optional Guest Fee	\$200

Club Membership Rates

	<u>Fee</u>
1 Person	\$425
2 Persons	\$530
Full Family	\$630

**City of Sanford FY 08-09 Rates for the
Installation of Hydrant Meters for Contractors**

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

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

**City of Sanford FY 2008-2009
Water and Sewer Tap Rates**

Residential	Tap Size	Rate
<i>Inside and Outside</i>		
Water	¾"	\$950
Sewer	4"	\$1,250
Sewer Retaps		\$750
Commercial and Industrial	Tap Size	Rate
<i>Inside and Outside</i>		
Water		At Cost \$950 Minimum
Sewer		At Cost \$1,250 Minimum
Meter Set	¾"	At Cost \$125 Minimum
Meter Adjustment		At Cost \$75 Minimum

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

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

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 \$150,000 and Utility Fund is \$300,000. The revenue reserve is established to provide for any unforeseen revenue losses and allows flexibility in the balanced budget process. The General Fund balance effective June 30, 2007 was \$12,027,240. General Fund balance available for appropriation was \$9,698,506 or 46.8% 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 and transfers of \$3,194,016 for the year compared with a net income before capital contributions of \$4,423,794 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.

Other Post Employment Benefits (OPEB) Funding Policy

The City has established an OPEB funding policy with an initial investment of \$1,175,500 into the State Treasurer's OPEB trust fund. This funding is based on the annual required contribution (ARC) normal cost provided by the actuary for fiscal year ended June 30, 2008. In subsequent fiscal years the city will fund 10% of the ARC normal cost but no less than \$75,000 annually, in addition to the pay-as-you-go amount for current retirees as of June 30, 2008. Funding for the OPEB trust will occur from the general and utility funds based on the number of employees (per budgeted positions) in each fund for the year of funding.

BUDGET PROCESS

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

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

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

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

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

FORMULATE HISTORICAL DATA

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

CAPITAL IMPROVEMENT BUDGET

Departments are required to submit capital improvement project(s) requests in amounts greater than \$25,000. These requests are compiled in one document and reviewed with Finance and the requesting department head. Departments discuss these requests in detail with Council at the annual retreat. Long term city goals and/or projects are formulated by the City Council.

PREPARATION OF DEPARTMENTAL REQUEST

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

CONSOLIDATE PRELIMINARY BUDGET

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

EVALUATE SERVICE PRIORITIES AND OBJECTIVES

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

BALANCE PROPOSED BUDGET

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

LEGISLATIVE REVIEW

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

BUDGET ADOPTION

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

AMENDING ADOPTED BUDGET

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

City of Sanford Budget Preparation Calendar

November 29, 2007	CIP	Memo/instructions and CIP form transmitted to departments
December 20, 2007	CIP	CIP request forms due from department managers
January 23, 2008	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments; begin training departments on new system
February 8, 2008	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 8, 2008	CIP	Finalize prioritization of projects and assignment of revenues
February 15, 2008	Council Retreat	Year end revenue estimates and departmental expenditure estimates consolidated and reviewed
February 15, 2008	FY 08-09 Budget	Prepare and transmit FY 08-09 departmental request information to department heads
February – March, 2008	Council Retreat	Prepare and finalize retreat informational packets
March 17, 2008	FY 08-09 Budget	Departmental budget requests for FY 08-09 due from departments
March 18, 2008	FY 07-08 Budget	Present cleanup amendment to council for FY 07-08
March 31, 2008	FY 08-09 Budget	Finalize 08-09 revenue projections
April 1, 2008	FY 08-09 Budget	Need insurance estimate numbers from HR
April 10, 2008	FY 08-09 Budget	City manager and department heads begin review of department requests
April 23, 2008	FY 08-09 Budget	Need final insurance numbers from HR
April 28, 2008	FY 08-09 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 20 th meeting
May 20, 2008	FY 08-09 Budget	Present budget to council (regular meeting)
May 21, 2008	FY 08-09 Budget	Publish public hearing notice in local newspaper
June 2, 2008	FY 08-09 Budget	Budget work session held with Council
June 3, 2008	FY 08-09 Budget	Public hearing held and adopt budget (first scheduled meeting in June)
June 25, 2008	Year End Estimates	Present FY 07-08 year end cleanup budget amendment to council
July 1, 2008	FY 08-09 Budget	Present adopted budget to departments prior to this date

BUDGET FORMAT

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

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

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

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

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; and Powell Bill funds.

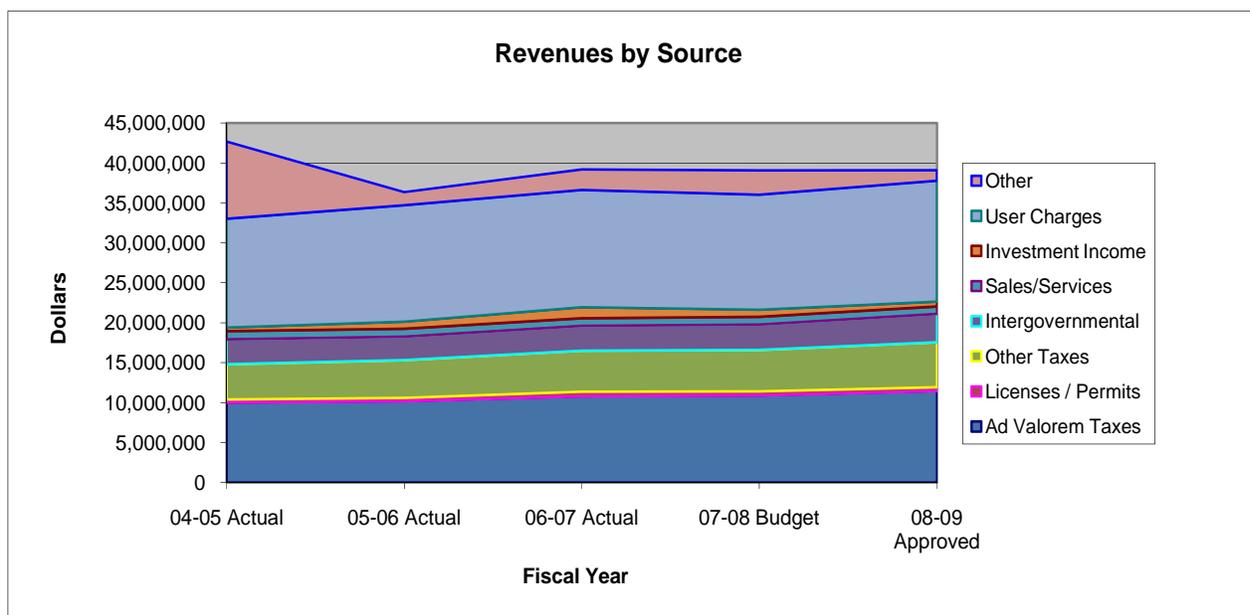
Other Taxes - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax.

Investment Income – Interest earned.

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

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

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



EXPENDITURES BY FUNCTION

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

The major expenditures by function are shown as follows:

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

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

Streets - Expenditures for Street Maintenance and Street Capital Improvements.

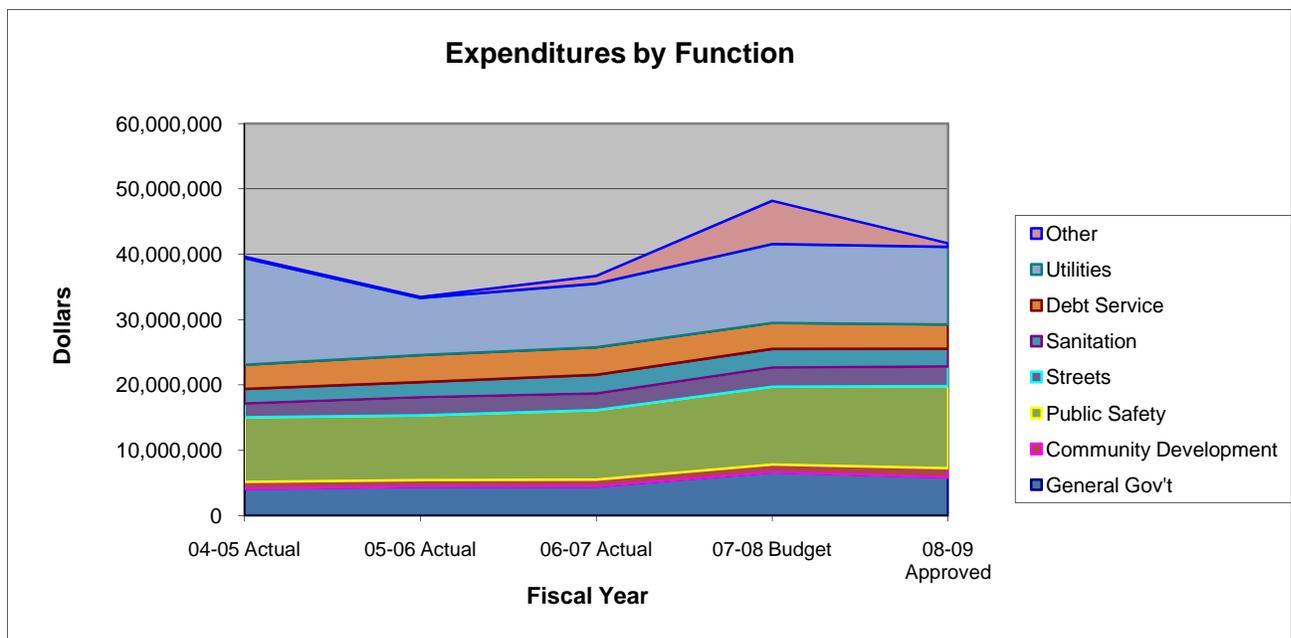
Sanitation - Expenditures for Solid Waste and Sanitation.

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

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

Other - Expenditures for Operating Transfers and Special Tax Fund.

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



EXPENDITURES BY CATEGORY

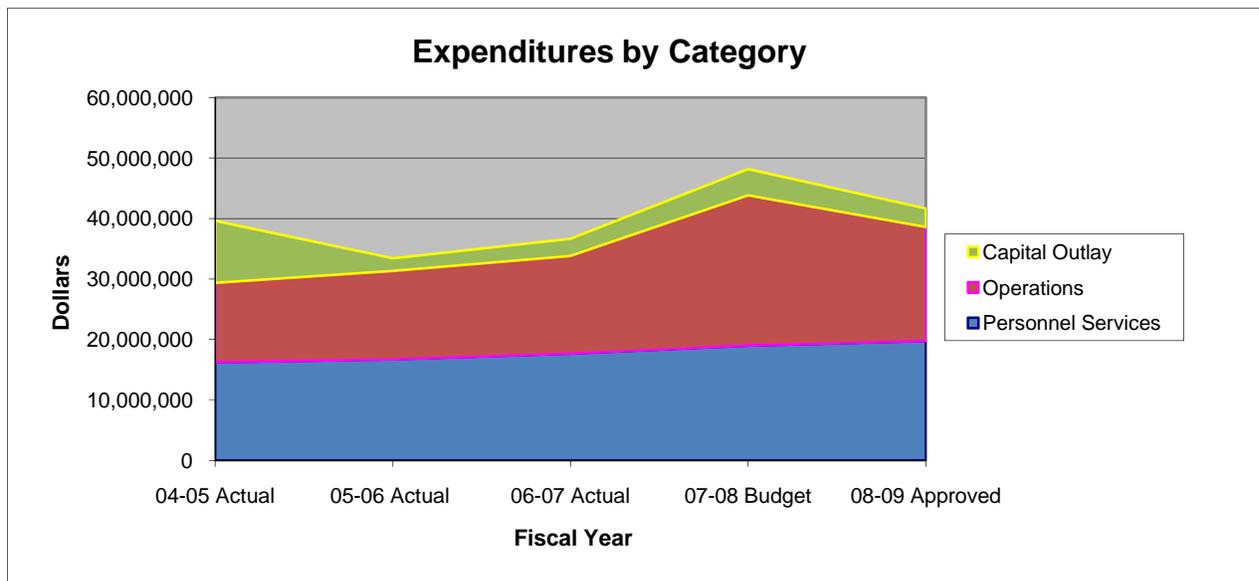
Expenditures by object are divided into three major categories - personnel services, operating expenses and capital outlays.

These categories are summarized below:

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

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

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



CITY OF SANFORD

REVENUE ASSUMPTIONS

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

The following are some assumptions concerning revenues, which were forecast in the City of Sanford 2008-2009 Budget.

REVENUE	FORECAST RATIONALE
ABC Revenue	The City receives a portion of the net operating revenue derived from the operation of the local liquor stores and a contractual agreement with the ABC Board to provide certain regulatory officer support. Appropriation--General Fund \$140,000
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-four cents per one hundred dollars of valuation. Projections of assessed valuations are based on preliminary tax information received from the County of Lee. The Special Tax District rate is set at thirteen cents per one hundred dollars of valuation. Projections of assessed valuations are based on information provided by the County of Lee. Prior year taxes are based on accounts receivable balances as they relate to anticipated collections. Appropriation--General Fund \$11,383,670 Special Tax \$53,908
Animal Control	Revenue received for animal violations. Appropriation—General Fund \$500
Appropriated Fund Balance	The source of this revenue is fund balance. The amount appropriated is dependent on current reserve limitations and requirements of funds to balance projected revenues to expenditures as well as funding needed for capital items. Appropriation--General Fund \$1,370,774 Utility Fund \$354,589 Special Tax \$0
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 two percent increase over budget levels. Appropriation--General Fund \$60,235
Brick Tournament Fees	Fees are collected and segregated for this annual tournament event. Appropriation--General Fund \$11,100

REVENUE

FORECAST RATIONALE

Building Permits and
Inspection Fees-City of Sanford

Buildings which undergo structural changes or new construction within the city limits require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. A technology fee was implemented to support technical upgrades, however, this fee is scheduled to expire in three years. **Appropriation--General Fund \$251,990**

Building Permits and
Inspection Fees-Lee County

Buildings which undergo structural changes or new construction outside the city limits require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$182,210**

Building Permits and
Inspection Fees-Town of Broadway

Buildings which undergo structural changes or new construction within the city limits of Broadway require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$8,523**

Cable Franchise

The state distributes part of the state sales tax collected on video programming and telecommunication services on a quarterly basis. **Appropriation--General Fund \$204,500**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--General Fund \$215,000**

Charges on Past Due Accts.

Charges assessed against utility accounts that are paid after the due date. **Appropriation—Utility Fund \$200,000**

Civil Violations

Fines are levied by the City for violations of the City's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$5,000**

Code Enforcement Fees

Fines and fees were established to ensure enforcement related to the City Code of Ordinances. **Appropriation--General Fund \$10,000**

REVENUE

FORECAST RATIONALE

Concessions

Revenue received for sale of concessions at the golf course.
Appropriation--General Fund \$39,500

Contribution - General Fund

This contribution represents the general fund support of downtown revitalization efforts for the downtown district.
Appropriation—Special Tax \$50,000

Court Cost Fees

The City receives a portion of the local court costs based on number of arrests performed by City. Revenues are based on historical trends. **Appropriation--General Fund \$3,000**

Driving Range

Fees are collected for use of golf course driving range. Revenues are estimates based on anticipated use.
Appropriation—General Fund \$15,500

Federal Drug Enforce. Proceeds

Federal funds received for drug forfeiture. **Appropriation--General Fund \$77,250**

Green Fees Annual

An annual fee is available for unlimited play at the Municipal Golf Course. Revenues are projected based on historical trends.
Appropriation--General Fund \$80,000

Green Fees Daily

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

Installment Purchase Proceeds

Installment purchase proceeds, which result from issuing debt, will not be used to purchase items this year. Items will be paid with cash. **Appropriation--General Fund \$0 Utility Fund \$0**

Interest Income

Interest income revenues are projected on the basis of estimated average available cash balances at an anticipated rate of return.
Appropriation--General Fund \$250,000 Utility Fund \$350,000 Special Tax \$600

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 \$12,500**

REVENUE

FORECAST RATIONALE

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 3 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-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 \$5,222,063

Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data.
Appropriation--General Fund \$50,000 Utility Fund \$10,000

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 \$18,500

Parking Revenues

Proceeds projected for parking fines and parking space rentals.
Appropriation—General Fund \$20,000 Special Tax \$1,425

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

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

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: 130.39 miles of street times \$1,761.50 and population 26,663 times \$23.25. **Appropriation--General Fund \$848,899**

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 \$77,600**

Privilege License

Privilege licenses are levied by the City on certain businesses. Projections are based on actual establishments and the appropriate license schedule. **Appropriation--General Fund \$228,500**

Pro Shop Sales

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

Receipt 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 16.85% calls ratio (\$157,156). Lee County Emergency Management pays for office rental in the amount of \$5,952. The county's cost of the merged community development department is projected to be \$388,704. The contract with the Town of Broadway for planning and inspection services rendered equals \$8,000. The City also provides financial services to the Town of Broadway which is reimbursed in the amount of \$4,800. Telephone surcharge revenues earmarked for expenditures relative to the 911 services total \$337,025. **Appropriation--General Fund \$388,704, \$5,952, \$337,025, \$157,156, \$4,800**

Receipt Other Local Governments-
State

The state will pay for mowing right-of-ways through negotiated contract. **Appropriation--General Fund \$21,620**

Rental Income

To account for rental of office spaces at the Federal Building by county agencies. **Appropriation--General Fund \$30,510
Utility Fund \$45,800**

REVENUE

FORECAST RATIONALE

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**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$40,000 Utility Fund \$15,000**

Sale of Materials

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

Sales Other Funds

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

Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$5,825,000**

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 \$24,000**

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 \$38,125**

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—Utility Fund \$0**

Street Charges

Charges for asphalt repairs that the street department performs after utility work has been completed by the water or sewer departments. **Appropriation--General Fund \$230,000**

Taps and Connections

Fees are charged to customers for connections to the City's water or wastewater system. Revenues are based on historical trends. **Appropriation--Utility Fund \$200,000**

REVENUE

FORECAST RATIONALE

Tower Rental

Revenue received for special use permits to review telecommunication tower applications. **Appropriation—General Fund \$24,000**

Utility Franchise Tax

The City shares in the franchise tax levied by the State on various utilities. Revenues are based on estimated receipts from the N.C. Dept. of Revenue and historical models. Each city's share is based on the actual receipts from electric, telephone, and natural gas services within their municipal boundaries, as a proportion of total statewide receipts. Any significant local rate increases or decreases approved during the year will cause receipts to change. The 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 \$1,653,000**

Waste Management Fees

Proceeds are received for landfill disposal. These charges are based on actual needs. Fees are assessed uniformly (\$100 annually) to all residential property owners on the tax bill. **Appropriation--General Fund \$852,300**

Water Charges

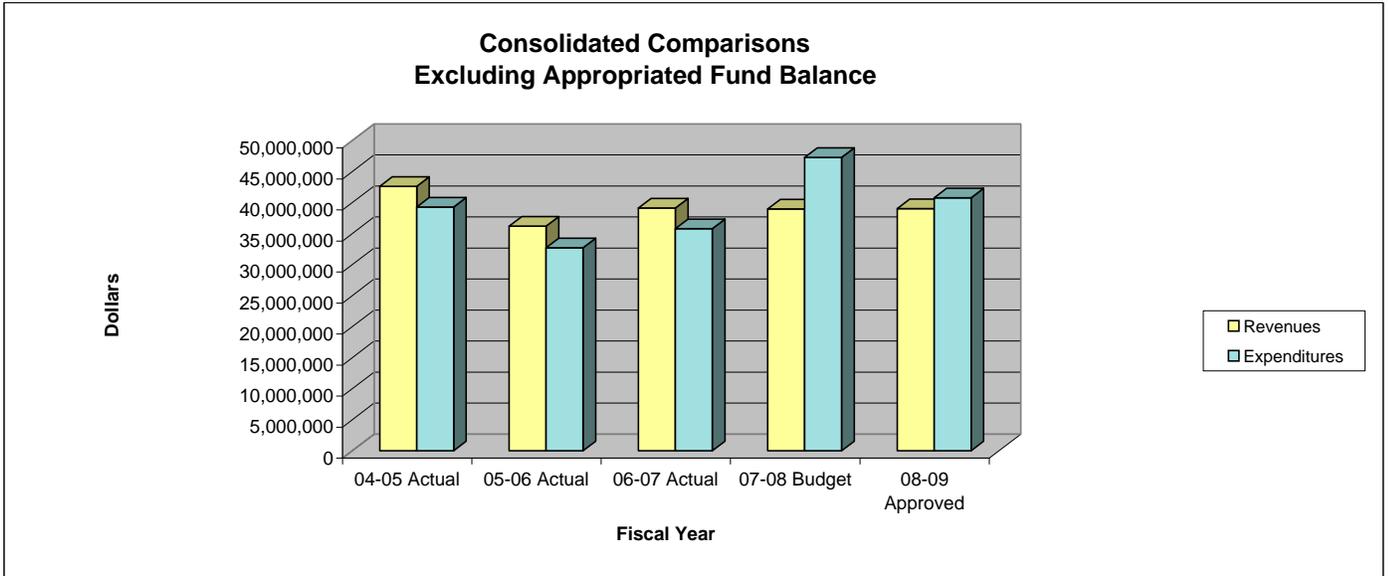
Proceeds are from the sale of treated water through the distribution system. Revenue estimates are based on historical user trends adjusted to reflect the existing rate structure. **Appropriation--Utility Fund \$8,833,890**

**CONSOLIDATED BUDGET
FUND SUMMARIES**

	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
REVENUES							
General Fund	20,083,967	20,498,854	23,235,152	22,118,130	23,316,007	23,316,007	1,197,877
Enterprise Fund	22,507,853	15,684,957	15,844,257	16,852,500	15,680,415	15,680,415	-1,172,085
Special Tax District	102,477	172,210	113,228	104,550	105,933	105,933	1,383
SUB-TOTAL	42,694,297	36,356,021	39,192,637	39,075,180	39,102,355	39,102,355	27,175
Appropriated Fund Balance	58,737	0	131,164	8,277,198	1,725,363	1,725,363	-6,551,835
Less Interfund Activity	-65,500	-110,000	-50,000	-50,000	-50,000	-50,000	0
TOTAL BUDGET	42,687,534	36,246,021	39,273,800	47,302,378	40,777,718	40,777,718	-6,524,660
EXPENDITURES							
General Fund	19,107,919	19,868,076	20,776,737	24,665,794	25,441,850	24,686,781	20,987
Enterprise Fund	20,091,511	12,912,777	14,871,400	22,582,034	15,934,474	16,035,004	-6,547,030
Special Tax District	161,214	88,551	244,392	104,550	105,419	105,933	1,383
SUB-TOTAL	39,360,644	32,869,404	35,892,528	47,352,378	41,481,743	40,827,718	-6,524,660
Less Interfund Activity	-65,500	-110,000	-50,000	-50,000	-50,000	-50,000	0
TOTAL BUDGET	39,295,144	32,759,404	35,842,528	47,302,378	41,431,743	40,777,718	-6,524,660

GRAPHIC REPRESENTATION

Illustrated below are revenues as they relate to expenditures.



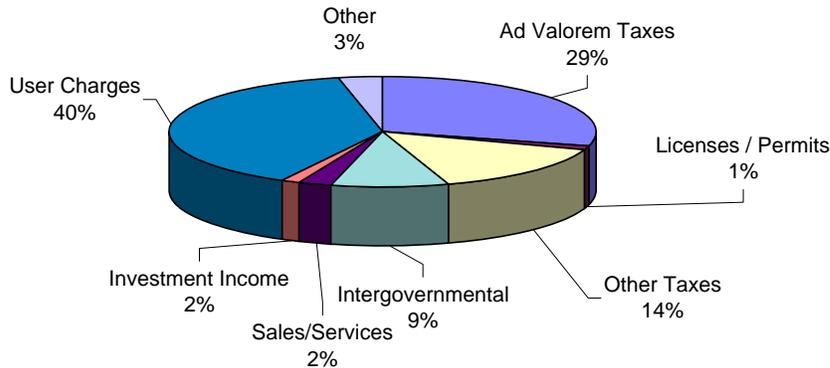
**CONSOLIDATED BUDGET
REVENUE SUMMARIES**

	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
REVENUES							
Ad Valorem Taxes	9,992,393	10,174,666	10,782,342	10,874,092	11,437,578	11,437,578	563,486
Licenses / Permits	369,131	375,724	546,834	509,000	452,723	452,723	-56,277
Other Taxes	4,418,700	4,741,989	5,160,653	5,188,700	5,655,063	5,655,063	466,363
Intergovernmental	3,118,061	2,949,870	3,109,740	3,197,578	3,554,641	3,554,641	357,063
Sales/Services	1,031,454	985,189	942,546	961,200	925,800	925,800	-35,400
Investment Income	458,618	893,370	1,394,605	888,500	613,100	613,100	-275,400
User Charges	13,625,664	14,585,125	14,688,006	14,418,000	15,144,390	15,144,390	726,390
Other	9,680,276	1,650,088	2,567,910	3,038,110	1,319,060	1,319,060	-1,719,050
SUB-TOTAL	42,694,297	36,356,021	39,192,637	39,075,180	39,102,355	39,102,355	27,175
Appropriated Fund Balance	58,737	0	131,164	8,277,198	1,725,363	1,725,363	-6,551,835
Less Interfund Activity	-65,500	-110,000	-50,000	-50,000	-50,000	-50,000	0
TOTAL BUDGET	42,687,534	36,246,021	39,273,800	47,302,378	40,777,718	40,777,718	-6,524,660

GRAPHIC REPRESENTATION

The relative value of major revenue sources are shown below. Taxes Ad-Valorem and User Charges represent 68% of the revenues received by the city.

FY 2008-2009 Approved Budget Revenue Sources



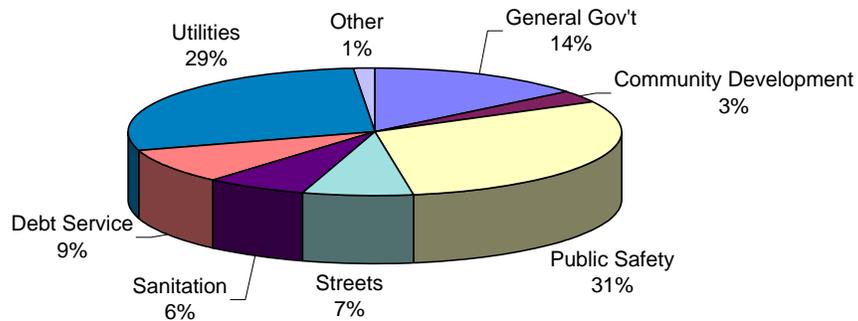
**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
FUNCTIONS							
General Gov't	4,096,825	4,468,165	4,475,809	6,651,096	5,741,200	5,867,873	-783,223
Community Development	1,034,071	937,970	996,477	1,144,303	1,518,257	1,348,911	204,608
Public Safety	9,891,816	9,897,574	10,658,092	11,917,014	13,404,019	12,581,995	664,981
Streets	2,110,250	2,768,459	2,537,988	2,932,579	2,960,001	3,026,889	94,310
Sanitation	2,244,457	2,362,022	2,882,281	2,858,630	2,662,991	2,705,731	-152,899
Debt Service	3,706,217	4,127,890	4,212,870	4,001,007	3,718,243	3,718,243	-282,764
Utilities	16,335,294	8,734,887	9,731,631	12,055,480	11,916,231	11,883,641	-171,839
Other	211,214	138,551	1,171,291	6,630,097	405,419	539,053	-6,091,044
SUB-TOTAL	39,630,144	33,435,518	36,666,439	48,190,206	42,326,361	41,672,336	-6,517,870
Less Interfund Activity	-65,500	-110,000	-50,000	-50,000	-50,000	-50,000	0
Interfund Reimbursement	-269,500	-566,114	-773,911	-837,828	-844,618	-844,618	-6,790
TOTAL BUDGET	39,295,144	32,759,404	35,842,528	47,302,378	41,431,743	40,777,718	-6,524,660

GRAPHIC REPRESENTATION

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

FY 2008-2009 Approved Budget

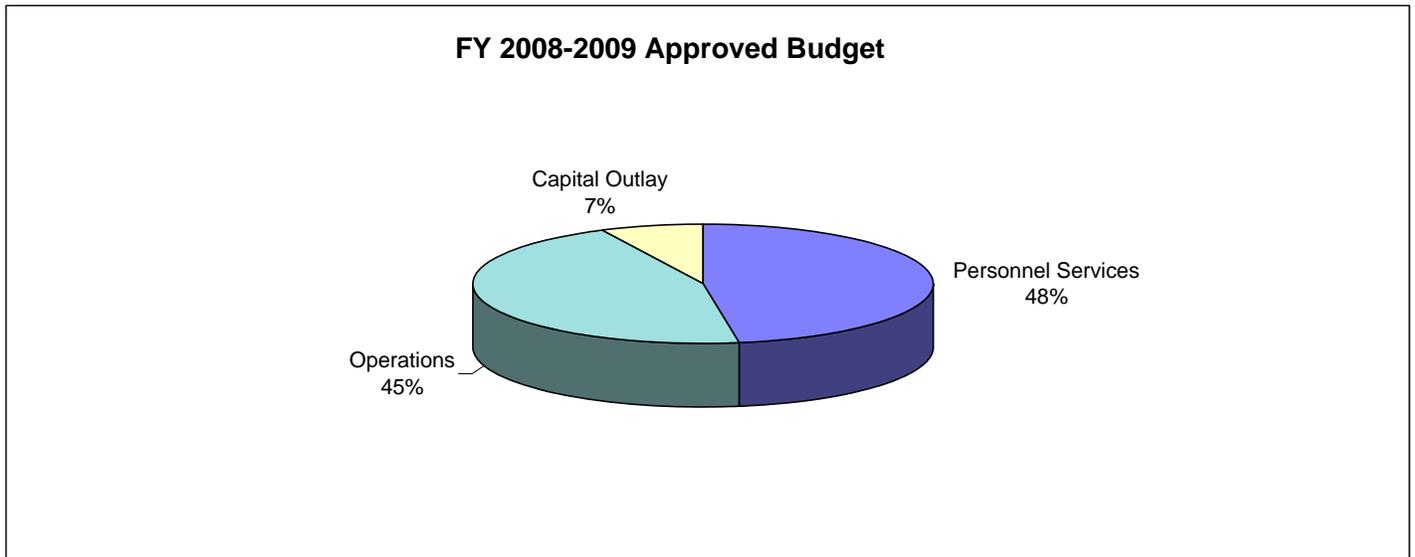


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
EXPENDITURES							
Personnel Services	16,250,035	16,729,292	17,678,674	19,011,328	19,655,825	19,760,530	749,202
Operations	13,124,184	14,617,037	16,147,959	24,838,197	18,564,564	18,848,848	-5,989,349
Capital Outlay	10,255,925	2,089,189	2,839,806	4,340,681	4,105,972	3,062,958	-1,277,723
SUB-TOTAL	39,630,144	33,435,518	36,666,439	48,190,206	42,326,361	41,672,336	-6,517,870
Less Interfund Activity	-65,500	-110,000	-50,000	-50,000	-50,000	-50,000	0
Interfund Reimbursement	-269,500	-566,114	-773,911	-837,828	-844,618	-844,618	6,790
TOTAL BUDGET	39,295,144	32,759,404	35,842,528	47,302,378	41,431,743	40,777,718	-6,524,660

GRAPHIC REPRESENTATION

As shown below personnel services represent a major percentage of the city's total expenditures. These expenditures include salary and benefit cost for 349 full time employees. Operating costs include major expenditures for utilities, debt service, chemicals, and contract services. Capital is shown in detail at the departmental level.



GENERAL FUND REVENUE

REVENUE SOURCES	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
Prior	281,069	246,160	258,094	225,000	250,000	250,000	25,000
Current	9,584,761	9,797,708	10,383,527	10,522,667	11,058,670	11,058,670	536,003
Payment in Lieu of Taxes	16,543	16,181	15,731	15,000	15,000	15,000	0
Penalties Less Discounts	61,666	57,315	66,971	59,300	60,000	60,000	700
Total Ad Valorem Taxes	9,944,039	10,117,364	10,724,324	10,821,967	11,383,670	11,383,670	561,703
Local Sales Tax - Article 39	1,983,686	2,023,015	2,031,894	1,950,000	2,162,168	2,162,168	212,168
Local Sales Tax - Article 40	750,826	865,577	1,035,140	986,700	1,062,097	1,062,097	75,397
Local Sales Tax - Article 44	784,086	830,498	901,917	860,000	945,094	945,094	85,094
Local Sales Tax - Article 42	743,735	855,001	1,029,529	978,500	1,052,704	1,052,704	74,204
Cable Franchise	0	163,918	157,059	160,000	204,500	204,500	44,500
Privilege License	156,367	3,980	5,115	253,500	228,500	228,500	-25,000
Total Other Taxes	4,418,700	4,741,989	5,160,653	5,188,700	5,655,063	5,655,063	466,363
City Permits	201,578	222,568	317,325	304,290	251,990	251,990	-52,300
County Permits	157,078	134,091	193,493	182,930	182,210	182,210	-720
Broadway Permits	10,475	19,065	9,441	11,780	8,523	8,523	-3,257
Code Enforcement	0	0	26,575	10,000	10,000	10,000	0
Total Licenses / Permits	369,131	375,724	546,834	509,000	452,723	452,723	-56,277
Interest Income	203,431	358,878	587,588	400,000	250,000	250,000	-150,000
Total Investment Income	203,431	358,878	587,588	400,000	250,000	250,000	-150,000
Green Fees Annual	94,919	68,046	78,469	76,000	80,000	80,000	4,000
Green Fees Daily	113,377	137,725	142,751	167,000	175,000	175,000	8,000
Cart Fees	157,906	166,876	165,718	190,000	215,000	215,000	25,000
Driving Range	13,535	14,880	14,458	15,000	15,500	15,500	500
Total Golf User Charges	379,737	387,527	401,395	448,000	485,500	485,500	37,500
Intergovernmental Revenues							
United States of America							
Police Grants	8,150	22,121	7,632	67,403	0	0	-67,403
Firefighters Federal Grant	165,767	0	0	0	0	0	0
Federal Drug Enf. Proc.	32,419	16,671	0	84,100	77,250	77,250	-6,850
Federal Grant Depot Park	77,268	0	0	0	0	0	0
State of North Carolina							
Utility Franchise Tax	1,118,870	1,179,328	1,387,909	1,310,900	1,653,000	1,653,000	342,100
Beer & Wine Tax	52,286	52,632	58,482	57,000	60,235	60,235	3,235
Powell Bill	767,741	768,240	800,387	845,075	848,899	848,899	3,824
State Drug Forfeiture	41,841	19,680	43,661	0	0	0	0
Rec. Other Gov.-State	7,875	2,337	0	0	21,620	21,620	21,620
Safe Kids Grant	2,386	1,853	2,030	0	0	0	0
Other Local Governments							
Sales Tax Refund	0	33,948	1,984	0	0	0	0
Gas Tax Refund	9,519	0	2,648	0	0	0	0
Youth Council	0	0	6,200	5,000	0	0	0
Lee County Fire Grant	0	35,000	0	0	0	0	0
Consolidated Planning Services	301,018	318,806	331,067	330,679	388,704	388,704	58,025
EMS Office Rental	2,400	2,400	2,400	5,952	5,952	5,952	0
911 Surcharge Reimbursement	248,010	315,815	324,167	343,424	337,025	337,025	-6,399
911 Dispatch	117,266	125,422	133,996	141,745	157,156	157,156	15,411
911 Coordinator	25,521	0	0	0	0	0	0
Rec. Local Inspections Contract	43,000	43,000	0	0	0	0	0
NC League of Municipalities Grant	0	0	0	1,500	0	0	-1,500
Financial Services - Broadway	0	4,431	4,871	4,800	4,800	4,800	0
Total Intergovernmental	3,021,337	2,941,684	3,107,434	3,197,578	3,554,641	3,554,641	362,063

GENERAL FUND REVENUE

REVENUE SOURCES	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
Sale of Materials	13,362	13,060	13,782	10,000	3,500	3,500	-6,500
Sale of Compost Materials	38,381	42,269	36,175	20,000	30,000	30,000	10,000
Sale of Fixed Assets	99,042	77,445	54,602	40,000	40,000	40,000	0
Sale of Land	0	35,000	800	0	0	0	0
Sale of Timber	0	0	0	81,200	0	0	-81,200
Waste Mgmt. User Fees	814,284	817,415	837,187	810,000	852,300	852,300	42,300
Shop Sales - Lee County	66,385	0	0	0	0	0	0
Total Sales and Service	1,031,454	985,189	942,546	961,200	925,800	925,800	-35,400
Brick Tourn. Fees	10,835	11,555	11,230	11,500	11,100	11,100	-400
Concession	0	720	17,367	25,000	39,500	39,500	14,500
Miscellaneous	250	521	130	0	0	0	0
Pro Shop Sales	0	0	20,305	75,000	55,000	55,000	-20,000
Club House Rental	1,200	2,400	1,200	0	0	0	0
General Fund Loan Proc.	81,063	0	0	0	0	0	0
Sale of Capital Assets	0	11,950	0	0	0	0	0
Total Golf Other	93,348	27,146	50,231	111,500	105,600	105,600	-5,900
Installment Purchase Proceeds	96,250	62,374	1,138,000	0	0	0	0
Transfer from Other Funds	0	2,681	0	0	0	0	0
Court Cost Fees	19,642	17,836	12,707	10,000	3,000	3,000	-7,000
ABC Revenue	157,500	157,500	140,000	140,000	140,000	140,000	0
Street Charges	124,342	130,567	227,845	160,000	230,000	230,000	70,000
Rental Income	15,000	30,510	26,633	30,510	30,510	30,510	0
Parking Revenue	300	0	24,524	15,000	20,000	20,000	5,000
Animal Control	550	50	925	0	500	500	500
Miscellaneous	176,888	98,849	105,558	88,175	50,000	50,000	-38,175
Civil Violations	16,864	26,000	7,512	7,500	5,000	5,000	-2,500
Relay for Life Donations	0	10,345	5,029	5,000	0	0	-5,000
Tower Rental	0	0	0	24,000	24,000	24,000	0
Special Assessments	0	26,641	25,414	0	0	0	0
Contribution-Special Tax Depot Park	15,454	0	0	0	0	0	0
Total Other	622,790	563,353	1,714,147	480,185	503,010	503,010	22,825
SUB-TOTAL GENERAL FUND	20,083,967	20,498,854	23,235,152	22,118,130	23,316,007	23,316,007	1,197,877
Appropriated Fund Balance	0	0	0	2,547,664	1,370,774	1,370,774	-1,176,890
TOTAL GENERAL FUND	20,083,967	20,498,854	23,235,152	24,665,794	24,686,781	24,686,781	20,987

GENERAL FUND EXPENDITURES

DEPARTMENT	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
Governing Body	241,131	257,937	259,377	305,427	298,409	287,123	-18,304
Administration	185,638	195,345	192,010	211,822	199,306	203,752	-8,070
Human Resources	211,841	229,971	249,900	269,680	317,044	310,521	40,841
Risk Management	12,803	34,350	66,489	79,630	150,981	83,500	3,870
Elections	0	11,855	0	22,782	0	0	-22,782
Finance	642,224	678,927	740,901	834,205	860,044	878,074	43,869
Information Systems	165,642	216,298	241,665	252,185	254,913	260,851	8,666
Legal	154,228	165,355	173,809	232,757	201,898	208,886	-23,871
Strategic Information Services	74,224	21	0	0	0	0	0
Public Building	733,155	809,912	817,998	917,718	777,546	965,401	47,683
Public Works Adm.	326,001	374,876	360,091	440,556	408,817	426,093	-14,463
Central Office	42,548	53,226	68,592	67,650	71,010	71,010	3,360
GF Contributions	336,940	395,735	332,711	1,505,967	571,396	904,738	-601,229
Golf	615,305	628,057	625,242	894,920	786,594	746,680	-148,240
Shop	889,078	966,489	913,016	1,194,583	1,160,447	1,277,858	83,275
Less Shop Charges	-795,144	-877,398	-876,310	-934,000	-875,000	-1,196,460	-262,460
Horticulture	261,211	327,209	310,320	355,214	557,795	439,846	84,632
General Government	4,096,825	4,468,165	4,475,809	6,651,096	5,741,200	5,867,873	-783,223
Police	5,831,141	5,966,783	6,605,758	6,830,660	7,529,120	7,760,655	929,995
Police - 911 Surcharge	269,779	294,074	324,514	343,424	337,025	337,025	-6,399
Police Grants	79,771	60,100	5,453	89,701	0	0	-89,701
Fire	3,267,601	3,113,100	3,273,024	4,019,372	4,974,495	3,940,322	-79,050
Inspection	443,524	463,517	449,343	633,857	563,379	543,993	-89,864
Public Safety	9,891,816	9,897,574	10,658,092	11,917,014	13,404,019	12,581,995	664,981
Street	1,907,639	2,398,019	2,375,159	2,714,914	2,860,001	2,262,364	-452,550
Street Capital Imp.	202,611	370,440	162,829	217,665	100,000	764,525	546,860
Streets	2,110,250	2,768,459	2,537,988	2,932,579	2,960,001	3,026,889	94,310
Solid Waste	1,163,908	1,224,329	1,685,525	1,584,526	1,418,567	1,461,307	-123,219
Sanitation	1,080,549	1,137,693	1,196,756	1,274,104	1,244,424	1,244,424	-29,680
Sanitation	2,244,457	2,362,022	2,882,281	2,858,630	2,662,991	2,705,731	-152,899
Community Development	604,635	652,137	678,994	767,823	887,386	887,787	119,964
Comm. Dev.-911 Coordinator	46,965	11	0	0	0	0	0
Comm. Enhance.-Code Enforce.	224,324	200,689	239,959	285,102	350,000	277,893	-7,209
Comm. Enhancement-Downtown	158,147	85,133	77,525	91,378	280,871	183,231	91,853
Community Development	1,034,071	937,970	996,477	1,144,303	1,518,257	1,348,911	204,608
SUB-TOTAL GENERAL FUND	19,377,419	20,434,190	21,550,648	25,503,622	26,286,468	25,531,399	27,777
Interfund Reimbursements	-269,500	-566,114	-773,911	-837,828	-844,618	-844,618	-6,790
TOTAL GENERAL FUND	19,107,919	19,868,076	20,776,737	24,665,794	25,441,850	24,686,781	20,987

UTILITY FUND REVENUE

REVENUE SOURCES	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
Water Charges	6,923,051	8,416,152	8,550,411	8,250,000	8,833,890	8,833,890	583,890
Water Charges - Lee Co.	608,116	0	0	0	0	0	0
Sewer Charges	5,714,760	5,781,446	5,736,201	5,720,000	5,825,000	5,825,000	105,000
Total User Charges	13,245,927	14,197,598	14,286,612	13,970,000	14,658,890	14,658,890	688,890
Interest Income	237,547	514,901	781,139	475,000	350,000	350,000	-125,000
Interest on Assessments	15,392	14,833	22,094	12,500	12,500	12,500	0
Total Investment Income	252,939	529,734	803,232	487,500	362,500	362,500	-125,000
Taps and Connections	238,369	234,661	236,160	225,000	200,000	200,000	-25,000
Sewer Surcharge	19,523	7,293	17,138	7,200	24,000	24,000	16,800
Sludge Charge	36,417	48,044	44,875	40,000	38,125	38,125	-1,875
Bulk Water Sales	4,336	0	0	0	0	0	0
Maintenance Charges - Lee Co.	10,882	0	0	0	0	0	0
Non Compliance Fines	250	2,851	2,092	0	0	0	0
Monitoring Fee	88,704	89,496	90,090	87,500	77,600	77,600	-9,900
Charges on Past Due Accounts	0	310,636	179,914	180,000	200,000	200,000	20,000
Oil and Grease Fees	17,685	18,947	19,184	18,500	18,500	18,500	0
Sales Other Funds	39,581	34,994	34,085	34,000	30,000	30,000	-4,000
Sale of Fixed Property	-1,066	49,319	34,005	15,000	15,000	15,000	0
Special Assessments	37,170	0	-6,346	200,000	0	0	-200,000
Miscellaneous	143,062	51,497	61,324	50,000	10,000	10,000	-40,000
Installment Purchase Proceeds	7,630,000	62,374	0	1,500,000	0	0	-1,500,000
Water System Purchase Proceeds	634,104	0	0	0	0	0	0
Bad Debt Recovery	646	1,227	485	0	0	0	0
Rental Income	12,600	38,100	39,100	37,800	45,800	45,800	8,000
Total Other Revenue	8,912,263	949,439	752,107	2,395,000	659,025	659,025	-1,735,975
Sales Tax Refund	9,104	2,873	2,306	0	0	0	0
State Grants	9,300	0	0	0	0	0	0
Rec. from Other Gov't State	78,320	5,313	0	0	0	0	0
Total Intergovernmental	96,724	8,186	2,306	0	0	0	0
SUB-TOTAL UTILITY FUND	22,507,853	15,684,957	15,844,257	16,852,500	15,680,415	15,680,415	-1,172,085
Appropriated Fund Balance	0	0	0	5,729,534	354,589	354,589	-5,374,945
TOTAL UTILITY FUND	22,507,853	15,684,957	15,844,257	22,582,034	16,035,004	16,035,004	-6,547,030

UTILITY FUND EXPENSES

DEPARTMENT	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
Debt Service	3,706,217	4,127,890	4,212,870	4,001,007	3,718,243	3,718,243	-282,764
UF Contributions	50,000	50,000	926,899	6,525,547	300,000	433,120	-6,092,427
Other	50,000	50,000	926,899	6,525,547	300,000	433,120	-6,092,427
Store	338,255	339,918	371,249	375,700	384,471	358,768	-16,932
Less Store Charges	-309,322	-331,114	-356,841	-315,485	-314,028	-286,244	29,241
UF Administration	823,561	1,115,343	1,594,036	1,577,394	1,285,665	1,315,859	-261,535
Utility Billing	0	0	0	0	240,075	244,508	244,508
Engineering	540,007	468,686	526,174	589,635	596,725	648,286	58,651
Sewer Const.	931,491	1,084,383	1,092,429	1,152,176	1,151,767	1,187,876	35,700
Water Const.	2,145,552	2,220,972	2,583,117	2,730,628	2,659,363	2,692,347	-38,281
Water Plant	1,493,558	1,645,055	1,796,967	2,004,610	2,009,603	2,021,385	16,775
Wastewater Plant	1,436,225	1,440,355	1,560,082	1,776,082	1,702,590	1,725,856	-50,226
Water Capital Imp.	8,119,801	191,293	273,930	1,925,462	450,000	425,000	-1,500,462
Sewer Capital Imp.	816,166	559,996	290,487	239,278	1,750,000	1,550,000	1,310,722
Public Utilities	16,335,294	8,734,887	9,731,631	12,055,480	11,916,231	11,883,641	-171,839
TOTAL UTILITY FUND	20,091,511	12,912,777	14,871,400	22,582,034	15,934,474	16,035,004	-6,547,030

SPECIAL TAX FUND REVENUE

REVENUE SOURCES	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
Current Year Taxes	47,321	56,600	56,865	51,575	53,258	53,258	1,683
Prior Year Taxes	803	474	891	400	500	500	100
Penalties Less Discounts	230	228	262	150	150	150	0
Total Ad Valorem Taxes	48,354	57,302	58,018	52,125	53,908	53,908	1,783
Interest Income	2,248	4,758	3,785	1,000	600	600	-400
Total Investment Income	2,248	4,758	3,785	1,000	600	600	-400
Parking Revenues	1,875	150	1,425	1,425	1,425	1,425	0
Contribu. From General	50,000	110,000	50,000	50,000	50,000	50,000	0
Total Other	51,875	110,150	51,425	51,425	51,425	51,425	0
SUB-TOTAL SPEC. TAX	102,477	172,210	113,228	104,550	105,933	105,933	1,383
Appropriated Fund Balance	58,737	0	131,164	0	0	0	0
TOTAL SPECIAL TAX	161,214	172,210	244,392	104,550	105,933	105,933	1,383

SPECIAL TAX FUND EXPENDITURES

DEPARTMENT	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 BUDGET	FY 08-09 REQUESTED	FY 08-09 APPROVED	VARIANCE
Special Tax	161,214	88,551	244,392	104,550	105,419	105,933	1,383
Total Other	161,214	88,551	244,392	104,550	105,419	105,933	1,383
TOTAL SPECIAL TAX	161,214	88,551	244,392	104,550	105,419	105,933	1,383

STAFFING COMPARISON

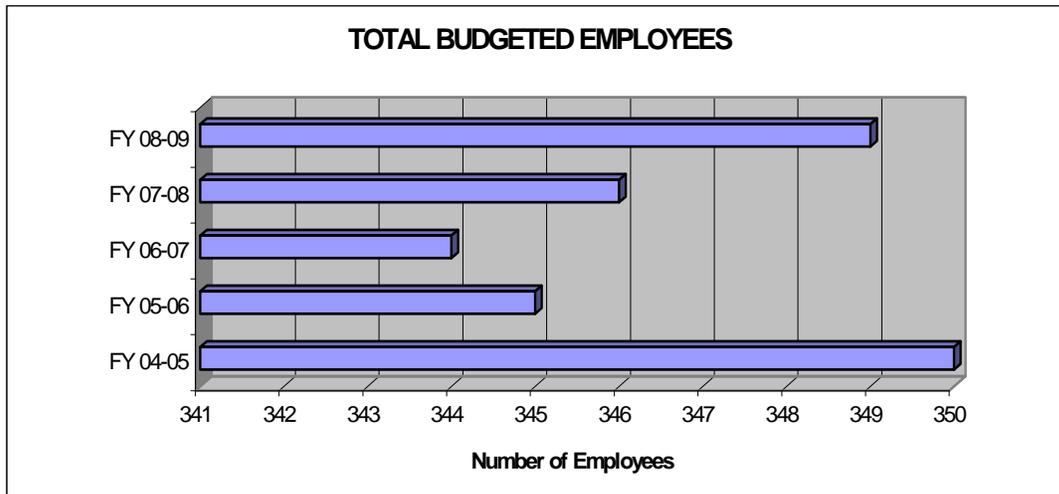
DEPARTMENT	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 ACTUAL	FY 08-09 APPROVED
Governing Body-Elected	9	9	9	9	9
Administration	2	2	2	2	2
Human Resources	3	3	3	3	**4
Risk Management	**1	1	1	1	1
Finance	8	8	8	8	8
Information Systems	2	2	2	2	2
Legal	2	2	2	2	2
Strategic Information Services	1	0	0	0	0
Public Building	3	3	3	3	3
Public Works Adm.	5	5	5	5	5
Golf	8	8	6	6	6
Shop	6	5	5	5	5
Stormwater	*1	0	0	0	0
Horticulture	6	6	6	6	6
TOTAL GENERAL GOV'T	57	54	52	52	53
Police	100	100	100	101	102
Fire	52	52	52	52	53
Inspection	8	8	8	8	7
TOTAL PUBLIC SFTY.	160	160	160	161	162
Street	18	18	18	18	18
TOTAL STREET	18	18	18	18	18
Solid Waste	17	17	18	18	18
TOTAL SANITATION	17	17	18	18	18
Community Development	9	9	9	9	10
Community Development-911	1	0	0	0	0
Comm. Enhance/Code Enforce.	5	4	4	4	4
Comm. Enhance/Downtown/HPC	1	1	1	1	1
TOTAL COMMUNITY DEV.	16	14	14	14	15
TOTAL GENERAL FUND	268	263	262	263	266

*Position temporarily on hold

** Position funded for partial year

STAFFING COMPARISON

DEPARTMENT	FY 04-05 ACTUAL	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 ACTUAL	FY 08-09 APPROVED
PUBLIC UTILITIES					
Store	1	1	1	1	1
UF Administration	7	7	8	9	7
Utility Billing	-	-	-	-	2
Engineering	9	9	8	8	8
Sewer Const. & Maint.	13	13	13	13	13
Water Const. & Maint.	28	28	28	28	28
Water Plant	11	11	11	11	11
Wastewater Treat. Plant	13	13	13	13	13
TOTAL PUBLIC UTILITIES	82	82	82	83	83
TOTAL UTILITY FUND	82	82	82	83	83
TOTAL ENTERPRISE FUND	82	82	82	83	83
GRAND TOTAL	350	345	344	346	349



CAPITAL OUTLAY - SORT

GENERAL FUND

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Email Server	Information Systems	9,500		9,500
1	Main Fiber Optic and Server Network Switch	Information Systems	3,700		3,700
1	Color Scanner	Community Development		3,000	3,000
1	Color Laser Printer	Police		3,200	3,200
	Subtotal Computers and Equipment		13,200	6,200	19,400
	Refurbish Cart Paths	Golf	90,000		40,000
	Remodel City Hall	Public Building	175,000		175,000
	Equipment Storage Building	Fire		120,000	0
	Subtotal Major Capital Construction		265,000	120,000	215,000
1	Polygraph	Police	6,019		6,019
1	Crime Site Imager	Police		19,445	19,445
1	Latent Print Rak	Police		68,867	68,867
6	Mobile Radios and Lights	Police	34,663		34,663
1	Postage Machine	Code Enforcement		3,000	0
6	Historic District Entrance Signs	Downtown/HPC		20,000	20,000
	Signal Light Enhancement	Street		90,000	50,000
1	Modular Diagnostic Scan Tool	Shop	10,000		10,000
1	Diesel Engine Mower and Cutting Deck	Horticulture	14,000		14,000
	Subtotal Other Equipment		64,682	201,312	222,994
1	1/2 Ton Standard Truck	Risk Management	14,700		0
1	SUV Trailblazer	Community Development	21,330		0
12	Patrol Vehicles	Police	283,200		283,200
5	Detective Vehicles	Police	95,000		95,000
1	SEU/K-9 Utility	Police	30,000		30,000
1	Full Size Crew Cab Truck	Fire	26,000		0
1	Chevrolet Impala	Inspections	22,350		16,000
1	1/2 Ton 4 X 4 Ford Truck	Code Enforcement		21,750	0
1	1/2 Ton Supercab Truck	Solid Waste		22,100	22,100
	Subtotal Vehicles		492,580	43,850	446,300
1	Pumper Apparatus	Fire	464,000		464,000
1	Mini-pumper Apparatus	Fire	175,000		0
1	Heavy Duty Equipment Truck	Fire	350,000		0
1	Flatbed Dump Truck	Street	59,000		0
1	Backhoe	Street	65,051		65,051
1	2-Ton Dump Truck	Street	59,500		59,500
1	Salt Brine Unit	Street		36,000	0
1	Dump Truck	Solid Waste	60,180		0
1	Tractor with Boom Mower	Solid Waste	90,000		90,000
1	Flail Mowers	Solid Waste	25,000		0
	Subtotal Heavy Equipment		1,347,731	36,000	678,551
	Grand Total - General Fund Capital		2,183,193	407,362	1,582,245
Drug Forfeiture funds of \$41,500 are not listed due to security constraints and not included in the total.					

CAPITAL OUTLAY - SORT

ENTERPRISE FUND

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Munis UB Citizen Self Serve Module	UF Administration		30,000	30,000
	Subtotal Computers and Equipment		0	30,000	30,000
2	Epoxy and Paint Bulk Storage Tanks	Water Plant	5,000		5,000
	Concrete Work	Water Plant	6,500		6,500
	Subtotal Construction		11,500	0	11,500
	Grade and Refinish Bulk Chemical Storage Facility	Water Plant	32,000		32,000
	Utility Adjustments	Water Capital Improve.	400,000		400,000
	Big Buffalo Upgrade	Sewer Capital Improve.	400,000		400,000
	Utility Adjustments	Sewer Capital Improve.	400,000		400,000
	Subtotal Major Capital Construction		1,232,000	0	1,232,000
1	Digital Leak Detector	Water Const. & Maint.		30,000	30,000
1	Incubator	Water Plant	2,700		2,700
1	Electric Auto Crane	WWTP		12,000	12,000
1	Scagg Mower	WWTP	12,713		12,713
1	Compressor	WWTP		2,600	0
1	Mitre Saw	WWTP		3,200	3,200
	Subtotal Other Equipment		15,413	47,800	60,613
1	1/2 Ton Supercab Truck	Engineering	21,500		21,500
1	1/2 Ton Standard Truck	Sewer Const. & Maint.	18,000		14,700
1	1 Ton Utility Truck	Sewer Const. & Maint.	24,800		24,800
2	1/2 Ton Standard Truck	Water Const. & Maint.	29,400		29,400
1	1/2 Ton Standard Truck	WWTP	14,700		14,700
	Subtotal Vehicles		108,400	0	105,100
	Grand Total - Enterprise Fund Capital		1,367,313	77,800	1,439,213

DEBT SERVICE

The City has outstanding general obligation bonds totaling \$4,353,441 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 is exploring the possibility of issuing general obligation bonds within the next two years. Bonds would be issued to finance the expansion and upgrade of the City's wastewater treatment plant. 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 2007 from an 83 to an 84. 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.	84

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, 2007 is as shown in the following table.

Assessed Valuations	<u>\$ 1,743,254,872</u>
Debt limit 8% of assessed valuations	\$ 139,460,390
Amount of debt applicable to debt limit:	4,353,441
Outstanding debt not evidenced by bonds:	
Notes	1,462,500
Installment purchase contracts	21,262,794
Capital leases	-
Annexation liability for fire protection	<u>17,715</u>
	27,096,450
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>4,353,441</u>
Net Debt	<u>22,743,009</u>
LEGAL DEBT MARGIN	<u>\$ 116,717,381</u>

SCHEDULE OF DEBT SERVICE

DESCRIPTIONS	FY 08-09 REQ.	FY 09-10 REQ.	FY 10-11 REQ.	FY 11-12 REQ.	FY 12-13 REQ.
Interfund Loan					
Golf; Golf Course Improvements; 4.76% interest; 2/13/02; due quarterly; outstanding \$225,000	69,639	66,783	63,927	46,071	0
	69,639	66,783	63,927	46,071	0
General Obligation					
Water & Sewer Refunding; 4.4% to 4.9% interest; 1996; due serially to 2011; outstanding \$3,445,000	1,318,805	1,242,455	1,222,085	0	0
	1,318,805	1,242,455	1,222,085	0	0
State Revolving Loans					
Water Imp.; 2.6% interest; issued 11/1/00; due annually to 2022; outstanding \$1,365,000	132,990	130,455	127,920	125,385	122,850
	132,990	130,455	127,920	125,385	122,850
Installment Purchases					
Service Center/Parking Lot; 5.26% interest; dated 12/7/99; fifteen years; outstanding \$585,000	118,996	114,262	109,528	104,794	100,060
Water Plant; Raw Water Pump Loan; 3.67% interest; dated 5/13/04; 15 years; outstanding \$5,489,188	611,005	611,005	611,005	611,005	611,005
Sewer Rehabilitation; 3.81% interest; 11/15/06; semi-annual; outstanding \$2,619,213	362,180	362,180	362,180	362,180	362,180
Street repair; 3.14% interest; dated 4/3/03; 15 years; outstanding \$500,000	114,522	111,382	108,242	105,102	101,963
Water and Sewer; 3.52% interest; modified 5/13/04; 13 years; quarterly; outstanding \$2,097,083	310,319	301,883	293,447	285,010	276,574
Water and Sewer Utility Relocates; 4.56% interest; 8/30/01; 7 years; outstanding \$23,834	24,105	0	0	0	0
Water and Sewer Imp.; 4.61% interest; 10/13/98; 15 years; outstanding \$709,829	146,850	146,850	146,850	146,850	146,850
Waterline Imp.; 4.05% interest; dated 6/28/94; fifteen years; outstanding \$217,392	224,018	0	0	0	0

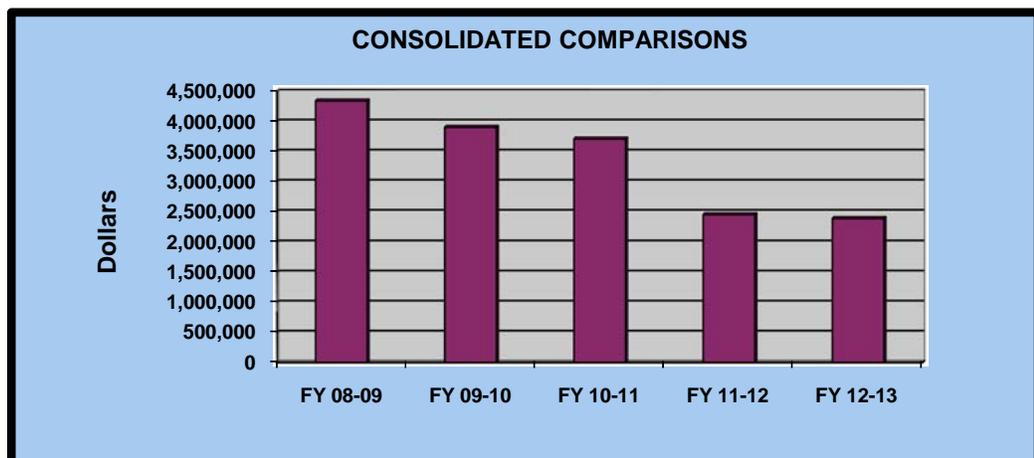
SCHEDULE OF DEBT SERVICE

FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-22	TOTAL
REQ.	REQ.	REQ.	REQ.	REQ.	REQ.	
0	0	0	0	0	0	246,420
0	0	0	0	0	0	246,420
0	0	0	0	0	0	3,783,345
0	0	0	0	0	0	3,783,345
120,315	117,780	115,245	112,710	110,175	415,350	1,631,175
120,315	117,780	115,245	112,710	110,175	415,350	1,631,175
95,325	45,887	0	0	0	0	688,852
611,005	611,005	611,005	611,005	611,005	611,005	6,721,055
362,180	362,180	362,180	181,090	0	0	3,078,530
0	0	0	0	0	0	541,211
268,138	259,702	251,265	182,913	0	0	2,429,251
0	0	0	0	0	0	24,105
73,425	0	0	0	0	0	807,675
0	0	0	0	0	0	224,018

SCHEDULE OF DEBT SERVICE

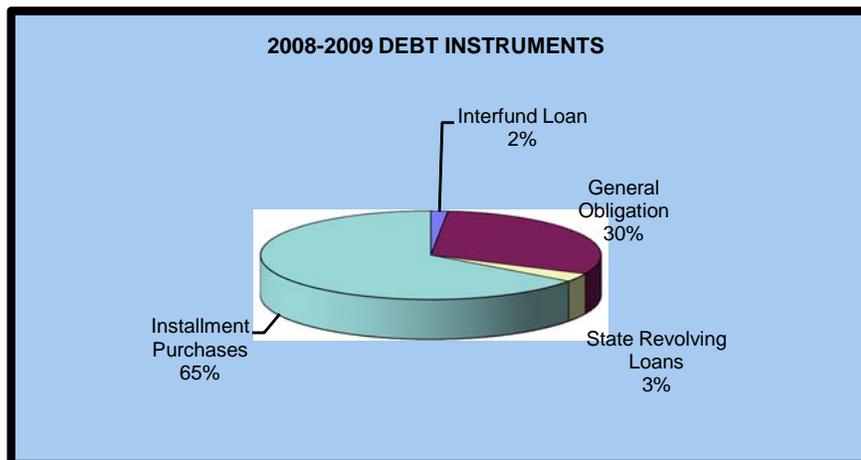
DESCRIPTIONS	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
	REQ.	REQ.	REQ.	REQ.	REQ.
Lee Co. Water System Purchase; 3.47% interest; adjusted 3/10/2006; 15 yrs; quarterly; outstanding \$5,653,771	587,915	587,915	587,915	587,915	587,915
Solid Waste; Compost Turner, Leaf Vac and Knuckleboom Trucks; 3.69% interest; 9/22/06; outstanding \$177,422	105,160	78,870	0	0	0
Solid Waste; Knuckleboom Truck; 3.68% interest; 10/30/06; quarterly; outstanding \$59,079	40,665	20,332	0	0	0
Fire Dept.; fire pumper; 3.83% interest; dated 9/22/06; seven years; outstanding \$348,494	73,594	73,594	73,594	73,594	73,594
Water Const. & Maint., Backhoe, 3.77% interest, 12/27/05; outstanding \$10,889	11,044	0	0	0	0
Street; Streetsweeper and Bucket Truck; 3.69% interest; 9/22/06; outstanding \$118,281	70,107	52,580	0	0	0
Golf; Mowers/Spiker; 2.35% interest dated 8/8/03; six years; outstanding \$6,392	6,430	0	0	0	0
Street, Backhoe, 3.77% interest dated 12/27/05; three years outstanding \$10,889	11,044	0	0	0	0
	2,817,954	2,460,853	2,292,761	2,276,450	2,260,141
TOTAL DEBT SERVICE	4,339,388	3,900,546	3,706,693	2,447,906	2,382,991

Note: Principle and interest included with annual requirements.



SCHEDULE OF DEBT SERVICE

FY 13-14 REQ.	FY 14-15 REQ.	FY 15-16 REQ.	FY 16-17 REQ.	FY 17-18 REQ.	FY 18-22 REQ.	TOTAL
587,915	587,915	587,915	587,915	587,915	1,028,942	6,908,092
0	0	0	0	0	0	184,030
0	0	0	0	0	0	60,997
18,398	0	0	0	0	0	386,368
0	0	0	0	0	0	11,044
0	0	0	0	0	0	122,687
0	0	0	0	0	0	6,430
0	0	0	0	0	0	11,044
<hr/>						
2,016,386	1,866,689	1,812,365	1,562,923	1,198,920	1,639,947	22,205,389
<hr/>						
2,136,701	1,984,469	1,927,610	1,675,633	1,309,095	2,055,297	27,866,329



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GENERAL FUND

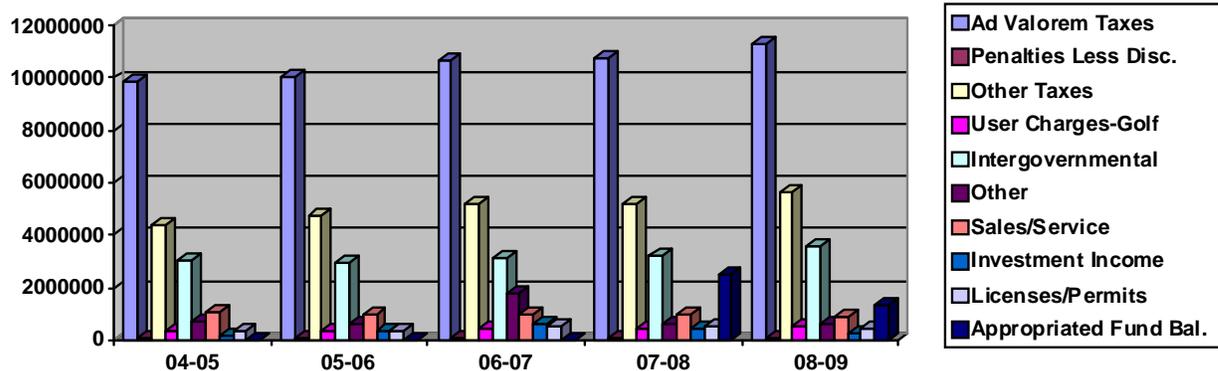
Goal: To account for the revenues of all city departments except those required to be accounted for in other funds.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Ad Valorem Taxes	9,882,373	10,060,049	10,657,353	10,762,667	11,323,670	11,323,670
Penalties Less Disc.	61,666	57,315	66,971	59,300	60,000	60,000
Other Taxes	4,418,700	4,741,989	5,160,653	5,188,700	5,655,063	5,655,063
User Charges-Golf	379,737	387,527	401,395	448,000	485,500	485,500
Intergovernmental	3,021,337	2,941,684	3,107,434	3,197,578	3,554,641	3,554,641
Other	716,138	590,499	1,764,378	591,685	608,610	608,610
Sales/Service	1,031,454	985,189	942,546	961,200	925,800	925,800
Investment Income	203,431	358,878	587,588	400,000	250,000	250,000
Licenses/Permits	369,131	375,724	546,834	509,000	452,723	452,723
Appropriated Fund Balance	0	0	0	2,547,664	1,370,774	1,370,774
Total	20,083,967	20,498,854	23,235,152	24,665,794	24,686,781	24,686,781

GRAPHIC REPRESENTATION

FY 08-09 revenues increased \$20,987 compared to the FY 07-08 budget. Revenues remained relatively neutral due to increases within Ad valorem taxes and other taxes; however, a significant reduction is shown within appropriated fund balance in the amount of \$1,176,890 or forty-six (46%) percent. Ad valorem taxes reflect a five (5%) percent increase totaling \$561,703. This increase is related to assessed valuation growth. Sales tax also shows growth and reflects a net increase of \$466,363 or nine (9%) percent. Golf user fees reflect a \$37,500 or eight (8%) percent increase due to anticipated increase in play. Other golf revenue shows a \$5,900 or five (5%) percent decrease mainly attributed to the lack of sales within the pro shop. Licenses and permits show an eleven (11%) percent decrease totaling \$56,277. This decrease is related to the economy since construction has shown a down turn. Investment income is showing a thirty-eight (38%) percent decrease due to declining interest rates. **FY 07-08** reflects a significant increase mainly due to the fund balance appropriation. Included within this fund balance appropriation is the first year of OPEB funding in the amount of \$893,400. **FY 06-07** also reflects a significant increase due to an appropriation of \$1,138,000 for installment purchase proceeds as well as increases shown within almost all revenue sources due to the economy. **FY 05-06** shows a moderate increase mainly within ad valorem and sales tax.



GENERAL FUND

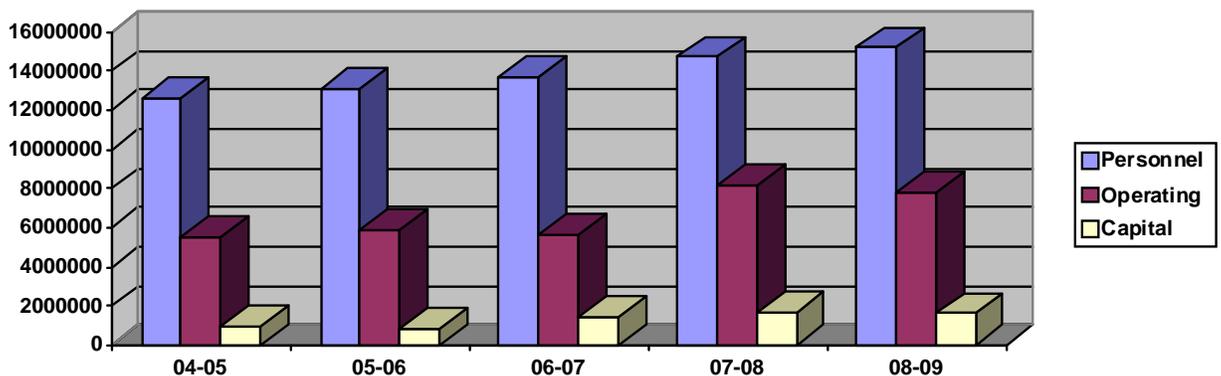
Goal: To account for the expenditures of all city departments except those required to be accounted for in other funds.

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	12,634,275	13,080,250	13,718,577	14,742,521	15,305,061	15,227,060
Operating	5,506,898	5,928,183	5,615,882	8,222,743	7,504,524	7,835,976
Capital Outlay	966,746	859,643	1,442,278	1,700,530	2,632,265	1,623,745
Total	19,107,919	19,868,076	20,776,737	24,665,794	25,441,850	24,686,781
Budgeted Employees	268	263	262	263	269	266

GRAPHIC REPRESENTATION

FY 08-09 expenditures reflect an increase of \$20,987 compared to the FY 07-08 budget. Personnel costs represent sixty-two (62%) percent of the total general fund budget. Increases in personnel costs total \$484,539, which includes a 3% cost of living adjustment and funding for merit pay. Six new positions were requested but only three were funded. One additional position is shown within the Police department; however, no additional funding will be necessary this year because the salary will be paid by a grant. One trainee position within the Fire department was funded by converting four part-time trainees into one full-time trainee position resulting in no additional cost associated with that position. Also, a new receptionist position was funded for 1/2 year within the Human Resources department. Other personnel increases include a 4% health insurance premium adjustment. Operating and capital outlay increases are shown in detail at the departmental level. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. **FY 07-08** reflects a 2.5% cost of living adjustment and funding for merit pay. A substantial increase is shown within the operating budget mainly due to funding of capital projects as well as increase in fuel costs. **FY 06-07** shows a substantial increase for funding of capital outlay as well as increases within personnel for a 3% cost of living adjustment, merit funding, and an 8% health insurance premium adjustment. **FY 05-06** shows increases within operating expenses for increased fuel costs. Personnel reflects the elimination of a stormwater position that was never filled, the elimination of a position within shop as the contract with Lee County was terminated, the strategic information services position along with the E-911 coordinator position was transferred to Lee County, and one position was eliminated within code enforcement. **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. Capital outlay is detailed at the departmental level.



FUND BALANCE GOVERNMENTAL FUNDS

	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08 Unaudited	BUDGET 08-09
GENERAL FUND					
BEGINNING BALANCE	\$ 9,013,359	\$ 10,131,623	\$ 9,591,024	\$ 12,027,240	\$ 12,615,960
REVENUES					
AD VALOREM TAXES	9,882,373	10,060,049	10,662,665	11,285,987	11,323,670
INTERGOVERNMENTAL	3,031,458	2,925,571	3,105,432	2,986,418	3,554,641
SALES TAX	4,262,333	4,574,090	4,998,479	4,950,560	5,222,063
OTHER	<u>2,434,716</u>	<u>2,524,471</u>	<u>4,468,576</u>	<u>3,798,423</u>	<u>3,215,633</u>
TOTAL	<u>19,610,880</u>	<u>20,084,181</u>	<u>23,235,152</u>	<u>23,021,388</u>	<u>23,316,007</u>
EXPENDITURES					
GENERAL GOVERNMENT	3,162,020	3,163,973	3,649,998	4,263,465	5,023,255
PUBLIC SAFETY	9,891,816	9,897,573	10,658,092	10,888,532	12,581,995
TRANSPORTATION	2,110,250	2,768,459	2,537,988	2,601,835	3,026,889
WASTE	2,244,457	2,362,022	2,882,281	2,732,562	2,705,731
OTHER	<u>1,084,073</u>	<u>1,047,991</u>	<u>1,070,577</u>	<u>1,052,874</u>	<u>1,348,911</u>
TOTAL	<u>18,492,616</u>	<u>19,240,018</u>	<u>20,798,936</u>	<u>21,539,268</u>	<u>24,686,781</u>
FUND BALANCE RESERVED FOR OTHER POST EMPLOYMENT BENEFITS	0	0	0	893,400	0
ADJ. TO FUND BALANCE FOR GOLF LOAN	<u>0</u>	<u>1,384,762</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>\$ 10,131,623</u>	<u>\$ 9,591,024</u>	<u>\$ 12,027,240</u>	<u>\$ 12,615,960</u>	<u>\$ 11,245,186</u>

Note: Golf was transferred into the General Fund in FY 06-07 and is not shown within actual fiscal years 04-05 and 05-06. These numbers will therefore not match the General Fund revenue and expenditure summaries shown throughout this document.

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

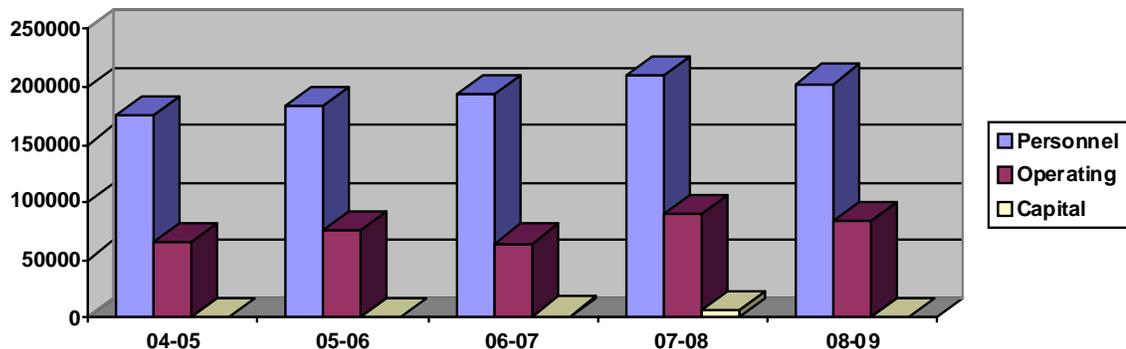
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	175,639	182,829	193,894	209,797	214,676	202,890
Operating	65,492	75,108	64,583	89,750	83,733	84,233
Capital	0	0	900	5,880	0	0
Subtotal	241,131	257,937	259,377	305,427	298,409	287,123
Less Interfund Reimbursement	(20,461)	(50,225)	(51,445)	(55,628)	(55,507)	(55,507)
Total	220,670	207,712	207,932	249,799	242,902	231,616
Budgeted Employees	9	9	9	9	9	9

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$18,304 or six percent (6%) compared to FY 07-08 budget prior to interfund reimbursements. Decreases are shown for reduced capital funding as well as a reduction within the operating cost center pertaining to training and supplies. Personnel also shows a decrease from prior year due to council members declining insurance.



GOVERNING BODY

The Governing Body is the legislative and policy making body of the City. It is composed of a mayor and seven council members, five of whom are elected from individual wards and two who are elected at-large. The Mayor is elected for a four-year term of office and the council members are elected for staggered terms of four years. The Mayor presides at meetings and serves as the ceremonial head of government. The Mayor Pro Tem serves in the absence of the Mayor and is appointed by fellow council members for a period of four years. The council members are all members of the Law and Finance Committee. Special meetings are held when necessary to include budget work sessions. The City Clerk prepares the agenda and minutes for Board and Committee meetings; attests to and maintains files of certified minutes; indexes minutes for easy reference; maintains resolutions and ordinances and administers Oaths of Office.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
Goal: To maintain and expand the governing body's knowledge of new programs and initiatives which will assist in the development of sound policy-making decisions on behalf of the citizens of our community			
Objective: Council members will attend pertinent national, state, and local meetings which will help them stay abreast of important local issues			
Measures:			
Congressional Action Committee Meetings Attended	12	12	12
Town Hall Day (Members attending)	6	5	5
National League of Cities Conferences (Members attending)	5	6	6
NC League of Municipalities Conferences (Members attending)	4	4	4
Committee of 100 Meetings	12	12	12
Chamber of Commerce Meetings	13	13	13
Lee County Economic Development Meetings	16	18	18

Goal: To maximize the benefit of the National Night Out program which seeks to bring the city officials, the law enforcement community, and neighborhoods together to be aware of crime and its impact on our community

Objective: 1) Council will continue strengthening the program by visiting as many community events as possible to communicate with the citizens as they listen to their concerns and ideas; 2) to serve as coordinator for special events sponsored by the City held jointly with the public; 3) coordinate Christmas Tree Lighting Ceremony, Installation of Elected Officials, City Employee's Golf Tournament, Participates in City Awards Banquet and gives tours of City Hall to elementary classes.

Measures:			
National Night Out Events	18	26	26
National Night Out Awards Received	11	12	13
Coordinate National Night Out Events	18	26	26

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: City Clerk – To provide for and ensure the accurate compilation and maintenance of the legislative history of the official actions and documents of the City of Sanford

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

Measures:

Law and Finance Committee Meetings	24	18	24
Work Sessions	2	2	6
City Council Meetings	26	26	24
Prepare agendas and attend commission meetings	51	50	50
Adopted City Ordinances and Resolutions	119	120	125
Prepare applications for Boards and Commissions appointments	17	18	18

Goal: To serve as a principal contact for citizens inquiries; inform the residents of the actions of the City using the most current means and methods; advise and process Itinerant Merchant License

Objective: To provide effective and courteous customer service to the public; answer telephone inquiries within 24 hours and to urgent requests immediately

Measures:

Telephone inquiries responded to within 24 hours	97%	99%	99%
Advise and Process Itinerant Merchant Licenses	97%	99%	99%

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

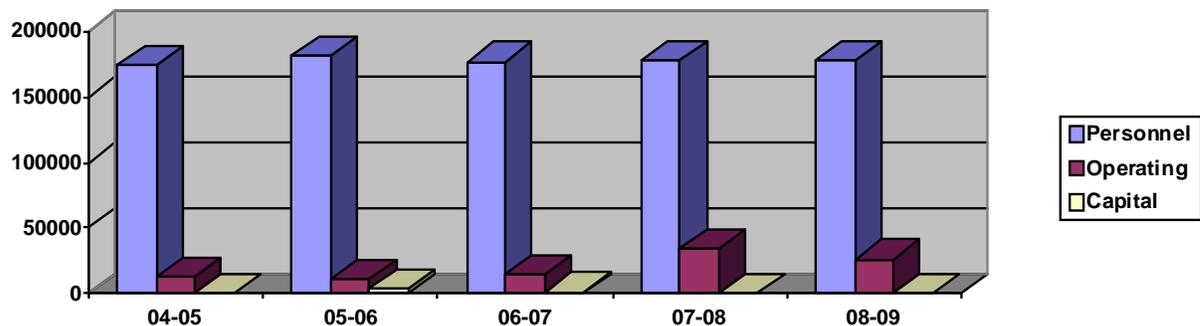
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	173,442	181,075	176,632	177,660	172,955	177,401
Operating	12,196	10,683	14,589	34,162	26,351	26,351
Capital	0	3,587	789	0	0	0
Subtotal	185,638	195,345	192,010	211,822	199,306	203,752
Less Interfund Reimbursement	(17,950)	(38,765)	(39,606)	(41,356)	(40,921)	(40,921)
Total	167,688	156,580	152,404	170,466	158,385	162,831
Budgeted Employees	2	2	2	2	2	2

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$8,070 or four percent (4%) compared to FY 07-08 budget prior to interfund reimbursements. Personnel cost increases annually are attributable to cost of living and other personnel related expenses.



ADMINISTRATION

The City Manager, appointed by the City Council, is the Chief Executive Officer of the City. The Manager administers the policies adopted by the Council and supervises the daily operation of the City through department heads. Other responsibilities include the development of the annual budget, preparation of Council meeting agendas, development of staff recommendations, supporting information on all matters to be considered by the Council, responding to citizen complaints and service requests, conducting disciplinary hearings, approving purchases, and preparing and reviewing special reports.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide professional administration of policies and programs established by the City Council as well as provide leadership in the daily administration of City government

Objective: 1) Review all agenda items being presented to the City Council and attend all Council meetings;
2) To represent the City at all meetings and provide policy guidance for the Council

Measures:

Conduct Department Head Meetings	6	6	6
Congressional Action Committee meetings attended	12	12	12
Town Hall Day (Members attending)	5	7	7
National League of Cities Conferences (Members attending)	6	6	4
NC League of Municipalities Conferences (Members attending)	4	4	1
Committee of 100 Meetings	12	12	12
Chamber of Commerce Meetings	13	13	13
Lee County Economic Development Meetings	18	18	18
Quest for Excellence meetings	N/A	24	0

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

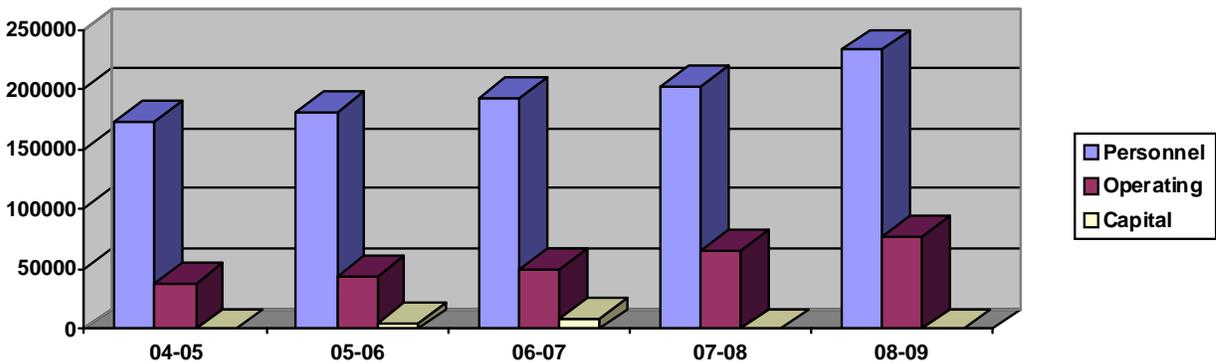
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	172,872	182,026	192,328	203,285	245,476	233,176
Operating	38,969	43,996	49,020	66,395	65,868	77,345
Capital	0	3,949	8,552	0	5,700	0
Subtotal	211,841	229,971	249,900	269,680	317,044	310,521
Less Interfund Reimbursement	(21,446)	(36,984)	(45,196)	(48,745)	(51,649)	(51,649)
Total	190,395	192,987	204,704	220,935	265,395	258,872
Budgeted Employees	3	3	3	3	4	4

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$40,841 or fifteen percent (15%) compared to FY 07-08 budget prior to interfund reimbursement. This increase is a result of funding a new receptionist position for ½ year and outsourcing a newly implemented flex spending debit card program. **FY 07-08** shows an increase within operating due to additional funding of advertising and employee benefits. **FY 06-07** funded a pay class study.



HUMAN RESOURCES

The Department of Human Resources exists as a support department to all other city departments and provides a wide range of services to employees. The most prominent functions that the department performs include recruitment and selection; new employee orientation; benefits review and administration; wage & salary administration; position evaluation; employee development, training and education; performance management; employee relations (reward and disciplinary procedures and programs); human resource policy development, interpretation and administration; leave management (short-term disability, family medical leave, leave without pay, etc.), tracking and trending; personnel database development and administration; reporting; record retention and management; and compliance with Federal laws affecting human resources such as FLSA, Equal Pay Act, Title VII Discrimination, FMLA, ADA, Sexual Harassment, HIPPA, COBRA, USERRA, etc.; NC State laws and court decisions such as employee records privacy and applicant privacy; and local City of Sanford Policies and Procedures. A growing workforce, coupled with increasingly complex state and federal regulations, continues to expand the scope and responsibility of the department.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To continue to provide effective Human Resources Management by developing and implementing programs and services which contribute to the attainment of City and employee goals

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

Measures:

Service Award employees honored (calendar year)	48	61	55
Wellness Program / Lunch-n-Learn sessions	11	15	15

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

Measures:

Human Resources focal point meetings / visits	11	15	20
Newsletter Publications	6	6	6

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

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

Measures:

Management Policy Review Meetings	8	-	-
Employee Training Sessions	-	5	5

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
Measures:			
US DOL / ESC Monthly Employment Statistics Report	12	12	12
Time to Fill (Days) – average on all positions, excluding Police – Date requisition approved to job offer	-	30	30
Time to Fill (Days) – average on all positions, excluding Police – Date requisition approved to hire date	-	45	45
Personnel hired – full time regular	42	40	40
Personnel hired – temporary	8	2	2
Personnel changes – promotions	39	40	40
Personnel changes – transfers	-	5	5
Personnel separated – all personnel	31	30	30
Personnel separated – excluding retirees	21	22	25
Turnover rate – all personnel	9.43%	9.20%	9.20%
Turnover rate – excluding retirees	6.40%	6.70%	7.60%

Goal: To ensure that the City remains compliant with all applicable Federal, State, and local laws and City policies

Objective: To ensure compliance with COBRA regulations

Measures:

COBRA notices to new employees	27	30	35
COBRA election forms to eligible employees / dependents	34	32	35

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

Measures:

Review and revise City of Sanford Personnel Policy	7	5	5
Meet due dates that are established	-	-	1

RISK MANAGEMENT

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

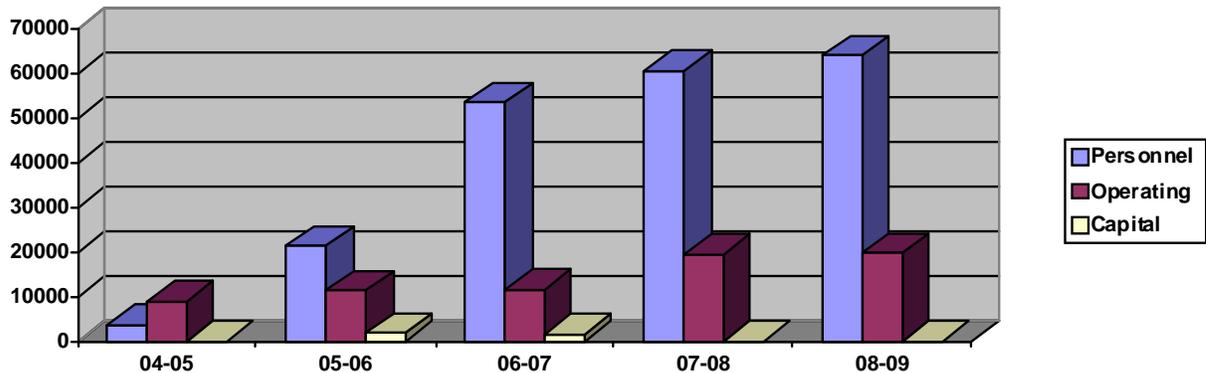
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	3,817	21,216	53,313	60,327	106,822	63,805
Operating	8,986	11,336	11,476	19,303	25,259	19,695
Capital	0	1,798	1,700	0	18,900	0
Subtotal	12,803	34,350	66,489	79,630	150,981	83,500
Less Interfund Reimbursement	(5,573)	(4,326)	(5,691)	(14,625)	(28,885)	(28,885)
Total	7,230	30,024	60,798	65,005	122,096	54,615
Budgeted Employees	1	1	1	1	2	1

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$3,870 or five percent (5%) compared to FY 07-08 budget prior to interfund reimbursement. This increase is due to personnel related costs. **FY 07-08** shows increases for personnel and operating reflects increases within training and professional services. **FY 06-07** reflects funding of the risk management officer for a full year. **FY 05-06** shows the hiring of a new risk management officer for a partial year. Supplies and medical testing for risk management remain in this cost center.



RISK MANAGEMENT

The Risk Management Office is responsible for coordinating and administering the City of Sanford's health & safety, workers' compensation, and property & liability programs. These responsibilities include conducting necessary compliance and general training sessions, developing and updating policies and procedures, investigating accidents/injuries/claims, monitoring and advising on loss control and safety matters, negotiating claim settlements, communicating with all departments on insurance matters to minimize the overall risk of loss to the City, and preparing reports.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide a safe employee and public work environment intending to minimize injury, property damage and related claims costs

Objective: To provide general administration of the City's workers' compensation, property and liability, and health and safety programs

Measures:

Formal safety training at the department / division level	8	12	12
Field inspections related to employee and public safety	18	18	36
Workers' comp claims cost analysis report to management	1	2	3
Workers' comp claims administered (to include FYI's)	25	11	18
Recordable cases	18	12	15
Lost Work Days (LWD)	157	0	80
Medical and indemnity annual loss incurred	\$50,004	\$13,587	\$31,795
Auto / general liability claims administered	47	16	32
Auto / general liability annual loss incurred	\$74,893	\$17,874	\$46,382

ELECTIONS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

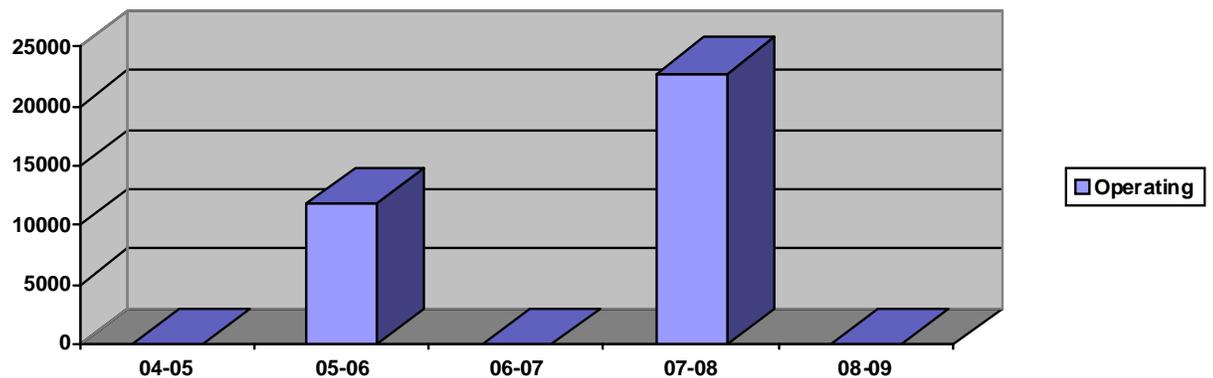
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	0	11,855	0	22,782	0	0
Capital	0	0	0	0	0	0
Total	0	11,855	0	22,782	0	0
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. **FY 07-08** shows a substantial increase from FY 05-06 due to placement of new machines and additional workers required at the polls.



FINANCIAL SERVICES

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

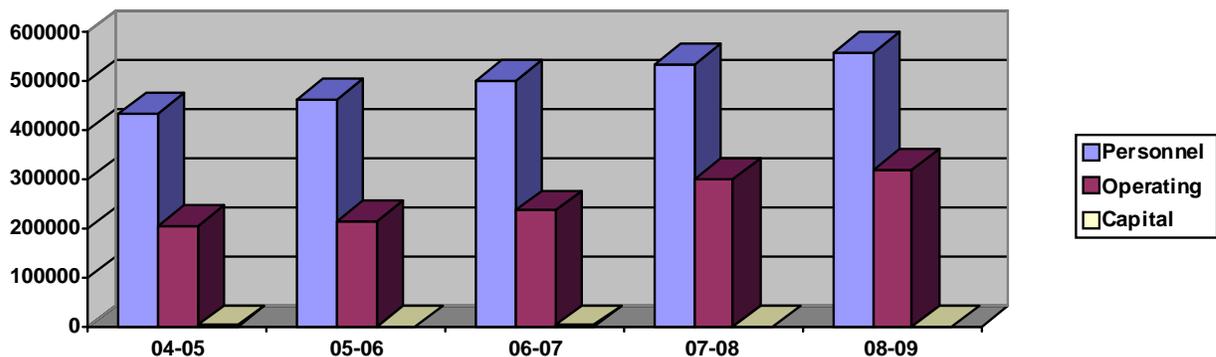
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	434,241	462,838	502,504	533,423	539,047	559,077
Operating	206,185	216,089	236,569	300,782	314,997	318,997
Capital	1,798	0	1,828	0	6,000	0
Subtotal	642,224	678,927	740,901	834,205	860,044	878,074
Less Interfund Reimbursement	(62,928)	(138,094)	(136,636)	(146,421)	(158,162)	(158,162)
Total	579,296	540,833	604,265	687,784	701,882	719,912
Budgeted Employees	8	8	8	8	8	8

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$43,869 or five percent (5%) compared to FY 07-08 budget prior to interfund reimbursement. Personnel and operating costs contribute to this increase. **FY 07-08** shows increases within operating mainly due to the employee computer purchase program previously budgeted within the Information Systems department has been transferred to this department for tracking purposes (\$65,000); and the Lee County tax collection fee increased by \$30,000. Increases for **FY 06-07** as well as **FY 05-06** are mainly attributed to personnel related costs.



FINANCIAL SERVICES

Financial Services is responsible for managing all the financial operations of the City which include: accounts payable, accounts receivable, annual audit process, annual budget preparation and monitoring, capital project accounting, capital asset reporting, cash and investment management, debt administration, financial analysis, financial reporting, and payroll.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To insure accountability of public funds, the department will have an annual independent audit conducted and issue a comprehensive annual financial report (CAFR)

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

Measures:

Submit CAFR to State Treasurer no later than October 31	0%	100%	100%
Number of GFOA Certificate of Achievement for Excellence in Financial Reporting Awards received	27	28	29
Publish financial statements within 10 days of month end	50%	85%	100%

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

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

Measures:

Provide quarterly budget reports within 20 days of quarter end	75%	100%	100%
Submit the budget to GFOA no later than 90 days after adoption date	100%	100%	100%
Number of GFOA Distinguished Budget Presentation Awards received	21	22	23

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

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

Measures:

Audit of cash drawers	50%	100%	100%
Physical inventory counts	100%	100%	100%

INFORMATION SYSTEMS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

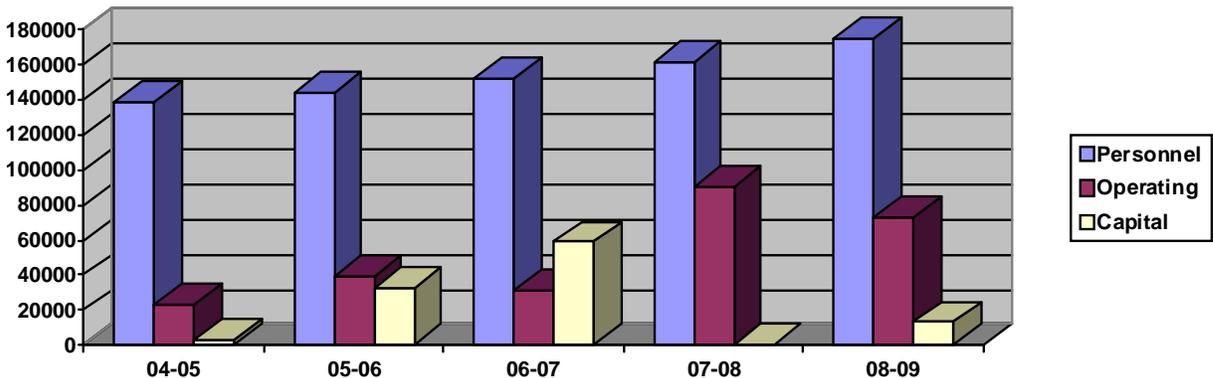
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	139,001	144,081	151,742	161,611	166,209	174,847
Operating	23,182	39,749	30,938	90,574	71,604	72,804
Capital	3,459	32,468	58,985	0	17,100	13,200
Subtotal	165,642	216,298	241,665	252,185	254,913	260,851
Less Interfund Reimbursements	0	0	(35,340)	(39,646)	(39,094)	(39,094)
Total	165,642	216,298	206,325	212,539	215,819	221,757
Budgeted Employees	2	2	2	2	2	2

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) e-mail server, \$9,500; and one (1) main fiber optic and server network switch, \$3,700.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$8,666 or three percent (3%) compared to the FY 07-08 budget prior to interfund reimbursement. This increase is mainly due to capital funding. **FY 07-08** shows increases within operating for additional items required pertaining to the new computer software conversion as well as the cable television channel. Increases for **FY 05-06** and **06-07** are mainly attributed to the funding of public access television.



INFORMATION SYSTEMS

The Information Systems Department is responsible for computers, servers, and software at City Hall and eleven satellite locations. Our systems include: fiber optics, transceivers, network switches, routers, networked line printers, networked laser printers, fax devices, programs, tape devices, disk arrays, PCs, servers, and network operating systems. The department upgrades software and hardware systems to all areas of city government with necessary support to perform and accomplish job functions more efficiently. Another major accomplishment, in addition to building the computer and fiber network, is the completion of the enhanced city website (www.sanfordnc.net) for citizens and city employees to use for job postings, applications, meeting minutes, schedules, downloadable forms, departmental information, the UDO and much more. The department continues to maintain the local access channel services to televise council meetings, public service announcements, visitor information, local events, schedules, and more.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To reduce the number of network downtime hours to an absolute minimum that will allow users more time for productivity throughout the entire work year

Objective: To choose reliable computer hardware / software, do all preventive maintenance of systems, fix problems as quickly as possible to provide maximum computer network uptime

Measures:

Hours of network downtime	5	4	4
Respond to help desk problems in a timely manner	100%	100%	100%

Goal: For the city to operate in the most technologically efficient methods possible

Objective: To expand the use of technology throughout all departments to maximize employee efficiency

Measures:

Number of computer users	170	175	176
Number of computer systems in place	155	157	158
Number of network servers in place	17	17	17
Number of databases being utilized	32	33	34

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

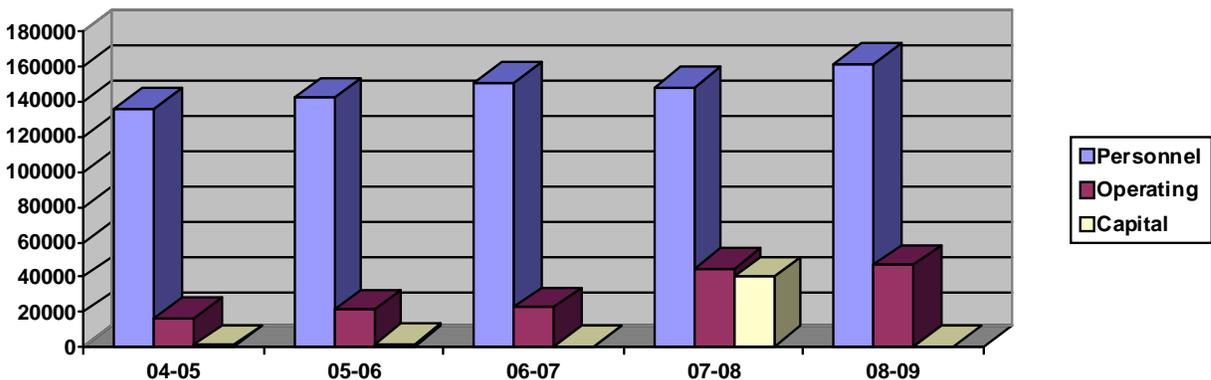
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	136,731	142,063	150,514	148,026	154,895	161,883
Operating	16,154	21,502	22,510	44,731	47,003	47,003
Capital	1,343	1,791	785	40,000	0	0
Subtotal	154,228	165,355	173,809	232,757	201,898	208,886
Less Interfund Reimbursement	(30,110)	(64,819)	(67,954)	(73,490)	(77,140)	(77,140)
Total	124,118	100,536	105,854	159,267	124,758	131,746
Budgeted Employees	2	2	2	2	2	2

2008-2009 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$23,871 or ten percent (10%) compared to FY 07-08 budget prior to interfund reimbursement. This decrease is primarily the result of capital funding in prior year. **FY 07-08** reflects a slight decrease within personnel due to the transfer of an employee to another department. Operating reflects a substantial increase for training and additional legal fees. Capital reflects funding for acquisition of property. **FY 06-07** and **FY 05-06** show increases within operating for additional legal fees as well. Increase for **FY 04-05** is mainly due to personnel costs and funding of capital outlay.



LEGAL

A City Attorney and Paralegal manage the legal affairs of the City and give advice and counsel to the City Council, the City Manager, staff, and Advisory Boards.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To insure City Council business is conducted in accordance with requirements of law, the City Attorney will furnish legal support at meetings of the council

Objective: To insure proper procedures are followed at meetings

Measures:

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

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

Objective: To assist with interpreting the law

Measures:

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

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

Objective: To minimize tax dollars spent on claims

Measures:

Manage Insurance Defense Counsel, provide assistance at trial, prepare staff for court actions	100%	100%	100%
Collect debts owed the City of Sanford, parking tickets, computer purchase program, water bills, etc.	95%	95%	97%

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

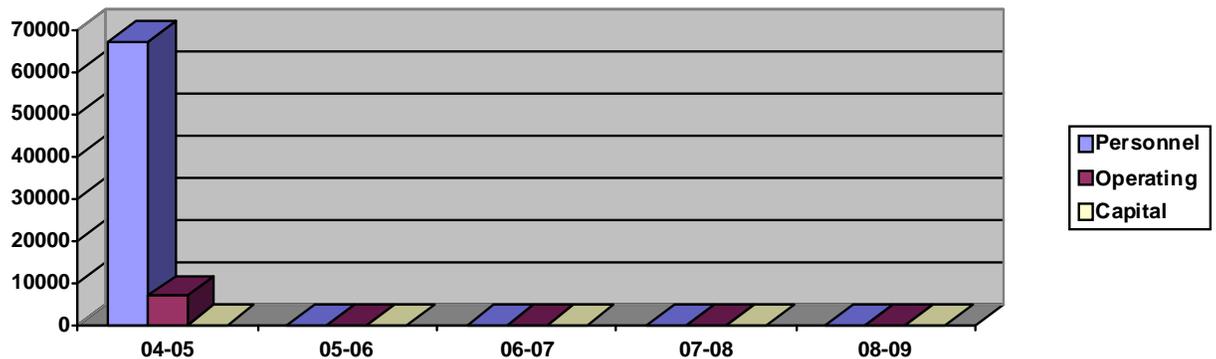
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	67,230	21	0	0	0	0
Operating	6,994	0	0	0	0	0
Capital	0	0	0	0	0	0
Total	74,224	21	0	0	0	0
Budgeted Employees	1	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

This department has been consolidated with Lee County.



STRATEGIC INFORMATION SERVICES

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. **This department was consolidated with Lee County in FY 05-06.**

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

PUBLIC BUILDING

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

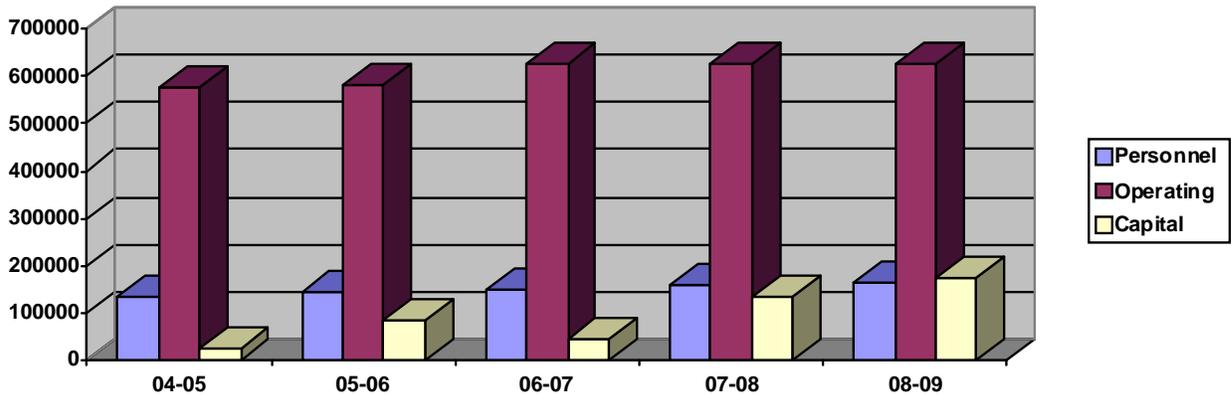
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	135,329	143,479	148,057	157,695	159,025	166,380
Operating	574,764	579,749	623,681	626,316	618,521	624,021
Capital	23,062	86,684	46,260	133,707	0	175,000
Subtotal	733,155	809,912	817,998	917,718	777,546	965,401
Less Interfund Reimbursements	0	0	(156,419)	(155,976)	(131,679)	(131,679)
Total	733,155	809,912	661,579	761,742	645,867	833,722
Budgeted Employees	3	3	3	3	3	3

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes remodel of city hall, \$175,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$47,683 or five (5%) percent compared to **FY 07-08** budget prior to interfund reimbursement. This increase is primarily due to capital outlay funding. **FY 07-08** increases are related to capital funding as well. **FY 06-07** reflects the operating costs increased within building, maintenance, and repairs account due to the Sanford Municipal Golf Course being transferred into the General Fund. The increase is also attributed to utilities fuel surcharge fees. **FY 05-06** shows a significant increase due to funding of capital outlay. **FY 04-05** shows an increase mainly due to personnel related costs.



PUBLIC BUILDING

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To maintain all City buildings in a safe, structurally sound, and aesthetically pleasing condition for public and employee occupancy, in compliance with all City codes, through preventive maintenance and repairs

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

Measures:

Number of City buildings maintained	7	7	7
Facilities inspected quarterly	7	7	7
Preventive maintenance service on A/C units			
Change filters every 3 months	100%	100%	100%
Clean A/C coils, drain and check belts every 6 months	100%	100%	100%
Respond to emergencies within 4 hours	100%	100%	100%
Work order response time			
Schedule within 2 days of receipt	100%	95%	100%
Complete within 2 weeks	90%	90%	95%

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

Measures:

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

PUBLIC WORKS ADMINISTRATION

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

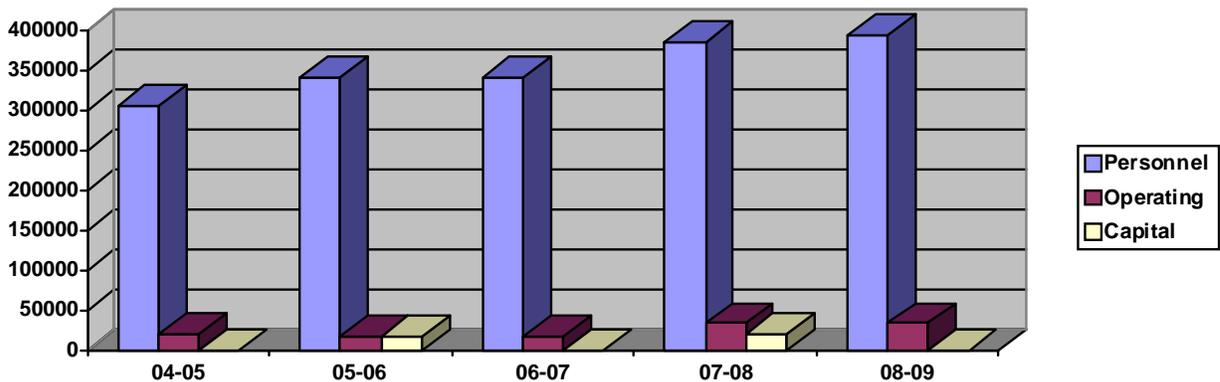
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	306,008	340,468	341,987	385,913	375,607	392,588
Operating	19,993	17,248	18,104	33,443	30,210	33,505
Capital	0	17,160	0	21,200	3,000	0
Subtotal	326,001	374,876	360,091	440,556	408,817	426,093
Less Interfund Reimbursement	(108,932)	(228,109)	(231,842)	(257,158)	(256,865)	(256,865)
Total	217,069	146,767	128,249	183,398	151,952	169,228
Budgeted Employees	5	5	5	5	5	5

2008-2009 CAPITAL OUTLAY DETAIL

No capital outlay funding was approved.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$14,463 or three percent (3%) compared to **FY 07-08** budget prior to interfund reimbursement. Decrease is mainly related to reduced capital funding. **FY 07-08** shows increases within personnel due to the retirement of an employee; operating reflects increases within training, auto maintenance and fuel cost. Capital funding also contributes to the increases within **FY 07-08**. **FY 05-06** reflects an increase due to capital funding as well as full staffing. **FY 04-05** shows a reduction within personnel due to vacancies. Historical changes reflect increases mainly due to salary and benefit adjustments.



PUBLIC WORKS ADMINISTRATION

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.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: Public Works maintains a productive department through strong leadership and teamwork; services essential to the quality of life in Sanford are provided to citizens in the most cost effective, efficient, and courteous manner possible

Objective: To provide constructive leadership to the Public Works Department by projecting a clear vision for the future, developing effective divisions within the department, and planning, directing and coordinating the efficient use of these divisions while serving the citizens of Sanford

Measures:

Employee satisfaction survey	94%	97%	98%
Reduced sewer spills (gallons)	331,835	*161,520	100,000
Average water unaccounted for	4.79%	4.4%	3%
Customer satisfaction survey	98%	98%	100%

*partial

CENTRAL OFFICE

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

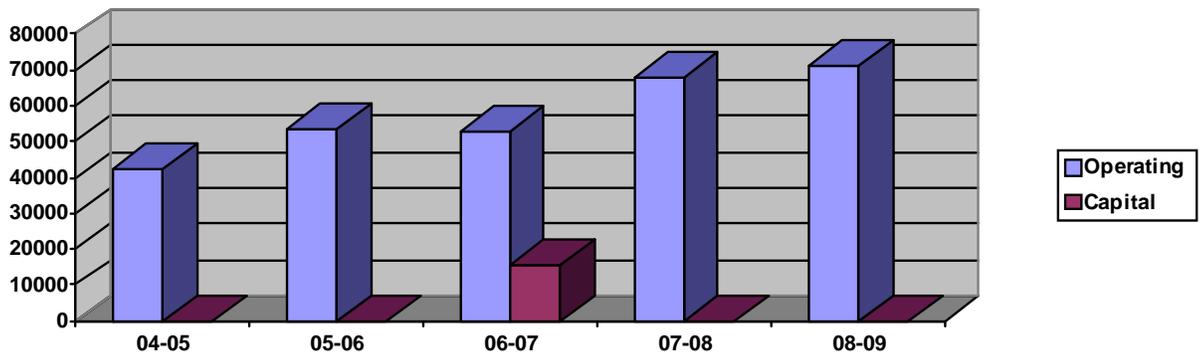
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	42,548	53,226	52,889	67,650	71,010	71,010
Capital	0	0	15,703	0	0	0
Subtotal	42,548	53,226	68,592	67,650	71,010	71,010
Less Interfund Reimbursement	(2,100)	(4,792)	(3,782)	(4,783)	(4,716)	(4,716)
Total	40,448	48,434	64,810	62,867	66,294	66,294
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$3,360 or five (5%) percent compared to FY 07-08 budget prior to interfund reimbursement. Increase is due to additional copy paper required since the computer software conversion in FY 06-07. A new mail machine was funded in **FY 06-07**. Copier contract and purchase of paper for the city are included within this department.



GENERAL FUND CONTRIBUTIONS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

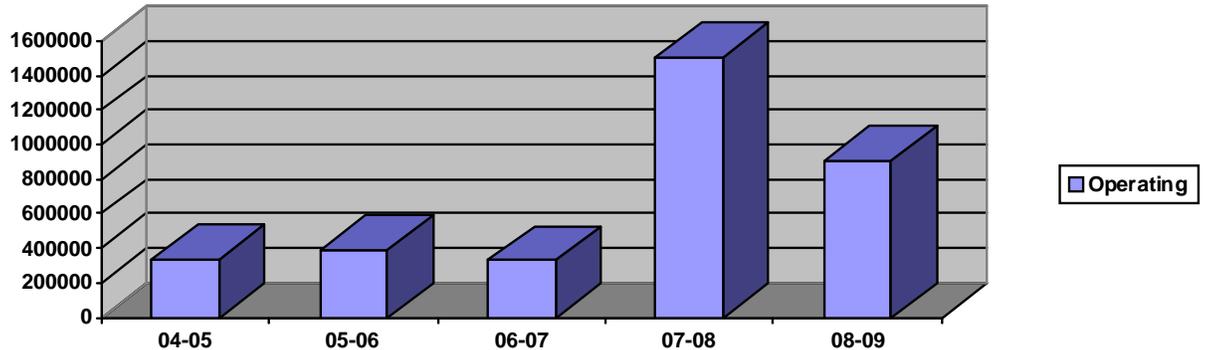
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	336,940	395,735	332,711	1,505,967	571,396	904,738
Capital	0	0	0	0	0	0
Total	336,940	395,735	332,711	1,505,967	571,396	904,738
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$601,229 or forty percent (40%) compared to FY 07-08 budget. **FY 07-08** reflects the first year of Other Post Employment Benefits (OPEB) funding in the amount of \$893,400. Appropriations include funding for the Strategic Information System contract with Lee County. Other annual expenditures include support for the League of Municipalities, Region, J, Institute of Government, Chamber of Commerce, Temple Theatre, the Arts Council, the Central Business Special Tax District, Lee County Economic Development Corporation, and Animal Control with Lee County.



GOLF

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

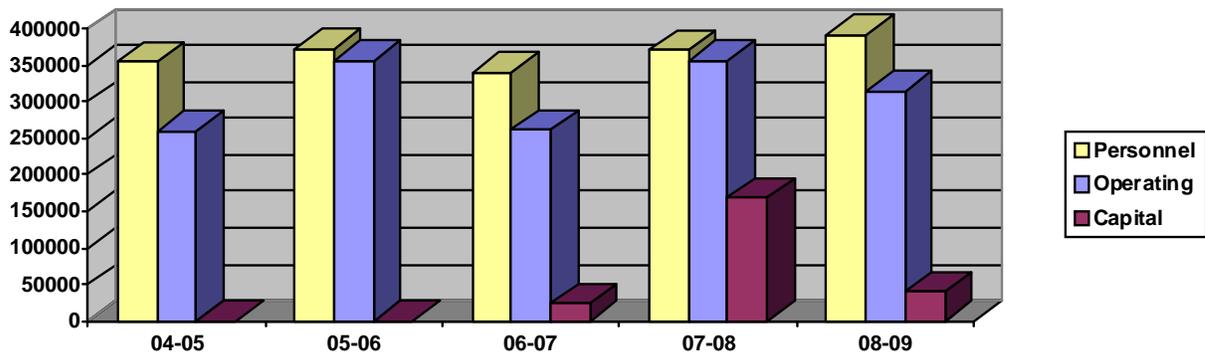
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	354,735	371,533	339,539	370,455	381,563	391,649
Operating	260,570	356,524	261,686	356,265	315,031	315,031
Capital	0	0	24,017	168,200	90,000	40,000
Total	615,305	628,057	625,242	894,920	786,594	746,680
Budgeted Employees	8	8	6	6	6	6

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes replace / refurbish cart paths, \$40,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$148,240 or seventeen (17%) percent compared to FY 07-08 budget. This decrease is mainly attributed to reduced capital outlay funding. Operating also shows a decrease within installment purchase expense. **FY 07-08** reflects increases within capital for the purchase of new golf carts and operating shows increases for installment purchase expense as well as the first budget year which includes the concession and pro shop inventory. **FY 06-07** the Sanford Municipal Golf Course was transferred into the General Fund. City Council felt the public building and beautification departments could assist the golf course, therefore staffing was reduced by two employees. **FY 04-05** decrease is attributed to the non-appropriation of capital.



GOLF

The Sanford Municipal Golf Course is an 18 hole public golf course, a pro shop, and a complete practice facility on 155 acres of city property. The golf course serves the general public by offering a facility that caters to men, women, children, churches, industries, and our public schools.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To maintain the golf course at optimum level in order to provide an enjoyable, quality golf experience for all golfers

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

Measures:

Aerate greens	2	2	2
Aerate fairways	1	1	2
Aerate tees	2	2	1
Fertilize fairways	2	2	2
Fertilize greens	15	20	20
Top dress greens	2	15	10
Spray for foreign grass	1	3	3
Oversod Tee	-	1	1
Edge Sand Traps	-	3	3
Spike Greens	-	10	10
Paint Greens (winter)	-	1	2
Spray Wetting Agent on Greens	-	12	12

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

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

Measures:

Rounds of golf	25,855	30,000	31,000
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SHOP

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	245,023	246,633	260,010	274,249	279,245	279,056
Operating	614,777	696,296	652,106	920,334	871,202	988,802
Capital	29,278	23,560	900	0	10,000	10,000
Total	889,078	966,489	913,016	1,194,583	1,160,447	1,277,858
Budgeted Employees	6	5	5	5	5	5

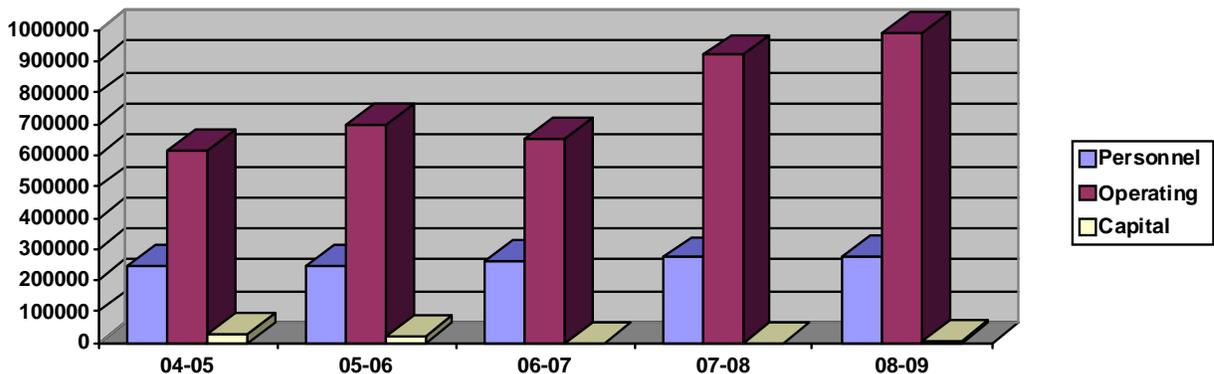
2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) modular diagnostic scan tool, \$10,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$83,275 or seven percent (7%) compared to FY 07-08 budget. Fluctuation in fuel costs mainly contribute to this increase. **FY 07-08** reflects increases due to salary and benefit adjustment as well as increased fuel costs. **FY 05-06** and **FY 04-05** show increases mainly due to personnel cost. This cost center is no longer accounted for as an internal service fund but is now included as a department within the General Fund.

It should be noted that operating costs mainly represent costs for inventory items and gasoline.



SHOP

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide maintenance and repair to the City's vehicle and equipment fleet in a timely manner so as to ensure adequate fleet availability

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

Measures:

Total number of vehicles and equipment	250	250	250
Average percent of fleet in service	95%	95%	95%
Complete minor repairs in house within 24 hours	95%	95%	95%
Complete major repairs in house within 3 days	95%	95%	95%
Complete major repairs assigned to outside contractor within 7 days of delivery to vendor	95%	95%	95%
Respond to emergency callout within 30 minutes	100%	100%	100%

Goal: To ensure that the fleet is mechanically safe, in good repair, and meets or exceeds forecasted life

Objective: To complete 95% of Preventative Maintenance Inspections (PMI) by scheduled due date

Measures:

Number of PMI's scheduled	600	600	600
PMI's for Fire Rescue Emergency Response 2 times per year	100%	100%	100%
PMI's for Police Patrol every 3,000 miles	95%	95%	95%
PMI's for non-emergency vehicles every 3,000 miles	95%	95%	95%
PMI's for support equipment minimum 1 time per year	95%	95%	95%

HORTICULTURE

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

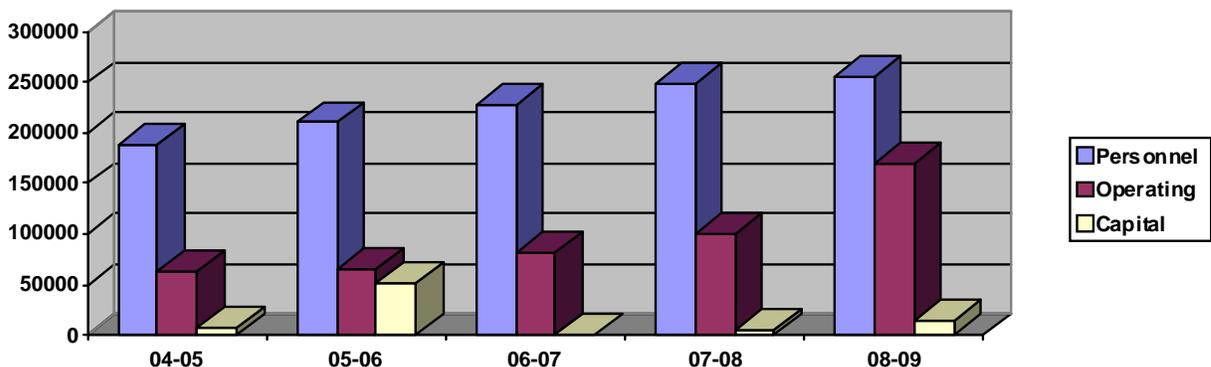
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	188,537	210,470	228,272	249,006	375,226	256,217
Operating	64,093	65,073	82,048	100,908	167,069	169,629
Capital	8,581	51,666	0	5,300	15,500	14,000
Total	261,211	327,209	310,320	355,214	557,795	439,846
Budgeted Employees	6	6	6	6	6	6

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) diesel engine mower and cutting deck, \$14,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriation reflects an increase of \$84,632 or twenty-four (24%) percent compared to FY 07-08 budget. The increase is related to personnel costs and additional funds included for contractual services at Depot Park (\$80,000). **FY 06-07** reflects a decrease within capital funding. **FY 05-06** shows increases within capital funding and personnel related costs. Vacancies within **FY 04-05** drives personnel cost down. Historical 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.



HORTICULTURE

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To maintain, beautify and improve appearances of traffic islands as well as interior / exterior scapes at municipal buildings

Objective: 1) Continue to maintain areas through routine maintenance such as mowing, trimming, edging, proper pruning, fertilization applications, and litter removal; 2) Appearance will also improve by adding a splash of color with annual plantings of flowers

Measures:

Sites maintained	55	60	63
Plant beds installed / renovated	5	5	3
Annuals grown and planted	72,000	75,000	78,000
Acres mowed	20	22	22
Litter removal	50,000	60,000	65,000
Interior plants maintained	150	200	200

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

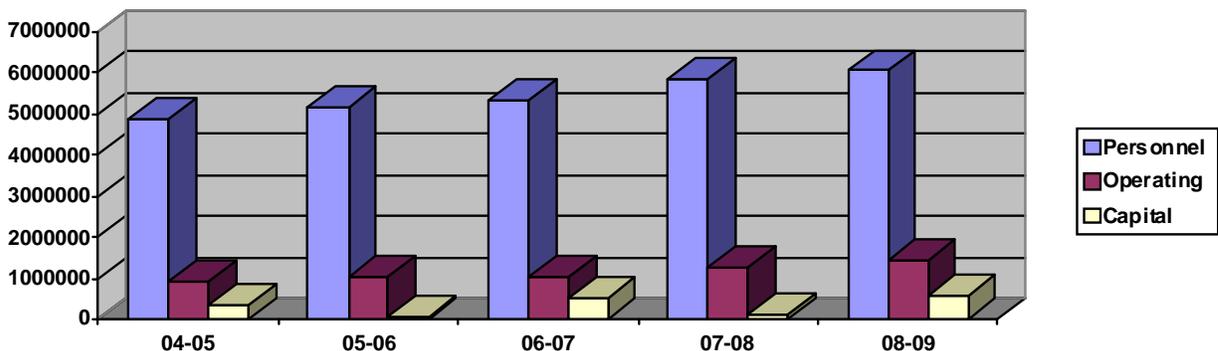
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	4,899,065	5,180,126	5,350,785	5,850,767	5,860,634	6,048,869
Operating	940,661	1,056,829	1,053,530	1,279,296	1,352,909	1,466,917
Capital	340,965	84,001	531,410	133,722	652,602	581,894
Total	6,180,691	6,320,957	6,935,725	7,263,785	7,866,145	8,097,680
Budgeted Employees	100	100	100	101	103	102

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay includes one (1) polygraph, \$6,019; one (1) crime site imager, \$19,445; one (1) latent print rak, \$68,867; six (6) mobile radios and lights, \$34,663; one (1) color laser printer, \$3,200; one (1) SEU/K-9 utility vehicle, \$30,000; five (5) detective vehicles, \$95,000; and twelve (12) patrol vehicles, \$283,200. **Note:** Drug forfeiture funds in the amount of \$41,500 are not listed due to security constraints.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$833,895 or eleven (11%) compared to FY 07-08 budget. The increase is due to capital outlay funding and personnel costs. Also included within this year is a new gang officer funded through a Governor's Crime Commission grant as well as mobile field reporting software, mobile dispatch software, gang tracking software, and mobile message switch software which will allow officers easy access to information while on patrol. The rise in fuel costs also contribute to the operating increase. **FY 06-07** show increases within personnel related to cost of living adjustments and insurance as well as the funding of patrol vehicles and mobile data terminals and increased fuel costs. **FY 05-06** shows increases relating to personnel costs. **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.



POLICE

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To protect and detect criminal activity and apprehend criminal offenders

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

Measures:

Average response time (minutes)	4	4	4
Number of calls for service	34,968	34,751	35,000
Number of accident investigations	1,675	1,592	1,600

Goal: To combat the illegal use of drugs and drug traffic in Sanford and Lee County

Objective: 1) The drug enforcement unit will provide drug awareness programs in schools, civic clubs and churches to create public awareness of drug problems; 2) The unit will also expand drug enforcement efforts throughout the City

Measures:

Number of drug arrests	335	299	350
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Goal: Through the investigative division, the department will conduct follow up investigation on criminal cases and identify and arrest suspects

Objective: Assign cases for investigative follow up within 24 hours of their receipt in the investigative division

Measures:

Part I offenses	1,861	1,850	1,570
Property damage	\$4,963,250	\$5,210,282	\$5,200,000

FIRE

Fund: General

Function: Public Safety

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

DEPARTMENTAL SUMMARIES

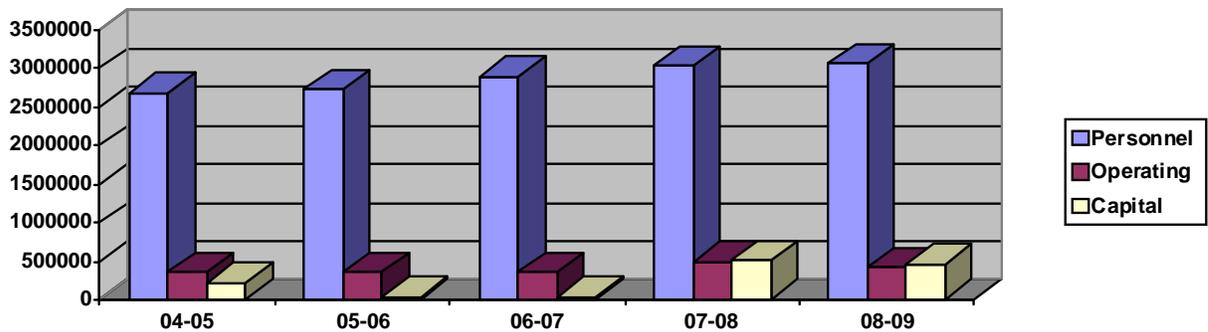
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	2,685,735	2,722,075	2,881,991	3,028,442	3,332,097	3,062,686
Operating	356,320	351,570	358,365	484,340	436,349	413,636
Capital	225,546	39,455	32,668	506,590	1,206,049	464,000
Total	3,267,601	3,113,100	3,273,024	4,019,372	4,974,495	3,940,322
Budgeted Employees	52	52	52	52	53	53

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) pumper apparatus, \$464,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations decreased \$79,050 or two percent (2%) compared to the FY 07-08 budget. Reduced capital outlay funding contributes to this decrease. Personnel costs show a slight increase due to salary and benefit adjustments. Four part-time trainee firefighter positions have been converted into one full-time trainee position with no additional costs associated with that position. **FY 07-08** includes the purchase of a new fire pumper. Fuel prices contribute to the increases shown within the operating budget. A policy change was implemented during **FY 07-08** to increase the capital threshold from \$500 to \$2,500. Items that were originally budgeted within capital have been moved into operating. This transfer contributes to the increase shown with operating. A slight increase is shown within **FY 06-07** due to salary and benefit adjustments. Decreases shown during **FY 05-06** are due to the reduction of capital outlay funding. **FY 04-05** increases are mainly due to personnel cost adjustments and the addition of one full time employee. Also funded for the full year are part-time firefighters and upgrades for firefighter safety enhancements to the self-contained breathing apparatus. Historically, salary and benefit adjustments contribute to personnel increases.



FIRE

To protect life and property by preventing fires from starting through education and inspections, and to reduce human suffering and property loss by responding to every incident as quickly, professionally, and safely as possible with the training, equipment and determination to do our job effectively with optimum results. To maintain a good working relationship with all customers, the citizens of our city.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
Goal: Reduce loss of life and property			
Objective: To reduce the amount of property loss and injury caused by fire and other forces			
Measures:			
Total number of fire department responses	933	1,040	1,092
Number of structure fires	35	30	35
Number of vehicle fires	30	25	30
Number of motor vehicle accident responses	279	285	300
All other responses	589	700	727

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

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

Measures:

Number of fire safety inspections performed	967	900	1,000
Number of logged pre-incident plans	160	195	225
Number of State Certified Fire Inspectors (Current: 4-Level III / 1-Level II / 7-Level I)	6	11	12

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

Objective: 1) To promote the effectiveness of the individual firefighter, an in-depth training program is continuing for the full-time and part-time personnel; 2) While training is still brought to our personnel from our in-house State Certified Instructors, outside sources are utilized from North Carolina Emergency Management, North Carolina Forestry Service, FEMA, and Central Carolina Community College; 3) As part of our continuing effort to provide diverse services to our citizenry, all full-time suppression personnel continue to average over 250 hours of training in all aspects of fire and emergency response; this, with our training in confined space rescue, hazardous materials training, and pre-planning programs, continues to sharpen our abilities to serve the citizens of Sanford

Measures:

Number of training hours per certified firefighters	188	223	225
Total number of training hours for department	10,000	11,800	12,000
Number of state certified firefighters (including part-time)	55	55	59
Number of state certified fire instructors	17	18	20

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: Identify factors of origin and cause of unintentional and intentional fires

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

Measures:

Number of investigations conducted (structural)	29	28	30
Number of fires deemed incendiary or still under investigation	4	3	1
Number of certified fire / arson investigators	2	3	5

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

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

Measures:

Number of smoke detectors installed – free service	-	100	125
Number of fire and life-safety education programs	88	90	99
Number reached by programs (school age > senior citizen)	4,421	6,443	6,652
Number of state certified fire and life safety educators	5	4	4
Number of child passenger safety seats installed or checked	190	200	210

INSPECTIONS

Fund: General

Function: Public Safety

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

DEPARTMENTAL SUMMARIES

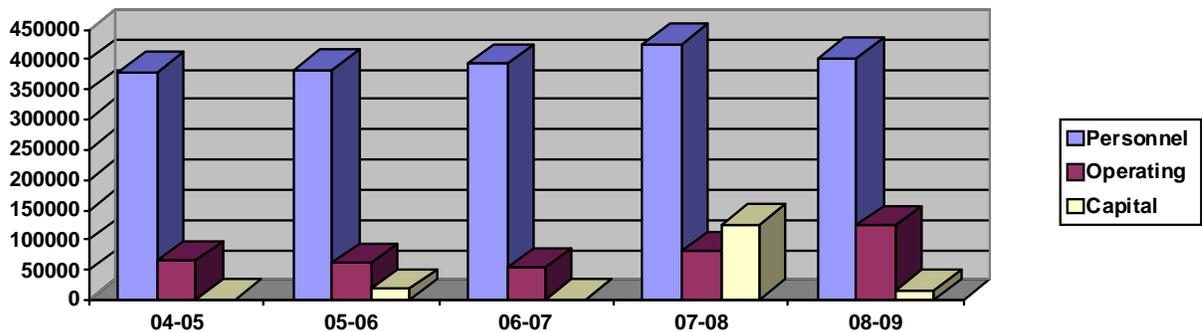
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	378,209	383,182	393,708	426,472	382,395	403,535
Operating	65,315	61,457	53,935	81,706	142,834	124,458
Capital	0	18,878	1,700	125,679	38,150	16,000
Total	443,524	463,517	449,343	633,857	563,379	543,993
Budgeted Employees	8	8	8	8	7	7

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) vehicle, \$16,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$89,864 or fourteen percent (14%) compared to the FY 07-08 budget. Personnel costs reflect a decrease for the transfer of an employee into the Planning Department. Operating shows a substantial increase due to additional training for inspectors, contractual services for maintenance on new software, and increased fuel cost. Decreases within capital are shown. **FY 07-08** shows increases mainly due to the purchase of new permitting software and personnel adjustments. **FY 06-07** shows increases mainly due to salary and benefit adjustments as well as the purchase of new NC code books. **FY 05-06** shows increases due to capital outlay funding and personnel adjustments. **FY 04-05** increases are mainly due to personnel adjustments.



INSPECTIONS

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
Goal: To provide safety, health, and welfare to the citizens of the City of Sanford, Lee County and the Town of Broadway by enforcing the North Carolina State building codes, and related codes and ordinances while maintaining a superior level of customer service			
Objective: To review and approve all building, electrical, plumbing, mechanical, and other permits within established timeframes			
Measures:			
Number of building permits issued	800	708	725
Number of electrical permits issued	1,440	1,200	1,300
Number of mechanical permits issued	955	876	900
Number of plumbing permits issued	155	552	600
Other permits issued	233	180	250
Revenue generated from permits	\$520,224	\$434,043	\$442,723

Goal: To provide prompt inspections on all requests within the City of Sanford, Lee County, and the Town of Broadway

Objective: Schedule and facilitate inspections as promptly as possible

Measures:

Number of inspections conducted	10,610	8,640	10,000
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STREET

Fund: General

Function: Streets

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

DEPARTMENTAL SUMMARIES

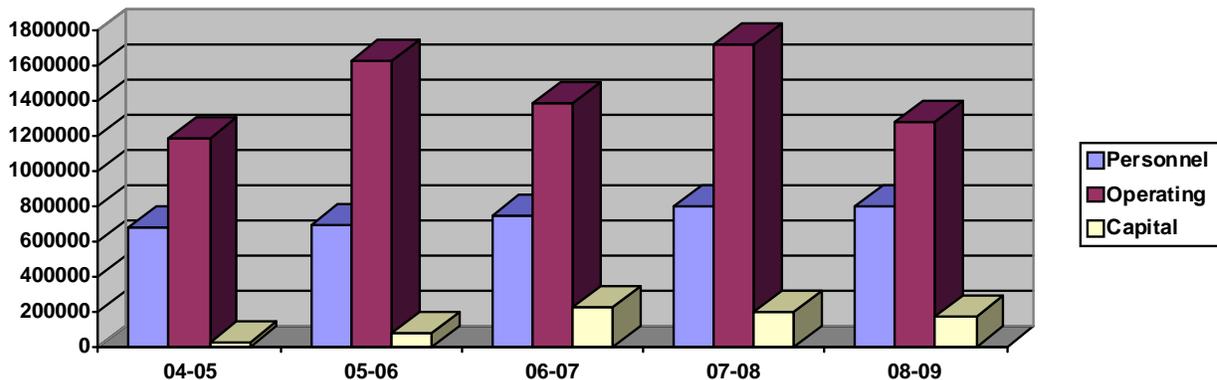
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	685,361	689,098	752,249	798,033	794,587	804,918
Operating	1,189,347	1,624,889	1,392,714	1,715,181	1,752,263	1,282,895
Capital	32,931	84,032	230,196	201,700	313,151	174,551
Total	1,907,639	2,398,019	2,375,159	2,714,914	2,860,001	2,262,364
Budgeted Employees	18	18	18	18	18	18

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) backhoe, \$65,051, one (1) 2-ton dump truck, \$59,500; and signal light enhancements, \$50,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations decreased \$452,550 or seventeen (17%) percent compared to FY 07-08 budget. This decrease is mainly within the operating budget and is the result of prior year (FY 07-08) funding of a study to rate the pavement condition of city streets; lighting enhancements at Caribton Road, Charlotte Avenue, Chatham Street and in Jonesboro; installment purchase payment for new equipment; and for continued price increases for asphalt and concrete. Street resurfacing costs (\$550,000) have been transferred into the Street Capital department and also contribute to the decrease shown within **FY 08-09**. However, implemented during **FY 08-09** is a city wide street lighting enhancement program that will take place over a ten year period. \$72,000 has been appropriated for the program this year with \$27,000 of that for ongoing utility expenses. **FY 06-07** increase is the result of capital funding for a street sweeper, flusher truck, and a bucket truck. The operating cost center shows a substantial decrease due to the reduction of paving funds. **FY 05-06** shows an increase as a result of additional paving funds appropriated totaling almost \$400,000. **FY 04-05** increases are shown for personnel cost adjustments.



STREET

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To ensure all streets, sidewalks, and curbs within the City are properly maintained

Objective: 1) To ensure we promptly respond to all notifications of deterioration and damage to sidewalks and roadways to guarantee a pleasant, safe, and adequate means of travel; 2) To continue a program of street maintenance that will ensure that all city streets are paved or resurfaced every twelve years; 3) Maintain a comprehensive program of open drainage and appropriate street cleaning that will aid in proper drainage for the street system

Measures:			
Tonnage of patching	2,750	2,646	2,700
Feet of curb and gutter installed / repaired	801	838	897
Feet of sidewalk installed / repaired	1,640	1,309	1,431
Cutbacks for site distance	401	468	475
Feet of on-street ditches cleaned	15,869	17,585	16,000
Hours of street cleaning	956	1,193	1,200
Catch basins cleaned	10,981	10,011	10,166

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

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

Measures:			
Feet of lines painted	1,670	1,730	1,814
Traffic sign installation	172	168	170
Street markers installed / replaced / repaired	218	419	350

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

Objective: 1) To ensure we promptly correspond with Progress Energy with all notifications of lighting repairs to guarantee a pleasant, safe, and adequate means of travel; 2) To maintain a comprehensive program of standard and decorative street lighting within the City limits

Measures:			
Number of lights within City	2,635	2,700	2,750

STREET CAPITAL IMPROVEMENTS

Fund: General

Function: Streets

Goal: To provide funding for Street Capital Improvements such as paving sidewalks and catch basin improvements as detailed in the Five Year Capital Improvements Program.

DEPARTMENTAL SUMMARIES

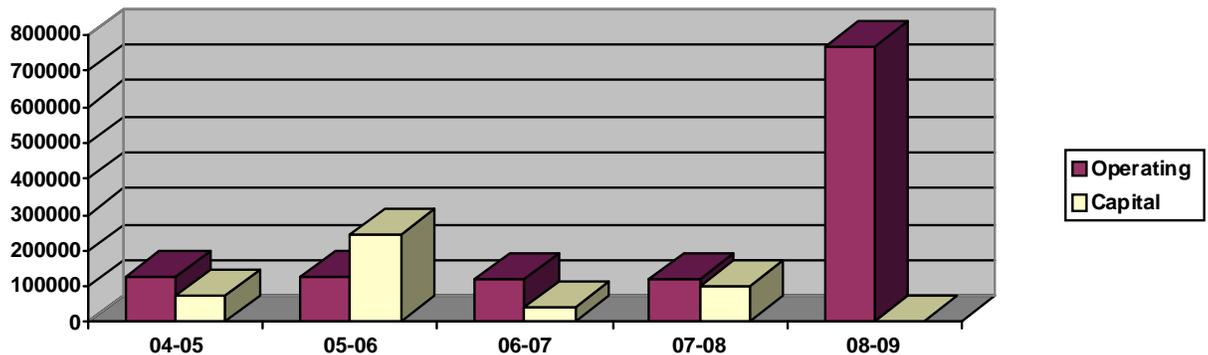
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	127,083	123,942	120,802	117,665	100,000	764,525
Capital	75,528	246,498	42,027	100,000	0	0
Total	202,611	370,440	162,829	217,665	100,000	764,525
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$546,860 or two hundred fifty-one (251%) percent compared to FY 07-08 budget. This increase is the result of a \$550,000 transfer from the Street Department for street resurfacing. Capital reflects a decrease due to a policy change increasing the capital threshold, therefore the requests have been moved into contractual services shown within operating. **FY 06-07** shows a decrease due to the non-appropriation of street assessments. **FY 05-06** shows increases for new street assessments.



SOLID WASTE

Fund: General

Function: Sanitation

Goal: To provide to the city residents a cost effective and comprehensive system of yard waste (leaf and limb) removal, bulk trash as well as right-of-way mowing, sidewalk cleaning, curb cutting, ditch cleaning and correcting sight distance problems.

DEPARTMENTAL SUMMARIES

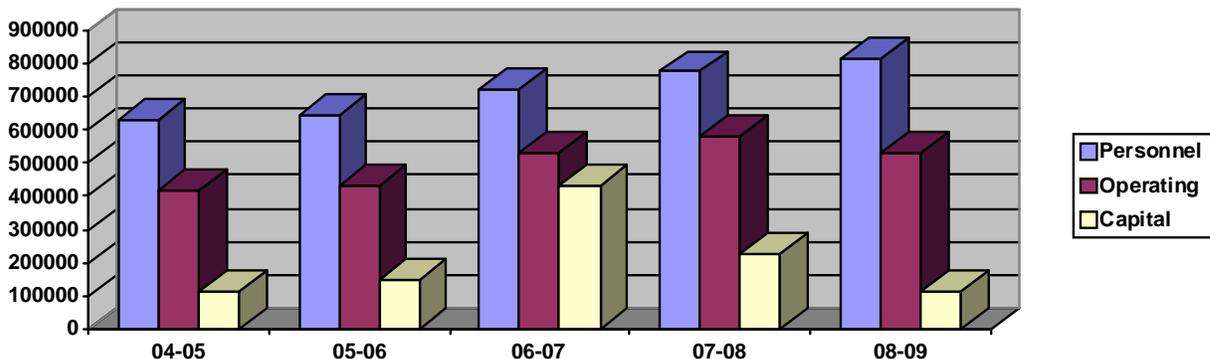
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	631,932	645,201	720,380	775,593	729,604	815,805
Operating	417,645	429,730	532,637	580,332	508,750	533,402
Capital	114,331	149,398	432,508	228,601	180,213	112,100
Total	1,163,908	1,224,329	1,685,525	1,584,526	1,418,567	1,461,307
Budgeted Employees	17	17	18	18	18	18

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) tractor with boom mower, \$90,000; and one (1) ½ ton supercab truck, \$22,100.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$123,219 or eight percent (8%) compared to FY 07-08 budget. Decrease is due to reduced capital outlay funding. Operating shows a decrease for a reduction in installment purchase expense. Included within this year are funds (\$33,902) to expand the inmate litter crew program. The truck budgeted within capital outlay will be used to haul the inmates to job sites. **FY 07-08** reflects increases for fuel costs and a reduction of capital funding. **FY 06-07** reflects increases for installment purchase payments for the knuckle boom, compost turner, and the leaf vac unit as well as capital outlay. The operating cost center shows substantial fuel increases. **FY 06-07** also reflects the addition of one position hired for graffiti removal. **FY 05-06** indicates the purchase of a leaf vac unit and a dump truck. In **FY 04-05** one knuckle boom truck was funded with installment purchase financing. Two positions were also funded and part time positions eliminated.



SOLID WASTE

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To develop and provide residents of the City of Sanford with the cost-effective debris collection program consisting of yard waste and bulk trash pick-up that will insure a better appearance within our city

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

Measures:

Number of loads of limbs and leaves hauled	2,009	2,000	2,100
Number of loads of bulk trash hauled	822	700	750

Goal: Increase appearance of residential areas through the monitoring of mowing needs as well as cleaning of sidewalks and curb cutting

Objective: Increase time allotted for maintaining the aesthetics of our residential areas

Measures:

Equipment hours cutting curb	382	400	400
Equipment hours mowing	833	850	850
Equipment hours cleaning sidewalk	201	400	425

SANITATION

Fund: General

Function: Sanitation

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

DEPARTMENTAL SUMMARIES

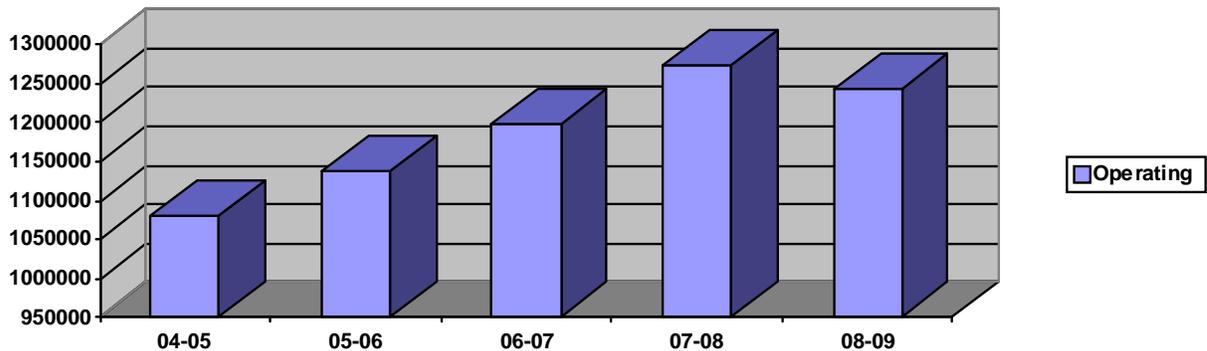
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	1,080,549	1,137,693	1,196,756	1,274,104	1,244,424	1,244,424
Capital	0	0	0	0	0	0
Total	1,080,549	1,137,693	1,196,756	1,274,104	1,244,424	1,244,424
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$29,680 or two percent (2%) compared to FY 07-08 budget. This decrease is due to a newly negotiated contract with Waste Management. **FY 07-08** reflects a 2.6% C.P.I. contract adjustment and change in the number of customers. **FY 06-07** reflects a 3.8% C.P.I. contract adjustment. **FY 05-06** reflects a 3.1% C.P.I. contract adjustment. **FY 04-05** increases are included for a 1.5% C.P.I. adjustment.



SANITATION

The Sanitation program is under the direction of the City's Public Works Department. Services are contracted to Waste Management, Inc. for one pickup weekly of both regular garbage and recyclables. The Public Works Director, City Manager, and Solid Waste Superintendent monitor the waste collector's performance to promote and encourage the prevention of litter throughout the City.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: Provide timely, efficient, and cost effective services to all residential customers being responsive to residents concerns and desired level of performance

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

Measures:

Number of units	8,525	8,600	8,750
Solid waste fees collected	\$837,187	\$843,860	\$852,300

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

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

Measures:

Number of tons of recycling collected	568	600	650
Number of tons of residential waste	8,008	8,200	8,300

COMMUNITY DEVELOPMENT

Fund: General

Function: Community Development

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

DEPARTMENTAL SUMMARIES

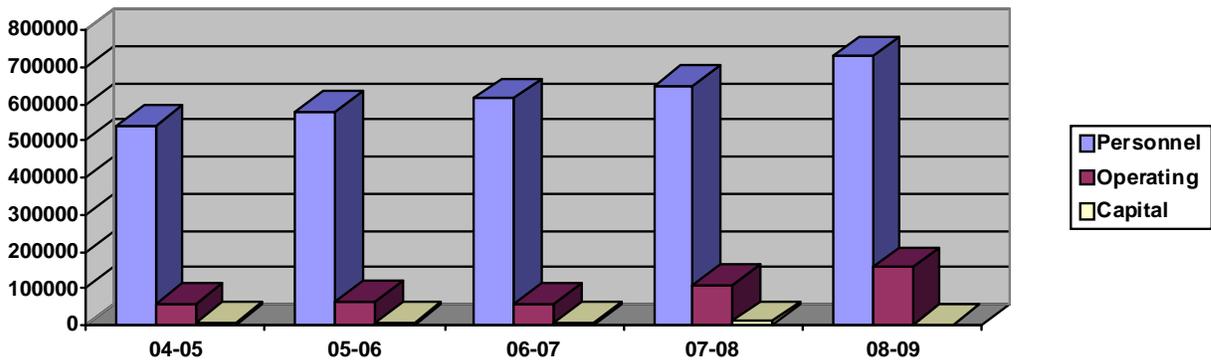
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	541,831	580,487	613,004	649,068	704,966	728,422
Operating	58,307	66,597	58,037	108,504	153,070	156,365
Capital	4,497	5,053	7,953	10,251	29,350	3,000
Total	604,635	652,137	678,994	767,823	887,386	887,787
*Budgeted Employees	9	9	9	9	10	10

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) color scanner, \$3,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$119,964 or sixteen percent (16%) compared to the FY 07-08 budget. Personnel increases are due to salary and benefit adjustments and the transfer of an employee from the Inspections Department. A telecommunication tower master plan is included within operating in the amount of \$40,000. **FY 08-09** and **FY 07-08** operating budgets include an appropriation each year in the amount of \$24,000 for a third party consultant to review applications for telecommunication towers. **FY 06-07**, **FY 05-06** and **FY 04-05** increases are mainly attributed to cost of living and insurance adjustments. Other increases are attributed to the Unified Development Ordinance program cost.



COMMUNITY DEVELOPMENT

The Community Development Department provides services with respect to land use, zoning and development issues; overseeing the land use review and approval process; providing professional advice and direction with respect to the physical development and redevelopment to the City and Lee County; developing, maintaining and providing compliance review of the City's Comprehensive Plan; preparation and maintenance of the City's base map; providing technical assistance and staff support to the City of Sanford and County of Lee Planning and Zoning Boards, Lee County Environmental Board, and the Planning Commission.

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To develop administrative programs and procedures designed to provide efficient customer service in all functions of the department

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

Measures:

Respond to all correspondence within five working days	90%	95%	99%
Return all phone calls same day	98%	99%	100%

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

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

Measures:

Community wide meetings	14	14	24
Neighborhood advisory meetings	24	24	26

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

Objective: Complete rehabilitation to owner occupied units in order to provide decent, safe, and standard housing units (funded via CDBG Programs)

Measures:

Historic preservation – Wicker School	60%	80%	100%
Residential rehabilitation	1	3	4
Youth Council Grant	-	-	50%

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide comprehensive land development growth management policies for development, redevelopment and preservation of Sanford and Lee County's land resources

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

Measures:

Number of zoning changes	73	78	80
Number of final plats approved	54	56	60
Number of planning board agendas	35	33	35
Number of site plans approved	149	155	175

COMMUNITY DEVELOPMENT – 911 COORDINATOR

Fund: General

Function: Community Development

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

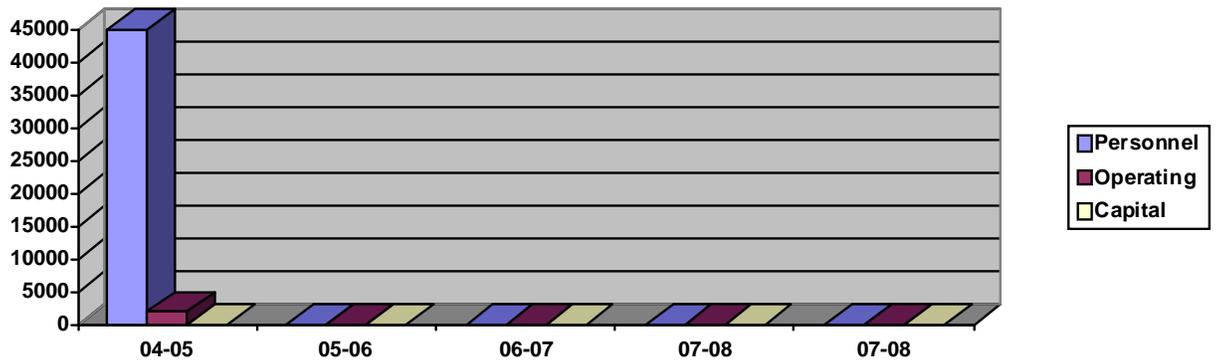
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	44,984	11	0	0	0	0
Operating	1,981	0	0	0	0	0
Capital	0	0	0	0	0	0
Total	46,965	11	0	0	0	0
*Budgeted Employees	1	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 05-06 appropriations reflect a decrease of \$46,965 or one hundred percent (100%) compared to the FY 04-05 budget. This department was consolidated with Lee County in FY 05-06 and future fiscal years.



COMMUNITY DEVELOPMENT – 911 COORDINATOR

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. **This department was consolidated with Lee County in FY 05-06.**

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

COMMUNITY ENHANCEMENT – CODE ENFORCEMENT

Fund: General

Function: Community Development

Goal: To enforce the provisions of the Sanford City Code of Ordinances and to ensure fitness for human habitation, and safeguard the interest of the general public by investigating and bringing into compliance all nuisance violations.

DEPARTMENTAL SUMMARIES

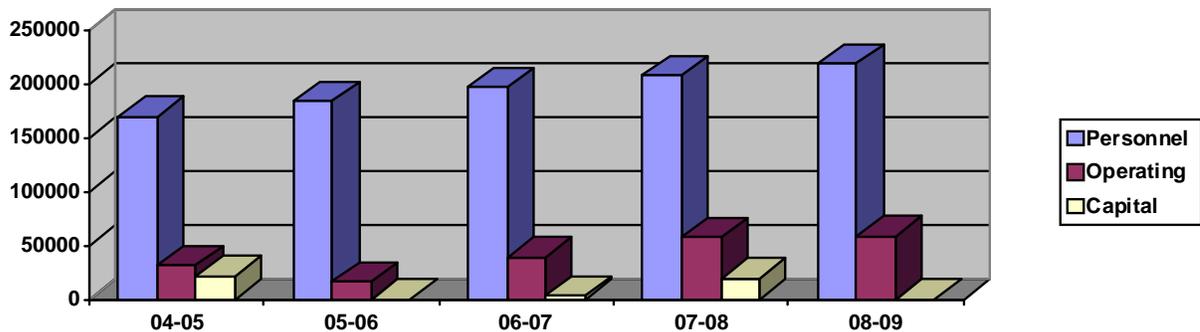
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	169,868	183,774	196,512	207,104	255,167	218,390
Operating	32,024	16,915	40,050	58,298	68,283	59,503
Capital	22,432	0	3,397	19,700	26,550	0
Total	224,324	200,689	239,959	285,102	350,000	277,893
Budgeted Employees	5	4	4	4	5	4

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$7,209 or three percent (3%) compared to FY 07-08 budget. This decrease is mainly attributed to the non-appropriation of capital outlay. A \$35,000 appropriation is included within operating for demolition expenses. **FY 07-08** shows increase for capital outlay funding. Operating also increased and is reflected within employee training, postage, and fuel costs. **FY 06-07** reflects a \$30,000 appropriation within the operating cost center for demolition expenses. Personnel cost adjustments are show. **FY 05-06** shows increases resulting from full staff and forced demolitions. **FY 04-05** increases are mainly shown for capital outlay funding. The animal control function was added within this cost center, however, the position was not filled and the function still remains with Lee County.



COMMUNITY ENHANCEMENT – CODE ENFORCEMENT

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide a comprehensive program of service to the citizens of Sanford by enforcing the provisions of the Code of Ordinances, and related General Statutes, and to ensure fitness for human habitation, and safeguard the interest of the general public by investigating and bringing into compliance all nuisance violations

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

Measures:

Overgrown lot complaints	2,319	1,445	2,400
Trash / junk complaints	2,283	356	1,000
Abandoned vehicle complaints	466	464	1,000
Minimum housing complaints	57	72	100

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

Measures:

Illegal banner sign complaints	236	23	50
Illegal pennant, flag and temporary sign complaints	505	62	100

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

Measures:

Pre-occupancy inspections	32	35	50
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COMMUNITY ENHANCEMENT – DOWNTOWN / HPC

Fund: General

Function: Community Development

Goal: To restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, pre-historic, architectural, or cultural importance.

DEPARTMENTAL SUMMARIES

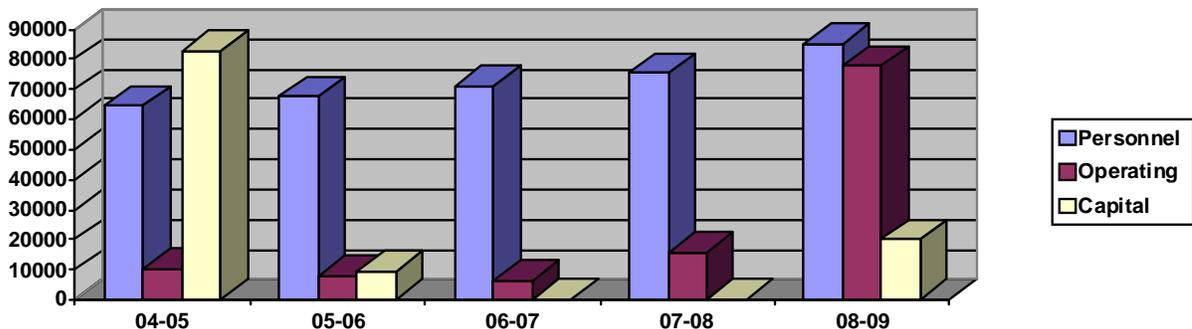
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	64,688	67,563	71,158	75,595	74,865	85,466
Operating	10,464	7,903	6,367	15,783	186,006	77,765
Capital	82,995	9,667	0	0	20,000	20,000
Total	158,147	85,133	77,525	91,378	280,871	183,231
Budgeted Employees	1	1	1	1	1	1

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes six (6) historic district entrance signs, \$20,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$91,853 or one hundred and one percent (101%) compared to FY 07-08 budget. This substantial increase is due to a \$50,000 appropriation within operating for a Sanford / Downtown / Jonesboro Historic District Plan and Jonesboro Christmas decorations in the amount of \$5,000. Both are included within the operating budget. Capital outlay shows an increase for the historic district entrance signs in the amount of \$20,000. **FY 06-07** reflects a decrease from prior year due to the non-appropriation of capital outlay. **FY 04-05** reflects the funding of a grant for Depot Park.



COMMUNITY ENHANCEMENT – DOWNTOWN / HPC

Historic Preservation – The purpose of the Historic Preservation / Annexation / Progressive Neighborhoods Section of the Community Development Department is to oversee the inventory of properties of historic, pre-historic, architectural and / or cultural significance, and make recommendations to the City Council to designate by ordinance “historical districts.” Historic Preservation staff offers assistance to property owners of buildings, structures, sites, or areas when considering the restoration, preservation, and operation of historic matters.

Annexation – Studies are conducted to determine the feasibility of all proposed voluntary and involuntary annexations, which include cost analysis for delivery of services and corresponding revenues.

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, prehistoric, architectural, or cultural importance

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

Measures:

Investigate and approve applications for minor works that do not interfere with the integrity of the property	55	60	60
Prepare formal applications for Certificates of Appropriateness to the Historic Preservation Commission	55	57	60
Investigate design guideline violations	25	28	30
Number of National Registered Historic Districts	4	4	5

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

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

Measures:

Processed annexation applications	7	13	15
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Goal: To assist neighborhood driven partnerships through the City’s Progressive Neighborhood program that encourages improvement of quality of life throughout the City

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

Measures:

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

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UTILITY FUND

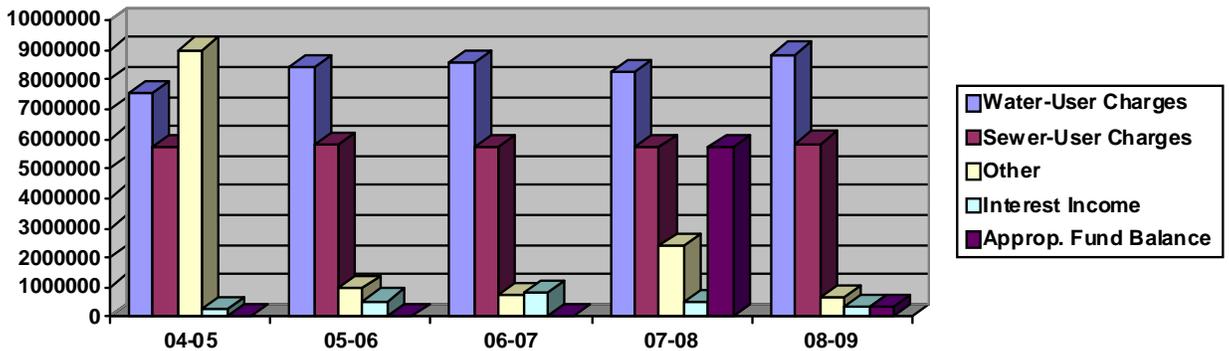
Goal: To account for the operations of the water treatment, wastewater treatment, and distribution systems.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Water-User Charges	7,531,167	8,416,152	8,550,411	8,250,000	8,833,890	8,833,890
Sewer-User Charges	5,714,760	5,781,446	5,736,201	5,720,000	5,825,000	5,825,000
Other	9,008,987	957,625	754,413	2,395,000	659,025	659,025
Interest Income	252,939	529,734	803,232	487,500	362,500	362,500
Appropriated Fund Balance	0	0	0	5,729,534	354,589	354,589
Total	22,507,853	15,684,957	15,844,257	22,582,034	16,035,004	16,035,004

GRAPHIC REPRESENTATION

FY 08-09 revenues decreased \$6,547,030 or twenty-nine (29%) percent compared to FY 07-08 budget. Water and sewer revenues show a net increase of \$688,890. Increases are attributed to growth and consumption. These revenues are projected conservatively and based on historical data. The decrease within other revenue is mainly due to the non-appropriation of installment purchase proceeds (\$1,500,000) and special assessments (\$200,000) as well. Interest income also shows a decrease due to declining rates. Appropriated fund balance reflects the largest decrease of \$5,374,945 or ninety-four (94%) percent compared to **FY 07-08** which funded the following large projects: first year of OPEB funding, (\$282,100); design and upgrade / expansion of the wastewater treatment plant (\$3,573,000); and Little Buffalo/Northview lift station improvements (\$1,719,547). **FY 07-08** also shows an increase within other revenue for a \$1,500,000 installment purchase appropriation. **FY 06-07** shows an increase within water charges from prior year, however sewer charges declined slightly. **FY 05-06** shows water user charges substantially higher than prior year due to the fact that the city acquired the county's water system in March of 2005. 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. Other revenue reflects a substantial increase for the installment purchase proceeds of the Lee County water system.



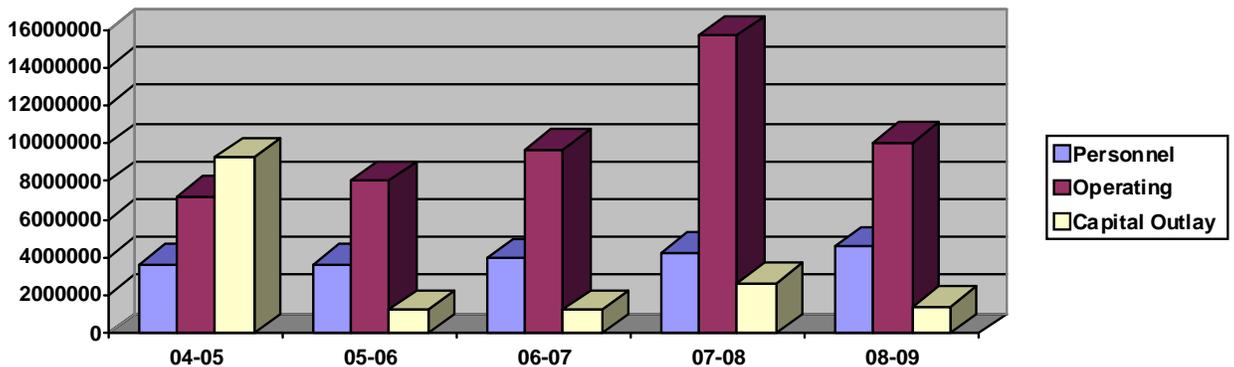
UTILITY FUND

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	3,615,757	3,649,042	3,960,098	4,268,807	4,350,765	4,533,470
Operating	7,246,986	8,034,189	9,661,402	15,673,076	10,123,002	10,062,321
Capital Outlay	9,228,768	1,229,546	1,249,900	2,640,151	1,460,707	1,439,213
Total	20,091,511	12,912,777	14,871,400	22,582,034	15,934,474	16,035,004
Budgeted Employees	82	82	82	83	83	83

GRAPHIC REPRESENTATION

FY 08-09 appropriation reflects a decrease of \$6,547,030 or twenty-nine percent (29%) compared to FY 07-08 budget. Personnel costs reflect a 3% cost of living adjustment, funding for a merit pay plan, and a 4% health insurance premium adjustment increase. Operating reflects a substantial decrease due to funding of several large capital projects in the prior year. Decreases are shown within capital outlay as well. **FY 07-08** includes a 2.5% cost of living adjustment, funding for the merit pay plan, and a 3.1% health insurance premium adjustment increase. Operating and capital cost centers reflect funding of several capital projects including clearwell rehabilitation / baffling (\$1,500,000 IP), completion of Little Buffalo / Northview lift station project (\$1,719,547), and design and upgrade / expansion the wastewater treatment plant (\$3,573,000). Council also approved the first year of OPEB funding in the amount of \$282,100. **FY 06-07** reflects a 3% cost of living adjustment, funding for the merit pay plan, and an 8% health insurance premium increase. Operating expenses increased due to fuel, asphalt, concrete, and chemical costs. Funding of capital projects and a new software program are also included. **FY 05-06** decreased substantially due to the purchase of the Lee County water system in the prior year. **FY 04-05** reflects the outsourcing of billing and collection of water and sewer bills resulting in a reduction of one position as well as the Lee County water system purchase. 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. **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 \$72,524 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

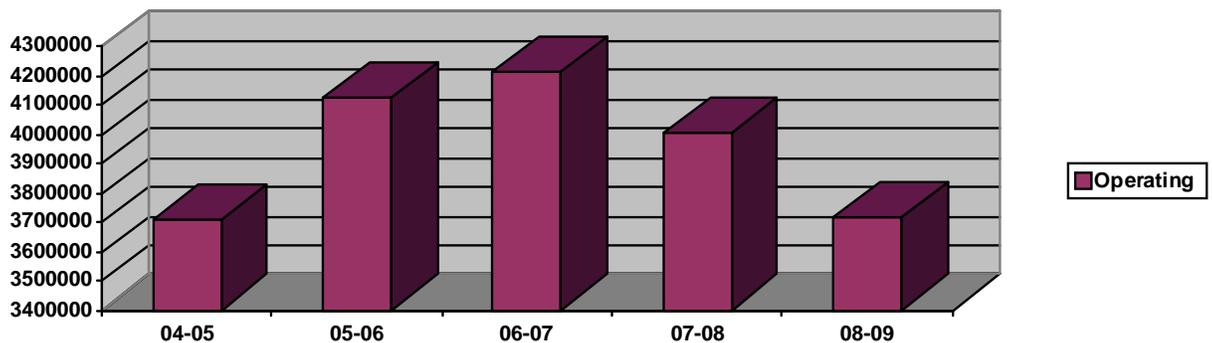
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	3,706,217	4,127,890	4,212,870	4,001,007	3,718,243	3,718,243
Capital	0	0	0	0	0	0
Total	3,706,217	4,127,890	4,212,870	4,001,007	3,718,243	3,718,243
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$282,764 or seven percent (7%) compared to FY 07-08 budget. This decrease is a result of expired debt. **FY 05-06** shows increases attributed to the 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

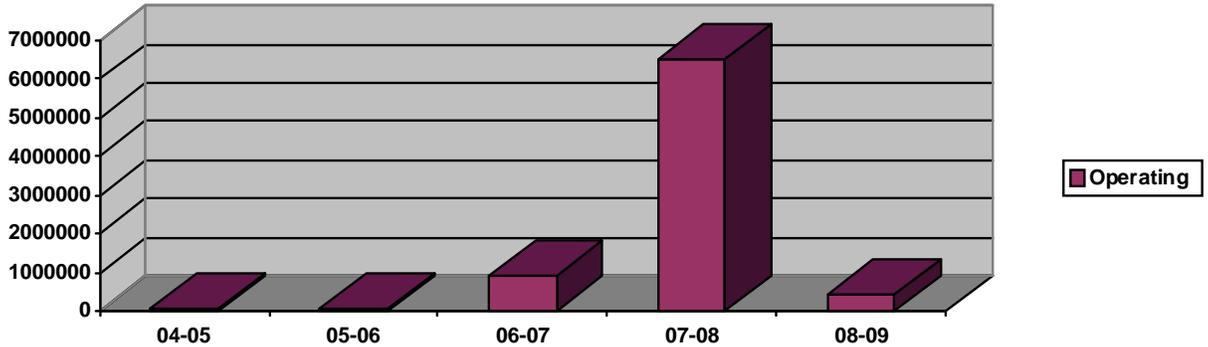
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	50,000	50,000	926,899	6,525,547	300,000	433,120
Capital	0	0	0	0	0	0
Total	50,000	50,000	926,899	6,525,547	300,000	433,120
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$6,092,427 or ninety-three (93%) percent compared to FY 07-08 budget. The contingency appropriation was increased to \$300,000. These funds are used for emergency needs within the fund relative to infrastructure. The contingency budget is transferred each year to departments utilizing funds; therefore the actual expenditures are not shown in this cost center. **FY 07-08** increased due to appropriations to 'transfer to capital projects' for the design and upgrade of the wastewater treatment plant, Little Buffalo / Northview lift station improvements, and the first year of OPEB funding.



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 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	35,883	38,175	40,560	43,412	43,319	45,200
Operating	302,372	301,743	330,689	332,288	332,652	313,568
Capital	0	0	0	0	8,500	0
Total	338,255	339,918	371,249	375,700	384,471	358,768
Budgeted Employees	1	1	1	1	1	1

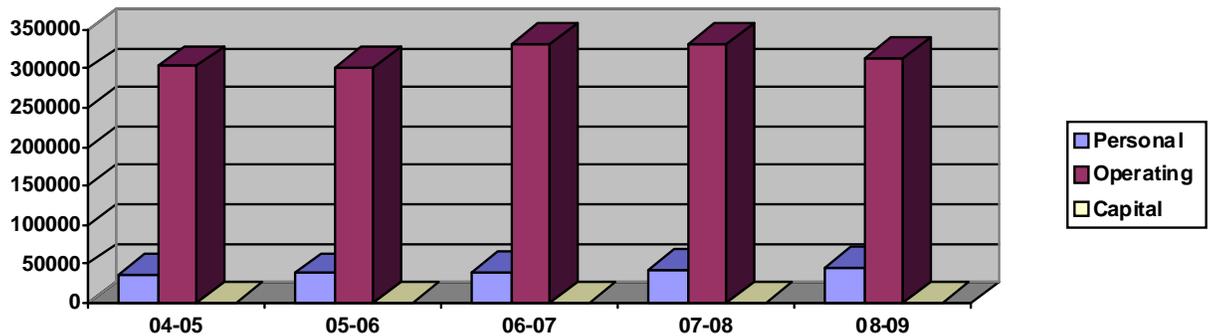
2008-2009 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$16,932 or five percent (5%) compared to FY 07-08 budget. Cost increases annually are attributable to cost of living and other personnel related expenses.

Costs within this center are relative to inventory requirements.



STORE

The Store is responsible for maintaining inventory control of materials and supplies which are used by operational departments. The department's inventory control system, which is a completely automated system, provides accurate inventory records but also assists in controlling inventory cost. Monthly reports are prepared charging the user departments for goods used and identifies items falling below established reorder quantities. The department is responsible for securing competitive bids on supplies and materials using guidelines established by NC General Statutes 143-129. To control inventory loss and provide for departmental accountability, inventories are taken periodically.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide user departments with materials which are required for departmental operations, a complete inventory program is established

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

Measures:

Additional materials added to actual storeroom inventory	8	9	7
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Goal: To maintain accurate inventory records, a comprehensive computerized inventory system will be continued

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

Measures:

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

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

Measures:

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

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

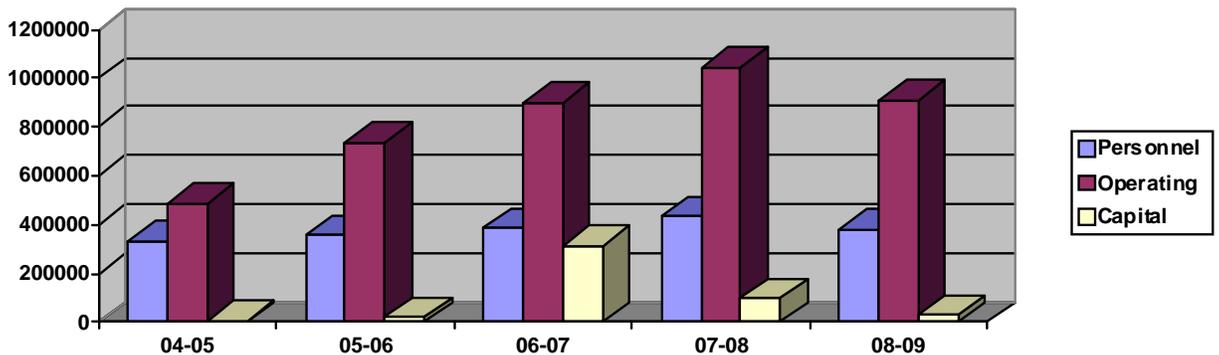
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	333,216	356,268	385,854	434,688	370,527	378,921
Operating	484,995	739,029	896,628	1,046,112	905,438	906,938
Capital	5,350	20,046	311,554	96,594	9,700	30,000
Total	823,561	1,115,343	1,594,036	1,577,394	1,285,665	1,315,859
Budgeted Employees	7	7	8	9	7	7

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) Munis UB citizen self serve module, \$30,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$261,535 or seventeen percent (17%) compared to FY 07-08 budget. A separate Billing Department has been established and two employees previously included within this cost center were transferred along with the operating costs associated with billing notices. Reduced capital funding also contributes to this decrease. **FY 07-08** operating cost center includes postage for late notices and increase of the General Fund indirect cost. The addition of a collections clerk attributes to the increase within personnel along with salary and benefit adjustments. **FY 07-08** include capital costs pertaining to new computer software. **FY 06-07** increases reflect salary adjustments; general fund indirect cost increases; the addition of a utility accountant position; and increased capital costs for the purchase of new software. **FY 05-06** reflects increased operating costs due to the 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.



UTILITY FUND ADMINISTRATION

Utility Fund Administration is responsible for the accurate and timely collection of water and sewer charges.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To insure accurate posting of collections to customer accounts and insure correct receivable balances

Objective: To achieve a minimum cash drawer accuracy of at least 95% department wide

Measures:

Accuracy of payments versus receivable reports	80%	85%	85%
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Goal: To insure all billed accounts are collected promptly, reducing the age of receivables

Objective: Reduce the outstanding receivables for utility bills and assessment bills

Measures:

Utility bill accounts receivable – 91+ days overdue	\$675,706	\$768,000	\$740,000
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UTILITY BILLING

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

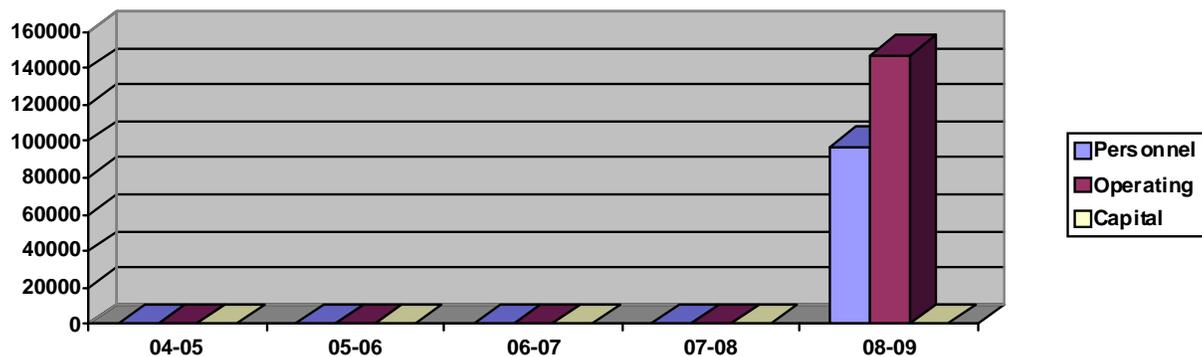
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	92,780	97,213
Operating	0	0	0	0	147,295	147,295
Capital	0	0	0	0	0	0
Total	0	0	0	0	240,075	244,508
Budgeted Employees	0	0	0	0	2	2

2008-2009 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 08-09 reflects the first year this department was established. Previously included in the UF Administration department, two employees as well as the costs associated with invoicing water and sewer customers are included within this new Utility Billing department. Operating cost center includes postage and printing for second notices and privilege licenses and contractual services for outsource billing.



UTILITY BILLING

The Utility Billing Department is responsible for the accurate monthly billing of water and sewer charges as well as any other fees generated in the utility function.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To bill customers accurately and promptly to insure the financial stability of the Utility Fund

Objective: Bill customer no later than the applicable bill date and insure all accounts are billed

Measures:

Water and sewer bills – monthly	16,311	16,800	17,300
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ENGINEERING

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

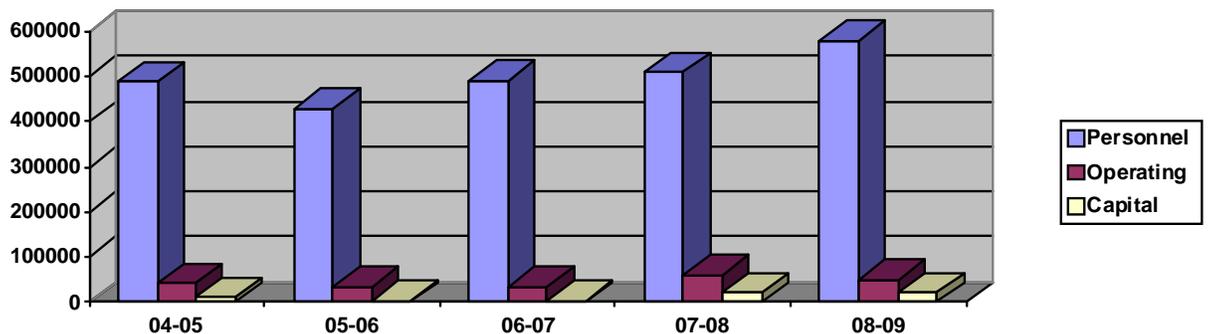
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	486,785	428,804	491,550	509,026	526,336	577,672
Operating	42,115	35,434	32,905	59,109	45,889	49,114
Capital	11,107	4,448	1,719	21,500	24,500	21,500
Total	540,007	468,686	526,174	589,635	596,725	648,286
Budgeted Employees	9	9	8	8	8	8

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton supercab truck, \$21,500.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$58,651 or ten percent (10%) compared to **FY 07-08** budget. Salary and benefit adjustments account for the majority of this increase. \$25,000 is included within personnel for overtime. Operating shows a reduction due to part time employees hired in prior year to assist with water rate study. **FY 06-07** shows a substantial increase within the personnel cost center, however, the actual amount in **FY 05-06** is much less than originally anticipated due to vacancies. A shift in staff duties resulted in a position not being filled in **FY 06-07**; this and the lack of capital funding accounts for the decrease within **FY 05-06**. **FY 04-05** increases are mainly due to the funding of capital outlay and personnel pay adjustments.



ENGINEERING

The department provides technical support to all division of public works and the City. Additionally, we interface with developers and the public to ensure managed growth of the City's infrastructure. We manage capital projects undertaken by the City to provide for timely completion and efficient use of funds.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide competent, timely advice for departments within the City

Objective: To provide technical advice to City departments and the public by returning phone calls and performing field and office investigations

Measures:

Return phone calls within 24 hours	95%	95%	100%
Provide technical advice within 5 days	95%	95%	100%
Attend special meetings	100%	100%	100%

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

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

Measures:

Provide construction inspection daily and within 24 hours of special requests	95%	100%	100%
Provide technical specifications to consulting engineers within 3 days	90%	95%	100%

Goal: Manage capital projects of the City in such a manner as to produce quality products in a timely manner

Objective: To provide project administration of capital projects such that projects remain in budget and meet milestone dates

Measures:

Review and process pay requests such that payments can be made on time	100%	100%	100%
Attend design and construction progress meetings	95%	100%	100%
Make contact with citizens that have a complaint within 24 hours of first contact	95%	95%	100%

SEWER CONSTRUCTION AND MAINTENANCE

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

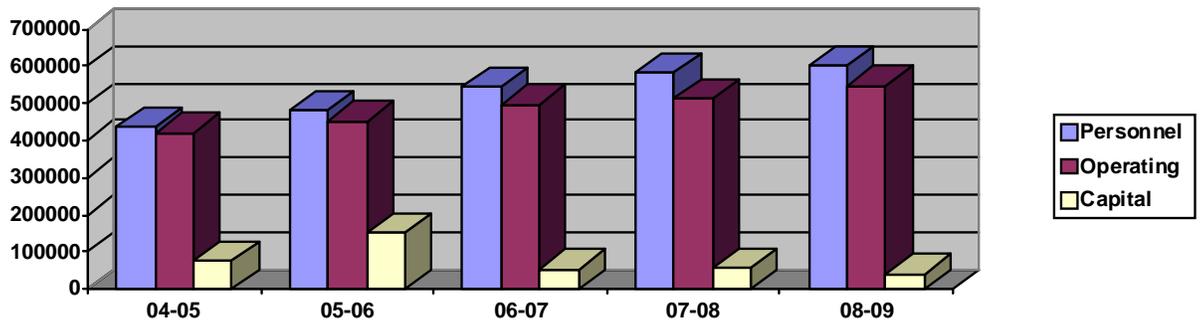
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	436,787	482,269	542,946	583,463	578,190	602,147
Operating	420,173	451,898	497,428	512,713	526,777	546,229
Capital	74,531	150,216	52,055	56,000	46,800	39,500
Total	931,491	1,084,383	1,092,429	1,152,176	1,151,767	1,187,876
Budgeted Employees	13	13	13	13	13	13

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton truck, \$14,700; and one (1) 1 ton utility truck, \$24,800.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$35,700 or three percent (3%) compared to FY 07-08 budget. Salary and benefit adjustments attribute to this increase. Paving charges were increased by \$35,000 within the operating cost center due to the increase in asphalt and concrete prices pertaining to fuel. The reduction in capital funding helps offset these increases. Increases shown within **FY 07-08** are attributed to salary and benefit adjustments. **FY 06-07** reflects increases for personnel cost adjustments for a 3% cost of living and a merit pay plan being offset by a reduction in capital outlay. The majority of the increase within **FY 05-06** is attributed to the funding of capital outlay as well as salary and benefit adjustments. In **FY 04-05** personnel cost increases are shown for cost of living adjustment and the transfer out of a long-term employee. Operating cost decreases are the result of a one time penalty paid in prior year.



SEWER CONSTRUCTION AND MAINTENANCE

The Sewer Construction and Maintenance Department is responsible for the operation and maintenance of the underground gravity piping systems, force main piping systems, wastewater lift stations and a potable water booster station. Facilities include 190.4 miles of gravity wastewater lines, 17 miles of pressurized force mains, 10,000 service laterals, 4,436 manholes, 9 wastewater lift stations, and 1 potable water booster station. The system serves a residential population of approximately 20,000 residents as well as 1,500 commercial and industrial customers. Programs include sewer line cleaning, smoke testing, sewer line rehabilitation, manhole rehabilitation and repairs, sewer lift station maintenance, easement clearing, root control, closed circuit televised inspections, and sewer line construction.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: To provide a safe and environmentally sound wastewater collection system that will accommodate peak demands without interruption while continuing efforts to improve and upgrade facilities to allow growth and expansion as economic development dictates; and to be environmentally sensitive and in compliance with all state and federal regulations

Objective: 1) To provide proper maintenance of sanitary sewer systems; 2) to continue TV inspection and smoke testing programs; 3) to continue manhole rehabilitation and inflow / infiltration efforts to reduce flow and cost at the treatment plant; 4) repair and replace sanitary sewer lines to reduce inflow and infiltration

Measures:

Stoppage complaints	184	180	200
New taps installed	14	40	25
Manhole adjustments	132	162	70
Rights-of-Way mowed (feet)	242,950	235,000	240,000
Sewer line jetted (feet)	456,490	450,000	525,535
Sewer retaps	36	100	100
Priority outfall line inspection (feet)	94,740	125,000	130,000
Collections system line inspection (feet)	424,824	450,000	490,000

WATER CONSTRUCTION AND MAINTENANCE

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

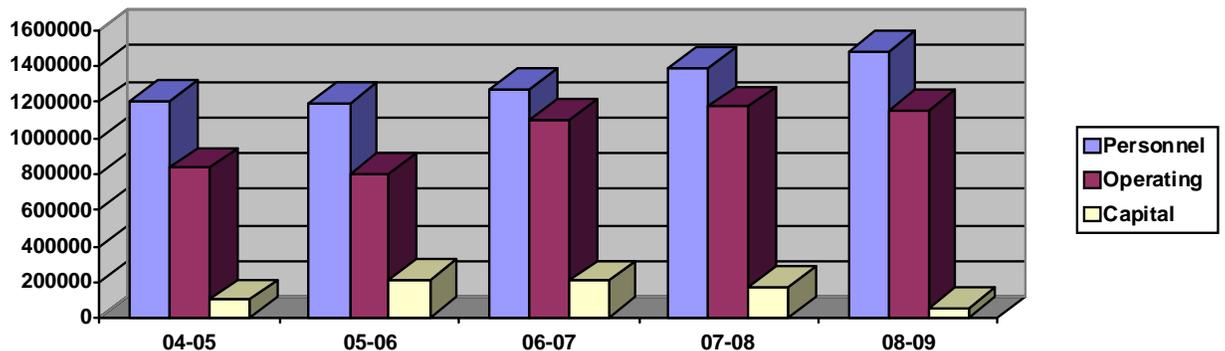
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	1,207,333	1,197,701	1,271,640	1,390,340	1,423,573	1,475,456
Operating	834,738	806,088	1,106,391	1,172,288	1,185,190	1,157,491
Capital	103,481	217,184	205,086	168,000	50,600	59,400
Total	2,145,552	2,220,972	2,583,117	2,730,628	2,659,363	2,692,347
Budgeted Employees	28	28	28	28	28	28

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) ½ ton standard trucks, \$29,400; and one (1) digital leak detector, \$30,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$38,281 or one percent (1%) compared to FY 07-08 budget. The decrease in capital funding offsets the personnel cost increase. Operating remained level. **FY 07-08** reflects an increase mainly attributed to personnel cost adjustments, however, operating increased due to fuel prices and installment purchase expense as well. **FY 06-07** reflects an increase for two major water main repairs as well as salary and benefit adjustments. **FY 05-06** increase is due to additional capital outlay funding of 2 backhoes and 1 dump truck.



WATER CONSTRUCTION AND MAINTENANCE

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: Ensure the reliable distribution of drinking water to the residents of the City and Lee County compliant with all current and future Federal, State, and Local requirements of system pressure, integrity, and water quality

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

Measures:

Miles of distribution lines maintained	555	560	575
Leak investigations	131	150	175
Major water line repairs (6" or greater)	126	153	160
Minor water line repairs (4" or smaller)	51	44	50
New water taps made	183	148	160
Water retaps	478	462	475

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

Measures:

New meters installed	305	279	300
Water meters read	212,500	217,200	221,900
Large water meters tested (3" or greater)	40	40	40
Small meters tested (2" or smaller)	7	9	9
Replace old meters	1,735	1,400	1,637

Objective: Ensure consistent operational reliability of water distribution system through routine operation and maintenance of system components i.e. fire hydrants and isolation valves

Measures:

Hydrants inspected / maintained	2,700	2,820	2,900
Valves inspected / exercised	7,000	7,100	7,200

Objective: Prevent water system contamination through administration of City's Backflow Prevention Program and minimize entry of fats, oils and grease in City's sanitary sewer system through City's Fats, Oils, and Grease Program

Measures:

City owned backflow devices inspected	20	20	25
Privately owned backflow devices inspected	238	300	375
Grease containing fluids removed (gallons)	915,477	728,732	822,000

WATER TREATMENT PLANT

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

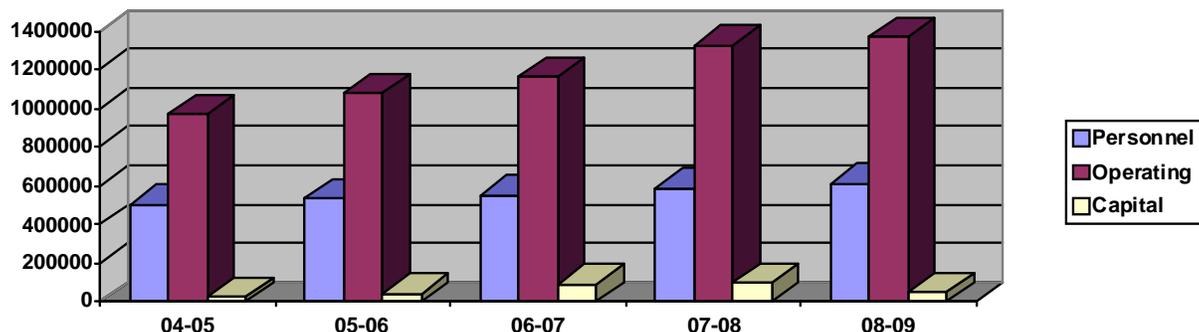
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	501,544	528,250	545,892	585,041	594,498	608,939
Operating	966,713	1,076,833	1,161,178	1,322,869	1,358,005	1,366,246
Capital	25,301	39,972	89,897	96,700	57,100	46,200
Total	1,493,558	1,645,055	1,796,967	2,004,610	2,009,603	2,021,385
Budgeted Employees	11	11	11	11	11	11

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes epoxy and paint two (2) bulk storage tanks, \$5,000; concrete work, \$6,500; grade and refinish bulk chemical storage facility, \$32,000; and one (1) incubator, \$2,700.

GRAPHIC REPRESENTATION

FY 08-09 appropriations increased \$16,775 or one percent (1%) compared to FY 07-08 budget mainly associated with the salary and benefit adjustments. Operating reflects increases pertaining to utility and fuel increases. **FY 07-08**, **FY 06-07** and **FY 05-06** show increases resulting from personnel benefit adjustments and increased fuel and chemical costs. **FY 04-05** decreases are related to reduced expenses within utilities, professional services, and sludge.



WATER TREATMENT PLANT

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
Goal: To provide a safe, reliable, uninterrupted supply of potable water to our customers			
Objective: Maintain elevated tank levels above 50% and maintain system pressure above 100% psi			
Measures:			
SCADA computer records of tank levels	100%	100%	100%
SCADA computer records of system pressure	100%	100%	100%

Goal: To exceed state and federal regulations on bacteriological water quality			
Objective: Collecting and analyzing fifty distribution samples monthly for bacteriological quality			
Measures:			
Maintain a combined chlorine level above 2.0 mg/l	96%	100%	100%
Maintain a heterotrophic plate count below 500	99%	100%	100%

Goal: To thoroughly train, state certify, and retain operators for consistency and efficient operation of the plant			
Objective: Maintain state certified operators and laboratory staff			
Measures:			
Percent of certified operators of plant staff	100%	100%	100%
Reduce employee turnover	100%	100%	100%

WASTEWATER TREATMENT PLANT

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

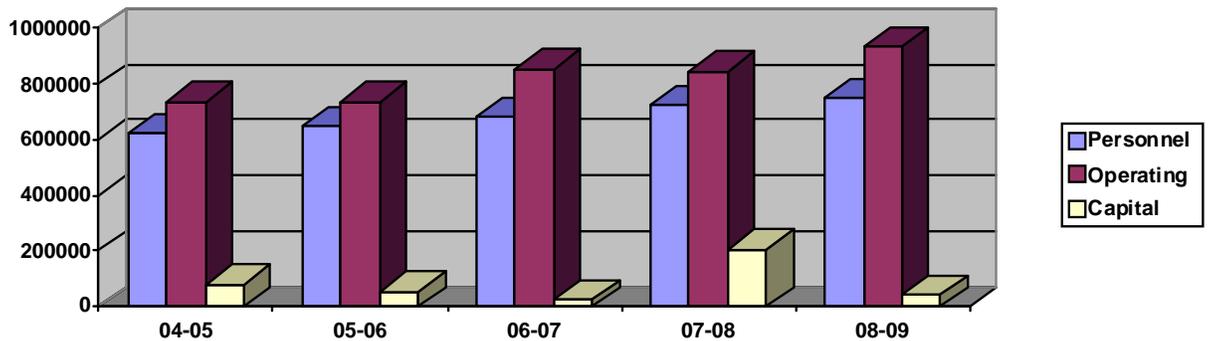
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	621,159	646,947	681,654	722,837	721,542	747,922
Operating	735,785	737,517	853,256	846,166	917,541	935,321
Capital	79,281	55,891	25,172	207,079	63,507	42,613
Total	1,436,225	1,440,355	1,560,082	1,776,082	1,702,590	1,725,856
Budgeted Employees	13	13	13	13	13	13

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton truck, \$14,700; one (1) 3202 electric auto crane, \$12,000; one (1) scagg mower, \$12,713; and one (1) mitre saw, \$3,200.

GRAPHIC REPRESENTATION

FY 08-09 appropriations decreased \$50,226 or three percent (3%) compared to FY 07-08 budget. A substantial decrease is shown within capital outlay. Chemicals and sludge removal increased substantially and are reflected within operating. Upgrades to the WWTP were completed during **FY 07-08** and are shown within the capital cost center. **FY 06-07** and **FY 05-06** show increases mainly due to personnel pay adjustments and increased utility costs. **FY 04-05** increases are mainly attributed to capital outlay.



WASTEWATER TREATMENT PLANT

The Wastewater Treatment Plant is responsible for treating wastewater by residential, commercial, and industrial users to state and EPA requirements. The maintenance personnel are continually practicing preventive maintenance and repairing equipment in order to assure continued operations. The laboratory personnel constantly sample and test industrial discharges for surcharge data, to meet state requirements, and to protect the treatment plant. Current operations of the new bio-solids handling facility has enhanced efficiency and reduced operating cost.

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
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Goal: Comply with state and EPA regulations for Industrial Pretreatment Program and Plant

Objective: Monitor industries with an aggressive sampling program to ensure compliance with their permits and test daily influent and effluent at the plant

Measures:

Number of samples taken from industries and at the plant	7,596	7,466	7,996
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Goal: Comply with state and EPA regulations for Land Application program

Objective: Permit additional acreage for application of bio-solids

Measures:

Number of acres permitted for land application program	974	1,050	1,200
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Goal: Operate the plant with skilled and certified personnel for efficient operation

Objective: Certify all personnel to NC Biological Operator Certification Grade I

Measures:

Percent of certified operators of plant staff	100%	100%	100%
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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

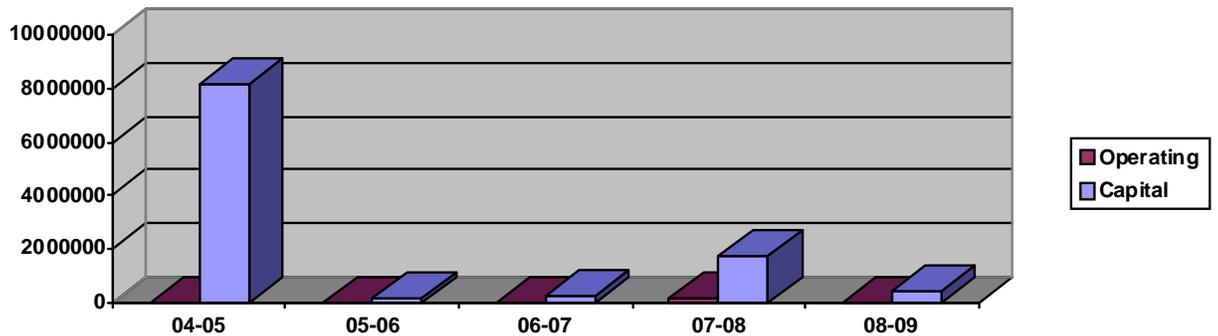
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	0	0	0	170,462	50,000	25,000
Capital	8,119,801	191,293	273,930	1,755,000	400,000	400,000
Total	8,119,801	191,293	273,930	1,925,462	450,000	425,000
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes US 421 bypass utility adjustments, \$400,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect a decrease of \$1,500,462 or seventy-eight percent (78%) compared to FY 07-08 budget. \$1,500,000 was budgeted within **FY 07-08** for clearwell rehabilitation / baffling, therefore resulting in the decrease within current year. Items previously budgeted within the capital cost center have been moved to the operating cost center due to the threshold increase for capital requirements. The Lee County water system purchase was completed in **FY 04-05**. Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



SEWER CAPITAL IMPROVEMENTS

Fund: Utility

Function: Public Utilities

Goal: To account for the capital improvement costs which relates directly to the wastewater system.

DEPARTMENTAL SUMMARIES

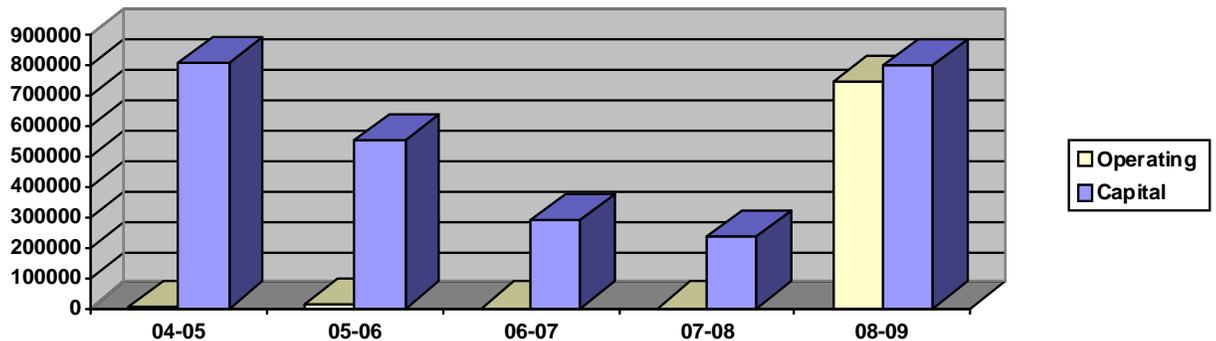
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	6,250	9,500	0	0	950,000	750,000
Capital	809,916	550,496	290,487	239,278	800,000	800,000
Total	816,166	559,996	290,487	239,278	1,750,000	1,550,000
Budgeted Employees	0	0	0	0	0	0

2008-2009 CAPITAL OUTLAY DETAIL

Capital outlay funding includes WWTP upgrade, \$400,000; and US 421 bypass utility adjustments, \$400,000.

GRAPHIC REPRESENTATION

FY 08-09 appropriations reflect an increase of \$1,310,722 or five hundred and forty-eight percent (548%) compared to FY 07-08 budget. Items previously budgeted within the capital cost center have been moved to the operating cost center due to the city policy change in capital requirements. This increase is shown within capital costs as well as operating. Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



SPECIAL TAX DISTRICT FUND

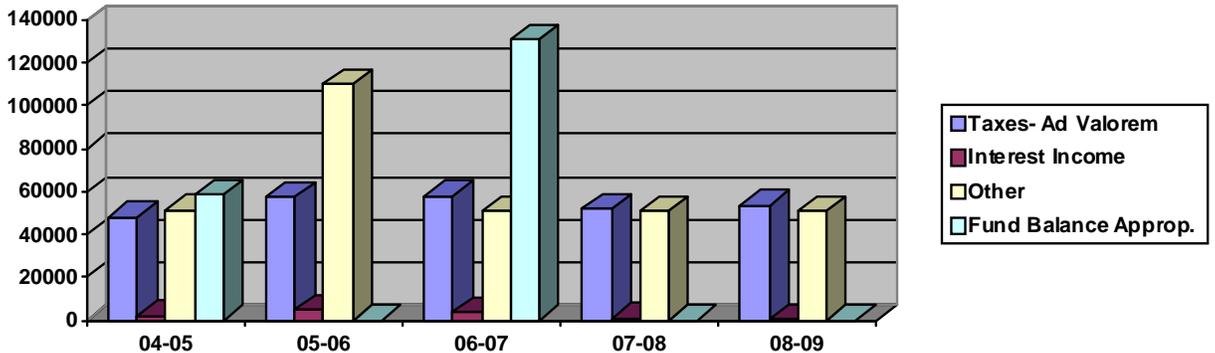
Goal: To account for the activities of the Central Business Tax District established to assist in revitalization of the downtown area.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Taxes- Ad Valorem	48,354	57,302	58,018	52,125	53,908	53,908
Interest Income	2,248	4,758	3,785	1,000	600	600
Other	51,875	110,150	51,425	51,425	51,425	51,425
Fund Balance Appropriation	58,737	0	131,164	0	0	0
Total	161,214	172,210	244,392	104,550	105,933	105,933

GRAPHIC REPRESENTATION

FY 08-09 Special Tax District revenue increased \$1,383 or one percent (1%) compared to FY 07-08 budget. The tax rate remains level at 13 cents per \$100 valuation and the general fund contribution to downtown is \$50,000. **FY 07-08** reflects a decrease due to the non-appropriation of fund balance. The tax rate also decreased to 13 cents per \$100 valuation but is considered revenue neutral since this was a re-valuation year. A substantial fund balance appropriation was used during **FY 06-07**. The tax rate was 15 cents per \$100 valuation. **FY 05-06** other revenue increased substantially due to a one time general fund contribution increase of \$60,000. The tax rate was also increased to 15 cents per \$100 valuation during **FY 05-06**. **FY 04-05** increase is related to the appropriation of fund balance. The general fund contribution to downtown is in the amount of \$50,000.



SPECIAL TAX DISTRICT FUND

EXPENDITURE SUMMARIES

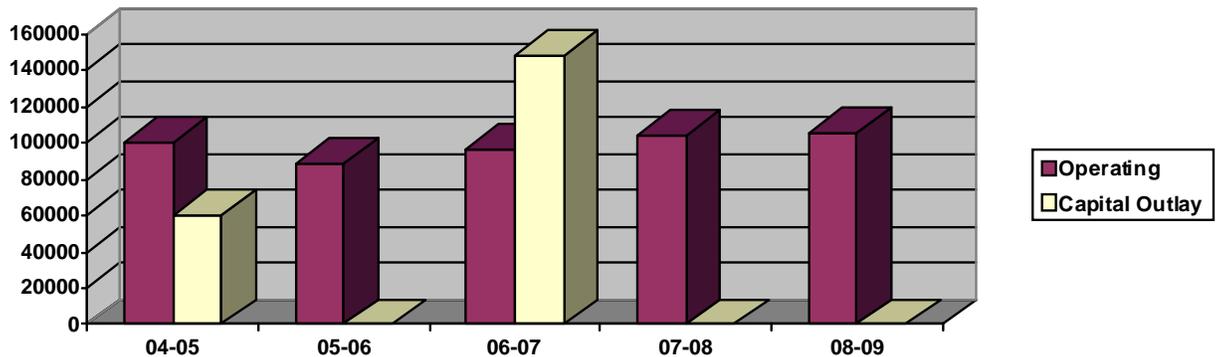
Object of Expenditure	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	BUDGET 07-08	REQUESTED 08-09	APPROVED 08-09
Personnel	0	0	0	0	0	0
Operating	100,803	88,551	96,764	104,550	105,419	105,933
Capital Outlay	60,411	0	147,628	0	0	0
Total	161,214	88,551	244,392	104,550	105,419	105,933

2008-2009 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 08-09 Special Tax District expenditures reflect increases totaling \$1,383 or one percent (1%) compared to FY 07-08 budget. Debt service for downtown Christmas decorations are included within this cost center. **FY 06-07** reflects a substantial increase within capital for the paving of the Cole / Steele Street parking lot. **FY 04-05** increase is related to the funding of capital outlay.



FUND BALANCE GOVERNMENTAL FUNDS

	ACTUAL 04-05	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08 Unaudited	BUDGET 08-09
SPECIAL TAX					
BEGINNING BALANCE	\$ 135,221	\$ 76,484	\$ 160,142	\$ 28,979	\$ 47,526
REVENUES					
AD VALOREM TAXES	48,124	57,073	58,018	55,127	53,908
OTHER	<u>54,353</u>	<u>115,136</u>	<u>55,210</u>	<u>53,258</u>	<u>52,025</u>
TOTAL	<u>102,477</u>	<u>172,209</u>	<u>113,228</u>	<u>108,385</u>	<u>105,933</u>
EXPENDITURES					
DOWNTOWN REVITALIZATION	<u>161,214</u>	<u>88,551</u>	<u>244,391</u>	<u>89,838</u>	<u>105,933</u>
TOTAL	<u>161,214</u>	<u>88,551</u>	<u>244,391</u>	<u>89,838</u>	<u>105,933</u>
ENDING BALANCE	<u><u>\$ 76,484</u></u>	<u><u>\$ 160,142</u></u>	<u><u>\$ 28,979</u></u>	<u><u>\$ 47,526</u></u>	<u><u>\$ 47,526</u></u>

SPECIAL TAX

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

Performance Measures	06-07 Actual	07-08 Projected	08-09 Projected
Goal: To retain and develop downtown businesses			
Objective: Actively pursue federal and state grants and other local fundraising opportunities which will improve the downtown infrastructure conducive for economic retention and development			
Measures:			
Apply for federal and state grants	\$233,500	\$60,000	\$200,000
Private funds attained	\$4,000	\$5,500	\$10,000
Objective: Advocate on behalf of DSI to various civic groups and the general public to create a downtown awareness and solicit funding for various projects			
Measures:			
Conduct speaking engagements advocating DSI	3	3	6
Represent DSI on various local boards	3	3	3
Goal: To improve the district's overall appearance			
Objective: To fund projects to improve the district's overall appearance			
Measures:			
Streetscape implemented on a number of downtown blocks	1	3	0
Building improvement grants awarded	7	8	8
Art project	1	0	1
Goal: To add to the quality of life of local residents			
Objective: Sponsor events that add to the quality of life to local residents while at the same time exposing them to other opportunities that downtown has to offer			
Measures:			
Summer concert series	1	1	1
Holiday tree lighting	1	1	1
Fall movie series	0	0	1
Downtown festival	0	1	1

CITY OF SANFORD CAPITAL IMPROVEMENTS PROGRAM

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

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

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

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

Useful Life Table

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

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

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

CAPITAL IMPROVEMENTS SCHEDULE

** FUNDING SOURCE	PROJECT DESCRIPTION	BUDGET YEAR 2008-2009	PLANNING YEAR 2009-2010	PLANNING YEAR 2010-2011	PLANNING YEAR 2011-2012	PLANNING YEAR 2012-2013
GENERAL FUND						
GENERAL SERVICES:						
5	Municipal Center Renovations	175,000	-	-	-	-
3	Streetscape	-	350,000	350,000	350,000	350,000
3,4	Depot Acquisition and Renovation	-	250,000	185,000	90,000	-
TOTAL GENERAL SERVICES		175,000	600,000	535,000	440,000	350,000
PUBLIC SAFETY:						
4	No. 4 Fire Station	-	-	-	-	1,190,000
4	No. 5 Fire Station	-	-	-	-	1,400,000
TOTAL PUBLIC SAFETY		-	-	-	-	2,590,000
TOTAL GENERAL FUND		175,000	600,000	535,000	440,000	2,940,000
UTILITY FUND						
WATER:						
6	Utility Adjustments – Highway 421 Bypass	400,000	-	-	-	-
6	Looping of Lines	-	-	100,000	-	-
3	Replace 16" Waterline on Third St.	-	-	-	500,000	-
3,4	16" Waterline on Hawkins/Deep River Rd.	-	1,000,000	-	-	-
TOTAL WATER		400,000	1,000,000	100,000	500,000	-
SEWER:						
6	Utility Adjustments – Highway 421 Bypass	400,000	-	-	-	-
4,6	Sewer Encasement US 421 Bypass	-	100,000	100,000	-	-
6	Replace Gum Fork Branch Forced Main	-	-	-	800,000	-
6	Big Buffalo Plant Upgrade	400,000	-	-	-	-
2	Wastewater Plant Expansion	-	-	61,750,000	-	-
TOTAL SEWER		800,000	100,000	61,850,000	800,000	-
TOTAL UTILITY FUND		1,200,000	1,100,000	61,950,000	1,300,000	-
TOTAL ALL FUNDS		1,375,000	1,700,000	62,485,000	1,740,000	2,940,000

**FUNDING SOURCE

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

PROJECT DETAIL FORM

Program Category:	General Services	Fund:	General
Project Title:	Municipal Center Renovations	Department:	Public Building

Project Description:

The goal is to provide an efficient and safe Human Resources department by remodeling offices and creating an environment conducive to interacting with the public.

Basis of Cost Estimate:

Cost estimate provided by Mullins & Shermin Architects.



Costs	2008-2009
Planning/Design	17,500
Acquisition	
Construction	157,500
Equipment	
Total	\$175,000

Operating Budget Impact

After the initial cost of completing this project, a newly approved staff assistant position will be stationed at the front of City Hall to assist customers. This new position will be an ongoing cost.

PROJECT DETAIL FORM

Program Category:	Water	Fund:	Utility
Project Title:	Utility Adjustments-Highway 421 Bypass	Department:	Water Capital

Project Description:

Currently, waterlines and their associated appurtenances are located in existing NCDOT right-of-ways which will be disturbed during construction of US 421 bypass around Sanford. Regarding the existing sections will require relocation of these waterlines and appurtenances. This work will take place on the northern and southern portions of the bypass.

Basis of Cost Estimate:

The cost estimate is preliminary in nature based on unit costs of similar projects administered by engineering staff. Final roadway plans have not been completed, therefore, final plans have not been prepared.

Costs	2008-2009
Planning/Design	40,000
Acquisition	
Construction	360,000
Study	
Total	\$400,000



Operating Budget Impact

As a result of the construction of US 421 bypass around Sanford, several waterlines and their associated appurtenances will require adjustment to new locations.

PROJECT DETAIL FORM

Program Category:	Sewer	Fund:	Utility
Project Title:	Utility Adjustments – Highway 421 Bypass	Department:	Sewer Capital

Project Description:

Components of the collection system to be relocated or adjusted are approximately 2,600 feet of 8" gravity line, 500 feet of 36" gravity, 1,800 feet of 12" gravity, and 2,500 feet of 8" forced main. Construction of US 421 bypass will require regrading of existing roadway, construction of bridges, etc. These activities will require the City to relocate / adjust existing collection system components.

Basis of Cost Estimate:

The cost estimate is preliminary and will change based on final plans from NCDOT. Costs from recent projects similar in nature were used to prepare this estimate.

Costs	2008-2009
Planning/Design	40,000
Acquisition	
Construction	360,000
Study	
Total	\$400,000



Operating Budget Impact

As a result of the construction of US 421 bypass around Sanford, several sewerlines and their associated appurtenances will require adjustment to new locations.

PROJECT DETAIL FORM

Program Category:	Sewer	Fund:	Utility
Project Title:	Plant Upgrades at the WWTP	Department:	Sewer Capital

Project Description:

Several components of Big Buffalo Treatment Plant have reached or exceeded their useful lives. To avoid failures which may result in permit violations, these components require replacement prior to construction of the upgrade. This project calls for improvements to the administration building, including HVAC and roof replacement, purchase of pumps, handrail repair, instrumentation and electrical rehabilitation, etc.

Basis of Cost Estimate:

The cost estimate was provided by a consulting engineer familiar with Big Buffalo, its current condition, and wastewater plant construction prices.

Costs	2008-2009
Planning/Design	40,000
Acquisition	
Construction	360,000
Study	
Total	\$400,000



Operating Budget Impact

Replacement of worn equipment with new more efficient equipment may result in some energy savings.

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 06-07 ACTIVITY	PRIOR YRS. ACTIVITY	TOTAL ACTIVITY
SPECIAL REVENUES				
Community Development				
Revenues	3,491,320	601,658	2,516,757	3,118,415
Expenditures	3,491,320	771,819	2,150,027	<u>2,921,846</u>
Project Fund Balance				<u>\$ 196,569</u>
UTILITY CAPITAL PROJECTS				
Water & Sewer Capital Improvements				
Revenues	4,534,103	506,940	247,523	754,463
Other financing sources	15,471,899	3,876,899	10,595,000	14,471,899
Expenditures	20,006,002	2,935,267	10,308,594	<u>13,243,861</u>
Project Fund Balance				<u>\$ 1,982,501</u>

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**2008-2009
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
GOVERNING BODY (9)		
Mayor	1	*
City Council Members	7	*
City Clerk/Asst. to City Manager	1	\$42,508 - \$64,680
DEPARTMENT OF ADMINISTRATION (2)		
City Manager	1	*
Staff Assistant	1	\$28,640 – 43,579
DEPARTMENT OF HUMAN RESOURCES (5)		
<i>HUMAN RESOURCES</i>		
Human Resources Director	1	\$63,098 - \$96,012
Human Resources Analyst	1	\$38,505 - \$58,590
Human Resources Assistant	1	\$31,600 - \$48,084
Receptionist	1	\$23,498 - \$35,756
<i>RISK MANAGEMENT</i>		
Risk Management Officer	1	\$44,661 - \$67,957
DEPARTMENT OF LEGAL (2)		
City Attorney	1	\$69,668 - \$106,007
Paralegal	1	\$33,210 - \$50,533
DEPARTMENT OF COMMUNITY DEVELOPMENT (22)		
<i>COMMUNITY DEVELOPMENT</i>		
Comm. Development Director	1	\$69,668 - \$106,007
Asst. Comm. Dev. Director	1	\$54,426 - \$82,816
Administrative Services Coord.	1	\$34,899 - \$53,104
Planner II	4	\$44,661 - \$67,957
Planning Technician	2	\$34,899 - \$53,104
Staff Assistant	1	\$28,640 - \$43,579

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

**2008-2009
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (22)		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$51,803 - \$78,824
Field Superintendent	1	\$46,922 - \$71,398
Building Inspector	3	\$38,505 - \$58,590
Permit Coordinator	2	\$25,940 - \$39,471
<i>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</i>		
Code Enforcement Supervisor	1	\$42,508 - \$64,680
Code Enforcement Officer	2	\$36,664 - \$55,789
Code Enforcement Clerk	1	\$25,940 - \$39,471
<i>COMMUNITY ENHANCEMENT – DOWNTOWN/HPC</i>		
Downtown Development Manager II	1	\$51,803 - \$78,824
DEPARTMENT OF INFORMATION SYSTEMS (2)		
Information Systems Director	1	\$63,098 - \$96,012
Program Analyst/Webmaster	1	\$44,661 - \$67,957
SANFORD GOLF COURSE (6)		
Golf Course Manager	1	\$54,426 - \$82,816
Golf Course Superintendent	1	\$44,661 - \$67,957
Asst. Golf Course Manager	1	\$36,664 - \$55,789
Lead Turfgrass Technician	1	\$28,640 - \$43,579
Turfgrass Technician	2	\$25,940 - \$39,471

**2008-2009
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF POLICE (102)		
Chief of Police	1	\$69,668 - \$106,007
Assistant Chief	1	\$57,179 - \$87,005
Administrative Support Asst.	1	\$31,600 - \$48,084
Staff Assistant	1	\$28,640 - \$43,579
Police Records Supervisor	1	\$34,899 - \$53,104
Police System Support Spec.	1	\$33,210 - \$50,533
Major	1	\$54,426 - \$82,816
Patrol Captain	6	\$46,922 - \$71,398
Narcotics Sergeant	1	\$42,508 - \$64,680
Detective Sergeant	1	\$42,508 - \$64,680
Sergeant	6	\$40,455 - \$61,557
Detective Captain	1	\$49,310 - \$75,030
Narcotics Captain	1	\$49,310 - \$75,030
Detective	9	\$38,505 - \$58,590
Narcotics Agent	4	\$38,505 - \$58,590
Police Officer III	31	\$36,664 - \$55,789
Police Officer II	6	\$34,899 - \$53,104
Police Officer I	12	\$33,210 - \$50,533
Telecomm. Supervisor	1	\$36,664 - \$55,789
Telecommunicator	12	\$30,101 - \$45,803
Receptionist	4	\$23,498 - \$35,756
DEPARTMENT OF FIRE (53)		
Chief	1	\$66,292 - \$100,872
Assistant Chief	1	\$51,803 - \$78,824
Battalion Commander	3	\$46,922 - \$71,398
Staff Assistant	1	\$28,640 - \$43,579
Company Captain	9	\$40,455 - \$61,557
Firefighter III	11	\$34,899 - \$53,104
Firefighter III/Inspector	2	\$34,899 - \$53,104
Firefighter III/Driver Operator	9	\$34,899 - \$53,104
Firefighter II	6	\$33,210 - \$50,533
Firefighter I	8	\$31,600 - \$48,084
Firefighter Trainee	2	\$30,101 - \$45,803

**2008-2009
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF FINANCIAL SERVICES (17)		
	<i>FINANCE</i>	
Director of Financial Services	1	\$69,668 - \$106,007
Asst. Director of Financial Services	1	\$54,426 - \$82,816
Staff Assistant	1	\$28,640 - \$43,579
Senior Accountant	1	\$40,455 - \$61,557
Accountant II	1	\$36,664 - \$55,789
Accountant I	1	\$33,210 - \$50,533
Budget Analyst	1	\$38,505 - \$58,590
Accounting Technician	1	\$28,640 - \$43,579
	<i>UTILITY FUND ADMINISTRATION</i>	
Collections Manager	1	\$46,922 - \$71,398
Revenue Supervisor	1	\$42,508 - \$64,680
Collections Clerk	4	\$25,940 - \$39,471
Senior Collections Clerk	1	\$28,640 - \$43,579
	<i>UTILITY BILLING</i>	
Utility Accountant I	1	\$33,210 - \$50,533
Billing Clerk	1	\$28,640 - \$43,579

**2008-2009
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS (129)		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$73,172 - \$111,339
Public Works Administrator	1	\$42,508 - \$64,680
PW Operations Manager	1	\$54,426 - \$82,816
Administrative Support Asst.	1	\$31,600 - \$48,084
Staff Assistant	1	\$28,640 - \$43,579
<i>STREET</i>		
Street Superintendent	1	\$46,922 - \$71,398
Crew Supervisor II	1	\$34,899 - \$53,104
Crew Supervisor I	2	\$31,600 - \$48,084
Equipment Operator III	1	\$28,640 - \$43,579
Equipment Operator II	4	\$25,940 - \$39,471
Equipment Operator I	2	\$24,692 - \$37,571
Maintenance Worker II	3	\$24,692 - \$37,571
Maintenance Worker I	2	\$23,498 - \$35,756
Lead Maintenance Worker	1	\$25,940 - \$39,471
Traffic Services Technician	1	\$30,101 - \$45,803
<i>SOLID WASTE</i>		
Solid Waste Superintendent	1	\$46,922 - \$71,398
Crew Supervisor/Safety Officer	1	\$36,664 - \$55,789
Crew Supervisor I	2	\$31,600 - \$48,084
Equipment Operator II	7	\$25,940 - \$39,471
Equipment Operator I	1	\$24,692 - \$37,571
Lead Maintenance Worker	1	\$25,940 - \$39,471
Maintenance Worker II	3	\$24,692 - \$37,571
Maintenance Worker I	2	\$23,498 - \$35,756
<i>HORTICULTURE</i>		
Horticulturist	1	\$40,455 - \$61,557
Lead Groundskeeper	1	\$25,940 - \$39,471
Groundskeeper II	1	\$24,692 - \$37,571
Groundskeeper I	3	\$23,498 - \$35,756

**2008-2009
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (129)		
<i>SHOP</i>		
Fleet Maint. Superintendent	1	\$46,922 - \$71,398
Mechanic II	3	\$31,600 - \$48,084
Garage Clerk	1	\$28,640 - \$43,579
<i>ENGINEERING</i>		
City Engineer	1	\$60,059 - \$91,387
Civil Engineer II	1	\$49,310 - \$75,030
Civil Engineer I	1	\$44,661 - \$67,957
Drafting Technician	1	\$30,101 - \$45,803
Engineering Technician	2	\$34,899 - \$53,104
Construction Inspector	2	\$34,899 - \$53,104
<i>SEWER CONST. & MAINT.</i>		
Sewer Utilities Superintendent	1	\$46,922 - \$71,398
Crew Supervisor I	1	\$31,600 - \$48,084
Utility Maint. Worker II	2	\$24,692 - \$37,571
Utility Maint. Worker I	5	\$23,498 - \$35,756
Lead Utility Maint. Worker	1	\$25,940 - \$39,471
Equipment Operator III	1	\$28,640 - \$43,579
Equipment Operator II	1	\$25,940 - \$39,471
Utility Technician	1	\$30,101 - \$45,803
<i>WATER CONST. & MAINT.</i>		
Water Utilities Superintendent	1	\$46,922 - \$71,398
Asst. Water Utilities Superintendent	1	\$40,455 - \$61,557
Crew Supervisor I	4	\$31,600 - \$48,084
Lead Utility Maint. Worker	4	\$25,940 - \$39,471
Utility Maintenance Worker II	2	\$24,692 - \$37,571
Utility Maintenance Worker I	4	\$23,498 - \$35,756
Meter Reading Supervisor	1	\$31,600 - \$48,084
Meter Reader	7	\$25,940 - \$39,471
Equipment Operator II	3	\$25,940 - \$39,471
Utility Connection Coordinator	1	\$40,455 - \$61,557

**2008-2009
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (129)		
<i>WATER PLANT</i>		
WTP Superintendent	1	\$51,803 - \$78,824
Chief WTP Operator	1	\$36,664 - \$55,789
WTP Operator III	2	\$31,600 - \$48,084
WTP Operator II	2	\$28,640 - \$43,579
WTP Operator I	2	\$25,940 - \$39,471
Utility Mechanic I	1	\$31,600 - \$48,084
Lab Supervisor	1	\$42,508 - \$64,680
Lab Technician II	1	\$34,899 - \$53,104
<i>WASTEWATER TREATMENT PLANT</i>		
WWTP Superintendent	1	\$51,803 - \$78,824
Chief WWTP Operator	1	\$36,664 - \$55,789
Pretreatment Coordinator	1	\$38,505 - \$58,590
Lab Supervisor	1	\$42,508 - \$64,680
Lab Technician II	1	\$34,899 - \$53,104
Utility Mechanic I	2	\$31,600 - \$48,084
WWTP Operator III	1	\$31,600 - \$48,084
WWTP Operator II	4	\$28,640 - \$43,579
WWTP Operator I	1	\$25,940 - \$39,471
<i>STORE</i>		
Maintenance/Inventory Tech.	1	\$28,640 - \$43,579
<i>PUBLIC BUILDING</i>		
Bldg./Grounds Superintendent	1	\$46,922 - \$71,398
Maintenance/Inventory Tech.	1	\$28,640 - \$43,579
Staff Assistant	1	\$28,640 - \$43,579

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Wage and Salary Program	March 1, 2006	COS-PP-302

1.0 GENERAL

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

2.0 RESPONSIBILITY AND AUTHORITY

The City Manager shall have overall responsibility for preparing position classification and pay plans for submission to the council based on recommendations from Human Resources management. 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,
4. All demotions,
5. All position reclassifications.

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 City Manager shall ensure that salary ranges are reviewed and updated, that all individual jobs are market priced and that pay adjustments are administered in a fair and equitable manner.

Human Resources Department personnel shall be responsible for the development, implementation, and administration of the program.

Department heads shall be responsible for supporting policy objectives by fairly and objectively administering the program in their respective units.

4.0 POSITION DESCRIPTION AND RE-EVALUATION

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

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Wage and Salary Program	March 1, 2006	COS-PP-302

When re-evaluation of a position results in a grade change, whether upward or downward, the change must be recommended by the department head and Human Resources and approved by the City Manager. The salary of all incumbent(s) affected by this re-evaluation will be reviewed and adjustments may be made as necessary. Adjustments require the approval of the City Manager. When an employee's current position is re-evaluated and results in a lower salary grade, the salary of the incumbent(s) will not be reduced.

5.0 SALARY SCHEDULE

The City of Sanford salary schedule listing all approved positions, salary grades and salary ranges will be prepared and issued annually by the Human Resources Department. Actual salaries will vary within a defined grade based on the level of experience and 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 recommended by the Human Resources Director and approved by 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. 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. The Human Resources Director must recommend and the City Manager must approve any exception.

7.0 PERFORMANCE APPRAISALS

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

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

8.0 SALARY REVIEW

Salary ranges are reviewed and may result in a revised salary schedule. This revision may result in a Cost of Living (COL) adjustment. COL adjustments for employees will be implemented in accordance with approved guidelines.

Probationary increases may be granted per established guidelines to probationary employees upon successful completion of the probationary period.

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Wage and Salary Program	March 1, 2006	COS-PP-302

Merit increases are given at the discretion of City Council. Merit increases are not guaranteed and the amount of the merit increase is based upon employee performance and available funds. When provided, a merit increase shall be given at the employee's anniversary/evaluation date, which is generally 12 months from the employee's probationary date, and shall accompany a written performance appraisal. The salary increase should be in accordance with approved guidelines. The City Manager must approve any exception. If the performance and salary review date for an employee occurs during a leave of absence, the employee should be reviewed within two (2) weeks of their return to work. If a salary adjustment is recommended and approved, the adjustment will be effective at the beginning of the payroll period following the employee's return to work.

Salary increases may be granted to incumbents after obtaining job-related certification or licensure in specialized areas. Salary increases will be granted according to established guidelines.

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.

Merit increases must follow these guidelines:

1. They shall be administered within the salary range for the established salary grade 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.

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 performance appraisal rating required for bonus consideration and the amount of the performance pay bonus will be determined by the City Manager with recommendation from the department head and the Human Resources Department.

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 promotional 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 established salary increase guidelines,

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Wage and Salary Program	March 1, 2006	COS-PP-302

2. If the present salary is substantially lower than the new minimum rate (more than the increase guideline 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 established increase guidelines.

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

If an employee is reassigned by management, as a result of marginal or unacceptable performance or disciplinary reasons, 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 of the employee by management is due to reasons other than inadequate performance or discipline, the employee's salary will not be reduced.

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Performance Appraisal	March 1, 2007	COS-PP-303

1.0 GENERAL

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

The purpose of the performance management program is to:

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

2.0 PERFORMANCE MANAGEMENT PROCESS

The Performance Management Process consists of the following steps:

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

The following actions are required:

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

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

SUBJECT	EFFECTIVE DATE	NUMBER
Employee Performance Appraisal	March 1, 2007	COS-PP-303

- b. Preparation of appraisal form by supervisor
- c. Conducting of performance appraisal decision with employee;
- d. Forwarding of forms to Human Resources Department.

3.0 PERFORMANCE APPRAISAL GUIDELINES AND DISCUSSION

Performance appraisals must be completed on all:

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

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

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

4.0 APPROVALS

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

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

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

The City Manager's signature will be required on all performance appraisal forms for those actions requiring approval in accordance with COS-PP-302, 2.0 and 9.0.

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

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

CITY OF SANFORD, NC

FINANCE PROCEDURE

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

PURPOSE

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

RESPONSIBILITY

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

PORTFOLIO DIVERSIFICATION

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

Diversification by Instrument:

Percent of Portfolio

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

Diversification by Financial Institution:

Bankers' Acceptance (BAs):

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

Commercial Paper:

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

Repurchase Agreements:

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

Certificates of Deposit (CDs)

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

Maturity Scheduling:

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

Under	1 year	80%
Under	2 years	100%

CITY OF SANFORD, NC

FINANCE PROCEDURE

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

A. Strategy

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

B. Market Trading Procedures

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

C. Collateralization of Deposits

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

D. Third-Party Safekeeping

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

REPORTING REQUIREMENTS

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

Extracted from Comprehensive Annual Financial Report

CITY OF SANFORD, NORTH CAROLINA
 DEMOGRAPHIC AND ECONOMIC STATISTICS
 LAST TEN FISCAL YEARS

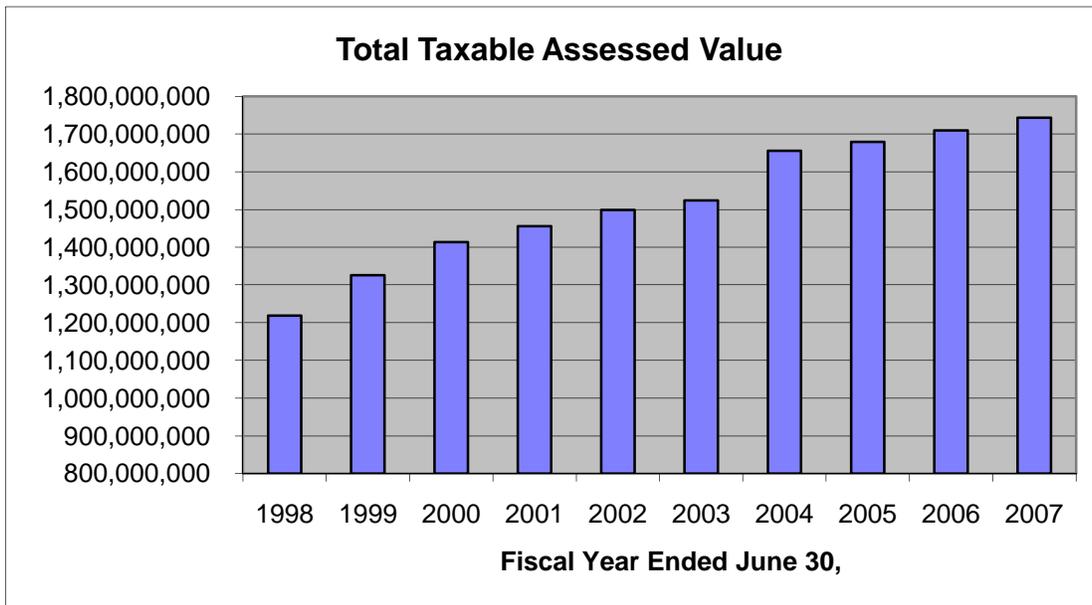
Calendar Year	Population	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
1998	21,500	513,656,500	23,891	35.64	8,721	3.7%
1999	21,518	553,184,744	25,708	35.79	8,502	3.5%
2000	22,310	574,259,400	25,740	35.94	8,504	3.7%
2001	23,330	622,444,400	26,680	36.01	8,604	6.0%
2002	23,409	631,645,047	26,983	36.07	8,438	7.7%
2003	23,522	650,830,218	27,669	36.13	8,472	6.7%
2004	23,530	622,486,150	26,455	36.18	8,924	5.8%
2005	23,832	664,531,488	27,884	36.22	8,958	5.2%
2006	27,771	N/A	N/A	36.40	9,021	5.4%
2007	N/A	N/A	N/A	N/A	9,125	5.1%

Sources of Information:

- Population information provided by Office of State Budget and Management
- Personal income provided by North Carolina Department of Commerce
- School enrollment provided by Lee County Board of Education
- Unemployment rate provided by Employment Security Commission of North Carolina

CITY OF SANFORD, NORTH CAROLINA
 ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
 LAST TEN FISCAL YEARS

Fiscal Year Ended June 30,	Real Property	Personal Property	Utilities	Total Taxable Assessed Value	Total Direct Tax Rate	Assessed Value as a Percentage of Actual Value
1998	805,168,617	379,727,329	33,536,308	1,218,432,254	0.55	N/A
1999	863,240,884	421,391,979	41,028,251	1,325,661,114	0.55	N/A
2000	894,016,733	484,591,937	34,834,946	1,413,443,616	0.55	N/A
2001	905,557,937	513,946,981	35,743,656	1,455,248,574	0.57	N/A
2002	939,174,794	518,906,756	39,988,251	1,498,069,801	0.57	N/A
2003	959,056,544	526,922,020	37,788,739	1,523,767,303	0.57	75.25%
2004	1,148,068,689	461,678,958	45,914,539	1,655,662,186	0.56	100.00%
2005	1,175,515,025	456,056,792	47,308,731	1,678,880,548	0.59	95.58%
2006	1,219,464,773	444,276,889	46,020,518	1,709,762,180	0.59	88.75%
2007	1,257,811,445	432,756,813	52,686,614	1,743,254,872	0.61	91.13%



CITY OF SANFORD, NORTH CAROLINA
 PRINCIPAL PROPERTY TAX PAYERS
 JUNE 30, 2007 COMPARED TO JUNE 30, 1998

Taxpayer	2007			1998		
	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Coty, Inc.	\$ 51,981,803	1	2.98%	\$ 28,135,050	3	2.33%
Simpson & Simpson	\$ 49,493,983	2	2.84%			
Moen, Inc.	34,772,463	3	1.99%	29,282,535	2	2.43%
Frontier Spinning Mills	29,010,023	4	1.66%	-		-
Magneti Marelli USA, INC.	26,903,701	5	1.54%	14,068,253	9	0
Alltel Carolina, Inc.	24,654,040	6	1.41%	17,353,818	5	1.44%
Static Control	22,303,186	7	1.28%			
AMI/Central Carolina Hospital	21,340,839	8	1.22%	15,262,364	8	1.26%
The Oaks	20,124,400	9	1.15%	-		-
Tyson Foods	16,411,676	10	0.94%	-		-
Unifi of Sanford	-		-	65,070,362	1	5.39%
Sara Lee Knits	-		-	19,770,433	4	1.64%
Avondale Mills, Inc.	-		-	15,494,333	6	1.28%
American Cyanamid Co./ Lederle	-		-	15,320,727	7	1.27%
Eaton Corporation	-		-	11,579,094	10	0.96%
Total	\$ 296,996,114		17.01%	\$ 231,336,969		19.16%

Source: Lee County Tax Office

CITY OF SANFORD, NORTH CAROLINA
 PRINCIPAL EMPLOYERS
 LAST FISCAL YEAR

<u>Employer</u>	2007		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Lee County Employment</u>
Static Control	1,400	1	5.57%
Coty	750	2	2.99%
Moen	725	3	2.89%
Magnetti Marelli	585	4	2.33%
Tyson	460	5	1.83%
Pentair Water, Pool & Spa	420	6	1.67%
Arden Companies	384	7	1.53%
J.T. Davenport	357	8	1.42%
Frontier Spinning	345	9	1.37%
Hanes Brand	165	10	0.66%
Parkdale Mills			
National Textiles			
Total	<u>5,591</u>		<u>22.26%</u>

Source: Lee County Economic Development

Note: Information is only available for past year. Table will be comparative to 10 years of data as information becomes available.

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BUDGET GLOSSARY

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

ADA – American Disability Act.

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

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

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

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

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

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

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

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

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

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

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

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 replaced. The cost of the fixed assets lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Disbursement - Payment for goods and services in cash or by check.

Distinguished Budget Presentation Awards Program – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Downtown / HPC (Historic Preservation Commission) – A department established to restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, pre-historic, architectural, or cultural importance.

Downtown Sanford, Inc. (DSI) – A group of downtown businesses established to focus on revitalization efforts in Sanford's business tax district.

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.

401K – Reference to Internal Revenue Code – Section 401, paragraph K which allows establishment of tax-deferred retirement savings plans for employees. Contributions can be made by an employee as well as their employer.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Function - A group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or accomplishing a major service.

Fund - An accounting entity that has a set of self balancing accounts and that records all financial transactions for specific activities or government functions.

Fund Balance - Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statute declares that a portion of fund balance is not available for appropriation.

General Accepted Accounting Principles (GAAP) - Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices.

General Fund - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenue includes property taxes, licenses and permits, local taxes and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, public works, and general administration.

General Ledger - A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings and improvements; the repayment of these bonds is usually made from the General Fund and these bonds are backed by the full faith and credit of the issuing government.

Geographic Information System (GIS) - A project which will link the City to a county-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by the City departments.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

Governmental Accounting Standards Board (GASB) – A board created to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

Governmental Funds – Governmental funds are used to account for those functions reported as governmental activities in the government-wide financial statements. Most of the City's basic services are accounted for in governmental funds. These funds focus on how assets can readily be converted into cash flow in and out, and what monies are left at year-end that will be available for spending in the next year.

Grant - A contribution by a government or other organizations to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed by the grantee.

Indirect Cost – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one department or one cost center.

Infrastructure – The basic facilities, equipment, and installations needed for the functioning of a system.

Interfund Activity - Amounts transferred from one fund to another. Transfer from General Fund to Special Tax District (\$50,000) in support of Streetscape.

Interfund Reimbursements – Funds due from one fund to another as a result of charges for services shared. (Sewer Const. \$65,000; Water Const. \$65,000; Utility Fund Administration \$269,500)

Intergovernmental Revenue - Revenue received from another government for a specified purpose.

Internal Service Fund - Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

Inventory - A detailed listing of property currently held by the government.

Investment Revenue - Revenue earned on investments with a third party. The City uses a pooled cash system. We pool all funds' cash and invest it in total. The interest earned is then allocated back to individual funds by average cash balance in that fund.

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.

Other Post Employment Benefits (OPEB) – Benefits that are provided to retired employees beyond those provided by their pension plans. Such benefits may include medical, prescription drug, life, dental, vision, disability, and long-term care insurance.

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 indicated that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Retained Earnings - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Reserve - A portion of fund balance earmarked to indicate 1) that is not available for expenditure, or 2) is legally segregated for a specific future use.

Resources - Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

Revaluation - Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Lee County Tax Assessor's Office; under State law, all property must be revalued no less frequently than once every eight years.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Funds. Such bonds sometimes also contain a mortgage on the fund's property.

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.

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