



# **GOVERNING BODY**

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

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**COUNCIL MEMBER CHARLES TAYLOR**

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

**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, 2008**

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, 2008. 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	29,953
Town of Broadway	1,291
Lee County	61,622

**Population Projections**

Lee County in 2010	64,418
Lee County in 2020	71,116
Lee County in 2030	77,509

**Economic Characteristics**

Median Age	38 years
Average Household Size	2.61 people
Gross Retail Sales (FY 2007-08)	
Lee County (including Sanford and Broadway)	\$555.7 million

Bond Rating for City of Sanford

- Standard & Poor’s A+
- Moody’s A1
- NC Municipal Council <sup>1</sup> 84

Bond Rating for Lee County

- Standard & Poor’s A+
- Moody’s A1

**Family Income**

Median Household	\$39,160
Per Capita	\$23,471
Average Household	\$54,718

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



**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**

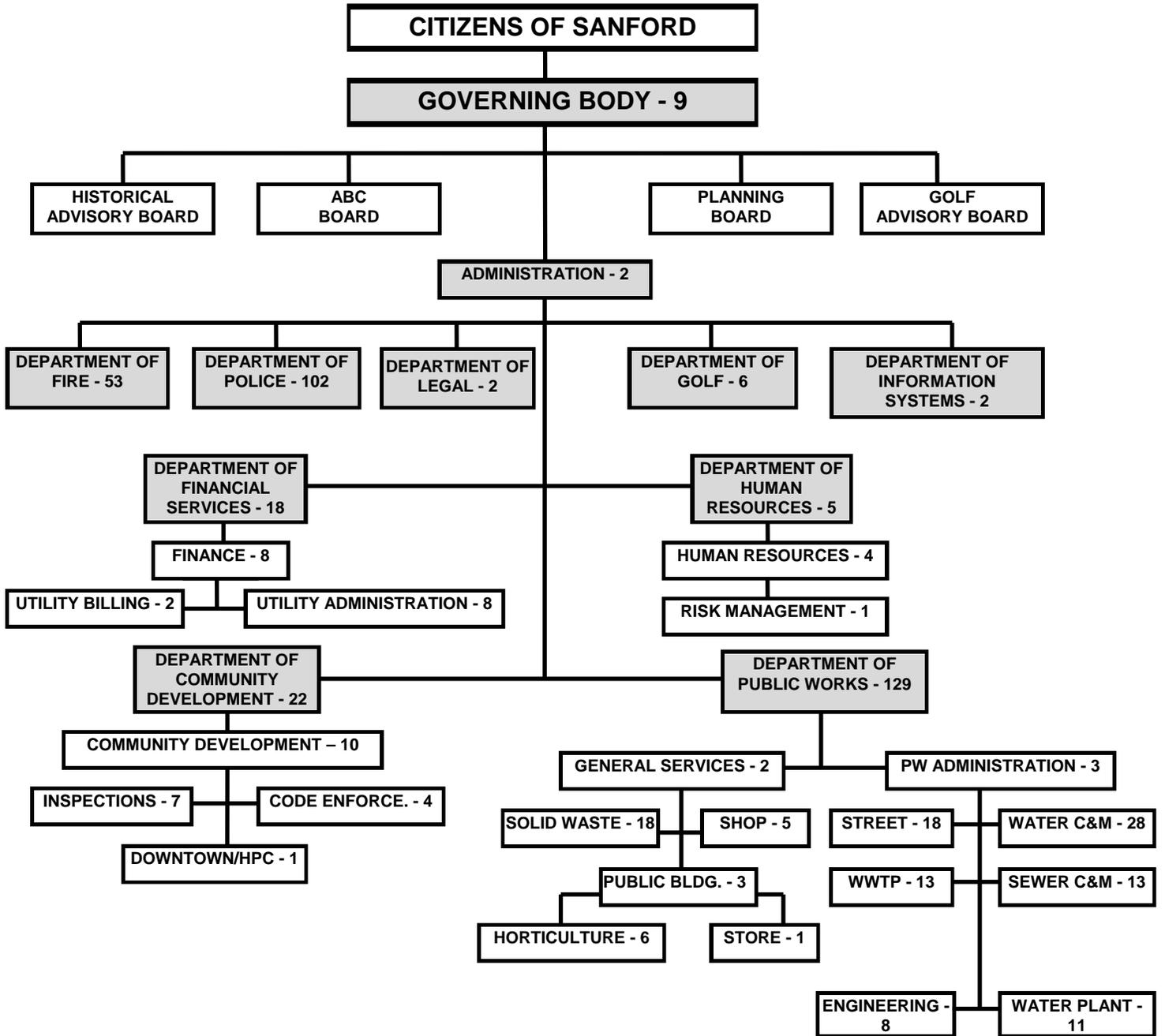
Sanford	6,800,000 gallons per day
Broadway	145,000 gallons per day

**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 2009-2010 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 08-09 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 completed the first year with the new permitting and inspections software.
- The Inspections Department continues to maintain a high level of service with reduced staffing.
- The Code Enforcement Department demolished the old Whitin Roberts Building; and secured 606 S. Moore Street and 510 Ramseur Street.
- The Fire Department received a new pumper and placed in service at #3 fire station in December of 2008. This pumper replaced a 1987 model that is now used as a reserve unit. Also, another new pumper was placed on order and scheduled for delivery in FY 09-10.
- The Fire Department continued to upgrade our personal alert safety system (PASS) for our self contained breathing apparatus (SCBA); continued the five year replacement of the turnout gear recommended by NFPA; started upgrade plan for Hydraulic Rescue Tools to single hose operation with a higher safety factor for personnel; applied for a federal grant to install fire alarm systems in all three stations; and installed a laptop computer with its own remote printer in the inspector's vehicle to allow the inspection report to be performed in the field and allow the inspector to print report and give to customer immediately.
- The Fire Department personnel started utilizing the Emergency Service Training Center (ESTC) located at the old airport. A burn building was put into operation allowing our personnel to perform operations in a training environment that would simulate a structure fire. This will also allow the department to practice our Rapid Intervention Team (RIT) training for our own staff in case we have a fire fighter down or trapped in an emergency. A tower was also put in operation and utilized with ladder, aerial, multi-story structure fires and confined space training.
- 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 completed the initial draft of the City Pedestrian Plan and The Downtown Enhancement Plan. Completed design work and secured easements for Phase 1 of the Endor Greenway Trail; completed work on the Historic Endor Iron Furnace access road; and completed the Community Development Plan as well as revitalization of Chatham Street.
- The Community Development Department initiated the Brownfield Agreement with the state for redevelopment; secured designation as a Playful City USA; closed out the 2008 Urgent Repair Project with 15 houses receiving assistance; and received the following new grants: 1) Housing Finance Agency – URP 09 \$75,000 and single family rehabilitation \$400,000; and 2) CDBG funds from DCA - \$400,000 for housing rehabilitation, acquisition, relocation, and clearance.
- 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.
- The Historic Preservation Department installed 6 historic entrance signs in the Rosemount-McIver Park District, Hawkins Avenue District, and Lee Avenue District. A grant was received from HPO for the survey of the East Sanford Historic District for possible inclusion in the National Register of Historic Places.
- The Downtown HPC Department held its second annual fall festival (Artoberfest); eighth annual Christmas tree lighting; downtown merchant holiday open house; spring fling open house for downtown businesses; first annual family fourth festival celebration held in conjunction with the Chamber of Commerce; started "Screen on the Green" family movie series; and continued the "Function at the Junction" Depot Park summer concert series.

## **TRANSPORTATION AND PUBLIC WORKS**

- The Solid Waste (Refuse) Division used inmates to collect approximately 17.5 tons of litter along street right-of-ways; mowed city and state right-of-ways in five cycles; built a new office at the Solid Waste shed to house the crew supervisors; and screened approximately 2,000 cubic yards of compost.
- The Street Department continued to repair catch basins, ditches, and sink holes. Improvements were made to drainage at McIntosh Street, Humber Street, Watson Avenue, Steele Street, and Hill Avenue.
- Signal lights were upgraded at Wicker and Gulf; also the first year of street lighting enhancements were completed.
- Street markers, stop signs, and lighting were established for new phases of developments.
- The Street Department began placing Christmas decorations for Jonesboro.
- The Shop Department bought compact trucks to increase fuel mileage and lower initial costs; utilized several strategies to conserve fuel; implemented re-capped tire program on larger trucks; increased oil change intervals from 3,000 miles to 4,000 miles; and continued scrutiny of vehicular use in an attempt to maximize conformance of fleet vehicle replacement program.

## **UTILITIES**

- The Public Works Administration Department undertook negotiations with North Carolina Fish and Wildlife to address concerns resulting from their review of the environmental document required for the expansion from the WWTP; implemented 10 hour work days coinciding with daylight savings time to maintain high moral, reduce overtime, reduce absenteeism, and allow for coverage of the City by public works crews for a total of 50 hours per week; and continued to provide support and guidance in the implementation of Cartegraph work order system
- The Public Works Administration Department applied for approximately \$4 million dollars in stimulus funding for improvements to the City's water and sewer systems. The City received \$2.5 million of this request for repair of the Water Plant's failing clearwell top. The funding is 50% principle forgiveness and 50% loan at zero percent interest for twenty years.
- General Services Department negotiated for and acquired property for Carr Creek Neighborhood Park and future parking at Martin Luther King Memorial Park.
- The Water Treatment Plant (WTP) exceeded meeting all state / federal regulations for drinking water.
- Operators at the WTP continued training efforts resulted in two employees successfully testing for advanced state administered surface water treatment certifications.
- In accordance with (state) surface water treatment regulations, 100% of the operations staff has acquired at least the minimum level of certification required to operate the WTP independently. This is significant because it reduces overtime and maintains a regular schedule. This was accomplished when our January new hire was allowed to test early for his C-Surface Water Treatment Operator Certification due to previous relevant work experience.
- Water Plant staff conducted a filter media study to assess the condition of the materials used to remove contaminants. As a result of the study, the amount of water needed to clean a filter was reduced by 40%. This increased efficiency in operations yields both cost savings and a higher quality of water leaving the plant.
- The WTP provided the necessary redundancy in the area of backwashing filters by installing a line from the high service line and a pressure reducing valve to regulate flow.
- The WTP received approval from the EPA on the City of Sanford's System Specific Hydraulic Model developed by Hazen and Sawyer for compliance with the federally mandated Stage 2 Long Term Disinfection Byproducts Rule. Approval of the model will allow sampling of the system for disinfection by products to eliminate possible problem areas and improve water quality to every customer.
- The Water Construction and Maintenance (C & M) division maintained 565 miles of distribution lines; 84 major water line repairs; 56 minor water line repairs; installed 94 new water taps and 203 water retaps; installed 66 new meters; read 220,030 water meters; tested 30 large water meters and 2 small water meters; replaced 50 old meters; inspected and maintained 1,937 hydrants; inspected and

- The Sewer Construction and Maintenance (C & M) division cleaned 54% of the City's collection system lines, handily exceeding the annual requirement of 10%.
- WWTP updated Process Safety Management procedures to ensure compliance with OSHA standards.
- The WWTP purchased and installed new barscreen, RAS pumps, and grit pumps; installed new PLC control system at Gaster Creek lift station; installed new alarm system for the influent station at the WWTP.
- The WWTP installed a new building at the Little Buffalo lift station; installed new force main to the influent station from Little Buffalo lift station; brought the new Little Buffalo lift station on line and took the old one off line; and installed a new alarm system at Little Buffalo lift station.
- The Engineering Department completed the construction of the new Little Buffalo lift station; continued implementation of rural center grant project which provides redundancy in the high pressure zone; began construction of the water booster pump station on Garden Street with anticipated completion date of September 2009; completed several waterline looping projects which provides an improved grid system in the high pressure zone.
- The Engineering Department coordinated with Public Water Supply Section of DENR to ensure compliance with all ARRA bidding requirements for the bid process of rehabilitating the Clearwell cover at the WTP; performed all the bidding, construction, inspection and contract administration duties required to complete the project that abandoned the Globe Street lift station. The abandonment was accomplished by re-directing flow with the laying of 8" gravity line.

#### **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, 2008 Comprehensive Annual Financial Report. This is the 28<sup>th</sup> 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, 2009. This is the 23rd 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. 510 outstanding final bills totaling \$95,721 were submitted for collection and 252 accounts totaling \$30,215 were actually collected.

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

- The Information Systems department completely redesigned the [www.sanfordnc.net](http://www.sanfordnc.net) website with several new features for citizens.
- Information Systems installed new computer systems at city hall, federal building, service center, and inspections building as well as installed new software packages, service packs, and security patches for computers and network servers.
- Information Systems upgraded the network anti-virus systems, installed a new mail server with more processing power, installed a new media server in-house to host council meetings on the web, and upgraded all fiber optic remote sites to a Gigabit Network backbone for faster data access.
- Information Systems produced several informational videos for city services on Sanford TV11.
- The Information Systems department started a project for a major utility billing software upgrade and managed the project to upgrade the city's primary network router.

- 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 20 new employees and 12 new board / commission members during the year.
- 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 with no change in rates; negotiated with the city's flexible spending account plan provider and no administrative rate changes are expected during FY 09-10; negotiated with Guardian Dental and a 9% increase in rates are expected; resulting in enhanced life benefits and an annual cost savings of approximately \$12,000.
- Over \$2.5 million paid in medical claims / fixed costs this year under the BCBSNC group health care plan resulting in a loss ratio of 117%. Wellness incentives being implemented and further evaluated to improve the overall health and well being of our membership, thereby helping to reduce the loss ratio. Unfortunately the loss ratio for 2008-2009 plan year resulted in a rate increase of 14.7% for 2009-2010 plan year.
- 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, softball team, bowling team, basketball / softball / golf team challenges with Lee County, and freedom from tobacco use program.
- The Human Resources department updated the City of Sanford Personnel Policy 111, pre-employment Drug Testing, and policy was approved in April 2009 with an effective date of May 1, 2009.
- The Human Resources department communicated advantages / disadvantages of flex schedules and work with management team members on implementing flex schedules within selected work groups.
- Public Works Administration wrote and produced several public works videos for the City television channel.

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PO Box 3729

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 13, 2009

SUBJECT: Fiscal Year 2009-2010 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 2009-2010. Preparation for this year's budget was a challenge due to the unprecedented economic recession plaguing our state and country. The recession is not unique to Sanford, but affects essentially every municipality and state government across the country.

Our main mission in this year's budget was to prohibit diminishing the level of service we are providing for our citizens. Our citizens expect and deserve consistent service levels despite the obstacles we face. Inherently, it is our responsibility to be prepared financially to deal with this type of financial downturn now and in the future. Our stellar financial condition has allowed us currently to weather this downturn without having to reduce services. This also allows us to recommend no ad valorem tax rate increase for Fiscal Year 2009-2010. Appropriate measures have been taken throughout the current Fiscal Year 2008-2009 to reduce expenditures and major capital improvements in anticipation of a decline in revenues.

This year, a number of other measures are being implemented to offset the decline in anticipated revenues. These measures include not funding an employee cost-of-living adjustment and the employee merit plan. We have also frozen nine open positions to achieve a reduction in budgeted salaries and

benefits of approximately \$400,000. Other measures include the reduction of major capital expenditures which are typically budgeted through fund balance. While it is necessary to trim capital expenditures during tough economic times, we must continue to make investments in capital items to prevent our assets from deteriorating and continue to reduce operating expenses such as fuel. Total proposed expenditures in the General Fund have been reduced 2.9 percent from the original Fiscal Year 2008-2009 budget.

This year's budget also poses a challenge with the increased cost of claims incurred by our self-insured health fund. This year will require a \$300,000 increase over last year. We are seeing an unusually large spike in the cost which makes it very difficult to absorb. This will be a particularly tough year for our employees, especially the ones with dependent care coverage since there will be no salary adjustment to offset the healthcare cost increases. We have to realize that continued increases in healthcare are all but certain. Nationally, healthcare costs continue to increase at an annual rate of 9 percent to 11 percent.

Fuel prices budgeted at 33 percent lower than last year does offer some positive news. This budget continues to embrace our overall strategies in fleet maintenance toward maximizing fuel economy through the purchase of more fuel efficient vehicles. Other strategies include a reduction in our total fleet and cycling vehicles between various departments for power train and warranty maximization.

This is the second year of rate adjustments necessary to accommodate the debt service for our planned capital improvements in the Utility Fund. The Utility Fund continues to be a stable fund even though we have seen reduced revenues this year. We anticipate wastewater and water revenues to increase this year due to rate adjustments that have been calculated through our utility rate model. Our strategy to fund the expansion of the wastewater plant later this year will include the utilization of revenue bonds.

Historically, the City of Sanford has been very successful in applying for and receiving infrastructure grants. This success has created substantial additional duties on both our finance and public works' staff. It is imperative that we administer these grants correctly in order to receive federal and state funding in the future. In our conformance with federal and state regulations, we have encountered some weaknesses that are symptomatic of potential future problems. We believe it is necessary to add an accountant position in the Utility Fund for this reason. With the new federal government administration in place, there will be more opportunities for federal funding than ever before. Currently we are slated to receive approximately \$3,000,000 in funding through the *American Recovery and Reinvestment Act of 2009*. There are a multitude of requirements connected to this funding which include reporting, accountability, purchasing, labor, and employment. Furthermore, the wastewater treatment

plant expansion will require an expenditure of over \$70 million in the next three years. It is anticipated that federal and state funding will also be utilized in this project. Accurate and timely accounting is crucial; the city's integrity and image are at stake.

## **GENERAL FUND REVENUES**

For Fiscal Year 2009-2010, General Fund revenues are budgeted to be \$22,319,466 which reflects a decrease of approximately \$1 million when compared to our current year's original budget. A fund balance appropriation of \$924,777 is included for the purchase of capital expenditures. There are no operating expenses included in the fund balance appropriation. The major source of our revenue decline is sales tax. Compared to last year's budget, sales tax revenues are projected to decrease 11 percent or approximately \$553,000. Investment income is also projected to decrease 46 percent or \$113,900 for Fiscal Year 2009-2010 budget. Utility franchise revenues are budgeted 16 percent or \$267,288 below last year's budget. All of these revenue declines are directly related to the weak economic climate.

## **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 approximately 11 percent from last year's original budget in General Government. Funds in the amount of \$350,000 are budgeted for security enhancements and renovations in City Hall. The remodeling effort is to address building maintenance issues in City Hall and protect our work force from potentially violent confrontations with walk-in traffic. We have all witnessed recent issues regarding violence on governmental property and realize that serious situations can arise at any time. This project was budgeted in Fiscal Year 2008-2009, but was delayed due to a decline in revenues. We no longer feel it prudent to delay this project despite these revenue declines; therefore, in order to move forward with this project, the use of installment purchase financing is included. However, the human resources position related to these renovations remains frozen.

In the General Government category, there are several operating transfers and contributions to specific organizations. The recommended contributions for Fiscal Year 2009-2010 include \$50,000 to the Central Business Tax District, \$3,000 to the Arts Council, and \$3,000 to the Railroad House Association. There will be no funds allocated towards the Temple Theatre, because they received

funding for Fiscal Year 2009-2010 in the current fiscal year. We've also budgeted to continue the strategic services, animal control, and tax collection contracts with Lee County. In addition, there is a 4 percent decrease in the Sanford/Lee County Economic Development Corporation budget.

**Public Safety** – The Public Safety expenditures in this year's budget depict a decrease attributed to freezing two front desk positions in the Police Department and two positions in the Inspections Department that are currently vacant. The Police and Fire budgets continue to embrace the philosophy of transitioning our fleet to fuel-efficient vehicles by purchasing six non-patrol vehicles and one Fire administrative vehicle. We are also faced with a very large capital expenditure in the Police Department of approximately \$400,000 to upgrade and replace our current radio equipment. We propose the use of installment purchase financing for this purpose. In the past, this radio equipment was funded with 911 funds that are no longer available. This change will require a new contractual relationship between the City and the County, segregating dispatch service and 911 functions. Essentially, both the City and the County will realize an increase in the cost of dispatching services. Also budgeted is a fingerprint scan station with an estimated cost of \$27,000. We anticipate that the State of North Carolina will allocate a \$15,000 equipment grant toward this purchase. The Fire Department budget also calls for a purchase of a battalion commander vehicle.

**Community Development** – This category includes Community Development, Code Enforcement, and Community Enhancement Downtown. The overall decrease in this category is approximately 13 percent versus the original Fiscal Year 2008-2009 budget. There are no significant capital expenditures included in the budget for this category.

**Transportation** – This category's overall decrease in expenditures is approximately \$500,000 from last year. The decrease is primarily attributed to a reduction of expenses due to a projected revenue shortfall in Powell Bill appropriations of \$135,000. We have reduced expenditures for street repairs and resurfacing by an additional \$215,000. Last year, we took on a major enhancement component in this category which included the enhanced street-lighting program. This year will be the second year of the program which will result in some construction costs and recurring operating expenditures of approximately \$30,000. The street light enhancement program will be an on-going effort that will require approximately nine more years to complete.

**Sanitation** – This category of expenditures includes our Solid Waste Division and curbside garbage collection, recycling, and disposal. Our contract with Waste Management will require a 0.1 percent increase over the prior year. There is also one frozen position in the Solid Waste Department. In terms of capital, no major equipment is needed this year.

#### **UTILITY FUND REVENUES**

Utility Fund revenues are estimated at \$16,612,084 which reflects an increase of approximately 6 percent over Fiscal Year 2008-2009 original budget. While wastewater revenues have remained stable, water revenues have declined approximately 5 percent. The decline is directly attributed to the economic recession. This is the second planned year of rate adjustments necessary to remain on track with our capital improvements plan and accommodate the debt service on our wastewater treatment plant expansion planned for early 2010. Therefore, this budget includes a water rate increase of 4 percent and a wastewater rate increase of 8 percent effective August 1, 2009.

### **UTILITY FUND EXPENSES**

Utility Fund expenses will decrease approximately \$1.3 million or approximately 8 percent from last year's original budget. The only major capital purchase is a jet-vacuum truck for the Sewer Construction and Maintenance division at \$325,000. The budget also includes \$750,000 for sewer line rehabilitation in an effort to reduce inflow and infiltration and \$80,000 for West Landing subdivision water pressure improvement. Additionally, four trucks are scheduled to be replaced by more fuel efficient models. Utility fund revenues are projected to cover all operating and capital expenses. There are two positions in engineering and one in sewer construction and maintenance that are frozen to achieve additional savings next year.

### **SPECIAL TAX DISTRICT**

The proposed Special Tax District budget for Fiscal Year 2009-2010 is \$102,169 which reflects a 4 percent decrease compared to 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**

In summary, the proposed Fiscal Year 2009-2010 budget is an effort to fully retain existing levels of service that we provide while continuing our philosophy of maximizing efficiencies. Furthermore, the budget emphasizes investments in technology and capital, good financial stewardship, and maintaining quality of life for our citizens. Our citizens have faithfully paid their taxes and they deserve high quality and dependable services. The sustained economic downturn has presented us with a unique challenge, but also highlights our sound financial condition. All of our employees have sacrificed something in this budget, and approximately one-third of our employees will effectively see a pay cut ranging from 1 to 2 percent of their salaries due to increased health

insurance costs. I believe it is imperative that we continue to train our work force and invest in our employees, because they are our greatest asset when it comes to providing services and this budget reflects that philosophy.

As in the previous year budget, 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.

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

Please feel free to call me if you have any questions regarding the proposed Fiscal Year 2009-2010 budget or any other supporting material.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Hal Hegwer'. The signature is fluid and cursive, with a large loop at the end.

Hal Hegwer, City Manager

**ANNUAL BUDGET ORDINANCE  
FOR FISCAL YEAR 2009-2010**

**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, 2009 and ending June 30, 2010 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$23,991,243	\$23,991,243
Enterprise Fund	14,778,287	14,778,287
Special Tax District	<u>102,169</u>	<u>102,169</u>
Subtotal	\$38,871,699	\$38,871,699
Less Interfund Activity	(50,000)	(50,000)
<b>TOTAL BUDGET</b>	<b>\$38,821,699</b>	<b>\$38,821,699</b>

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

**SCHEDULE A: GENERAL FUND**

(Includes Interfund Reimbursements)

**GENERAL GOVERNMENT**

Governing Body	253,429
Administration	164,358
Human Resources	243,639
Risk Management	53,285
Elections	31,307
Finance	727,320
Information Systems	271,151
Legal	149,109
Public Building	1,219,576
General Services	155,966
Central Office	21,127
GF Contributions	768,150
Golf	721,693
Shop	1,010,301
Horticulture	432,694

**PUBLIC SAFETY**

Police	6,486,604
Dispatching Services	1,256,181
Police – 911 Surcharge	452,212
Fire	3,643,932
Inspections	388,407

**STREET**

Street	2,108,168
Street Capital Imp.	411,385

**SANITATION**

Solid Waste	1,233,214
Sanitation	1,259,350

**COMMUNITY DEVELOPMENT**

Community Development	812,380
Code Enforcement	256,089
Comm. Enhance. – Downtown	99,886

<b>SUBTOTAL GENERAL FUND</b>	24,630,913
Less Departmental Charges (Shop)	(639,670)
<b>TOTAL GENERAL FUND</b>	23,991,243

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

Debt Service	3,499,248
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**OTHER**

Utility Fund Contributions	403,160
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**PUBLIC UTILITIES**

UF Administration	1,094,756
Utility Billing	242,741
Engineering	471,005
UF PW Administration	250,362
Sewer Const. & Maint.	1,480,784
Water Const. & Maint.	2,626,283
Water Plant	2,011,410
Wastewater Plant	1,738,132
Water Capital Imp.	105,000
Sewer Capital Imp.	750,000
Store	302,181

<b>SUBTOTAL UTILITY FUND</b>	14,975,062
Less Departmental Charges (Store)	(196,775)
<b>TOTAL UTILITY FUND</b>	14,778,287
<b>TOTAL ENTERPRISE FUND</b>	14,778,287

**SCHEDULE C: SPECIAL TAX DISTRICT FUND**

**OTHER**

Special Tax District Fund 102,169

**TOTAL SPECIAL TAX DISTRICT FUND** 102,169

**SUBTOTAL ALL FUNDS** 38,871,699

**LESS INTERFUND ACTIVITY** (50,000)

**TOTAL ALL FUNDS** 38,821,699

**SCHEDULE A: GENERAL FUND**

**TAXES- AD VALOREM**

Current Year Taxes 11,154,060

Prior Year Taxes 275,000

Penalties Less Discounts 65,000

**OTHER TAXES**

Privilege License 250,000

Cable Franchise 243,790

Past Due 1,000

Disposal Tax 15,520

Local Sales Tax – Article 39 1,831,500

Local Sales Tax – Article 40 999,900

Local Sales Tax – Article 44 845,125

Local Sales Tax – Article 42 992,300

**LICENSE AND PERMITS**

City Permits 130,000

County Permits 136,000

Broadway Permits 3,500

**INVESTMENT INCOME**

Interest Income 136,100

**GOLF USER CHARGES**

Green Fees Annual	70,000
Green Fees Daily	155,000
Cart Fees	205,000
Driving Range	14,800

**INTERGOVERNMENTAL REVENUES****UNITED STATES OF AMERICA**

Drug Forfeiture	11,570
Governor's Crime Commission Grant	46,962

**STATE OF NORTH CAROLINA**

Utility Franchise Tax	1,385,712
Beer and Wine Tax	62,568
Powell Bill	696,611

**OTHER LOCAL GOVERNMENTS**

Consolidated Planning Services	365,571
911 Surcharge Reimbursement	452,212
911 Dispatch	189,501
Lee County Inspection Contract	59,454
Financial Services – Broadway	4,000

**SALES AND SERVICE**

Sale of Materials	3,500
Sale of Compost Materials	30,000
Sale of Fixed Assets	40,000
Waste Mgmt. User Fees	860,000

**GOLF OTHER**

Brick Tournament Fees	10,000
Concession	30,000
Pro Shop Sales	45,000
Miscellaneous	200

**OTHER**

Installment Purchase Proceeds	747,000
Court Cost Fees	8,000
ABC Revenue	140,000
Street Charges	230,000
Rental Income	30,510
Parking Revenue	20,000
Miscellaneous	65,000
Civil Violations	8,000
Animal Control	1,500

**APPROPRIATED FUND BALANCE** 924,777

**TOTAL GENERAL FUND** 23,991,243

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

Water Charges	9,614,892
Sewer Charges	6,309,000

**INVESTMENT INCOME**

Interest Income	128,351
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**OTHER**

Taps and Connections	85,800
Sewer Surcharge	25,000
Sludge Charge	30,000
Monitoring Fee	80,000
Charges on Past Due Accounts	173,000
Oil and Grease Fees	18,500
Sales Other Funds	28,125
Sale of Fixed Property	10,741
Miscellaneous	15,575
Special Assessments	12,500
Rental Income	80,000
Non-Compliance Fees	600

**APPROPRIATED FUND BALANCE** -1,833,797

<b>TOTAL UTILITY FUND</b>	14,778,287
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<b>TOTAL ENTERPRISE FUND</b>	14,778,287
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**SCHEDULE C: SPECIAL TAX DISTRICT FUND**

**TAXES AD VALOREM**

Current Year Taxes	50,399
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

<b>APPROPRIATED FUND BALANCE</b>	-905
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<b>TOTAL SPECIAL TAX DISTRICT FUND</b>	102,169
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<b>SUB-TOTAL ALL FUNDS</b>	38,871,699
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<b>LESS INTERFUND ACTIVITY</b>	(50,000)
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<b>TOTAL ALL FUNDS</b>	38,821,699
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Section 4: There is hereby levied for the fiscal year ending June 30, 2010, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2009 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, 2010, 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, 2009 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 2nd day of June, 2009.

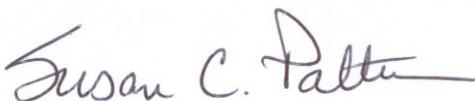


Cornelia P. Olive, Mayor

ATTEST:



Bonnie D. White, City Clerk



Susan C. Patterson, City Attorney

CITY OF SANFORD

RATE SCHEDULE FOR FISCAL YEARS 2009-2010

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

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

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

**CITY OF SANFORD**

**BEER AND WINE FEES FOR FISCAL YEARS 2009-2010**

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

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**Building Construction  
Fee Schedule**

*2009-2010*

*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**

<b>RESIDENTIAL (New)</b>	<b>Includes all Single Family Dwellings, Duplexes, and Townhouses.</b>
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).

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

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

<b>OTHER RESIDENTIAL CONSTRUCTION</b>	<b>Includes all Residential Additions.</b>
Building Permit Fee:	<p>Square Footage shall be used to calculate building permit fees.            Estimated Cost of Construction is determined at \$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>

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

<b>COMMERCIAL (New)</b>	<b>50,000 Square Feet and Less.</b>																						
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below;</p> <p>Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$2</p>																						
	<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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Utility and Miscellaneous	\$40 Heated \$35 Unheated																						
Mixed Occupancy	Highest Cost per Sq.Ft. of Occupancy Types																						

<b>COMMERCIAL (New)</b>	<b>50,000 Square Feet and More.</b>																						
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by:</p> <ol style="list-style-type: none"> <li>Multiplying the first 50,000 square feet of the total building gross square footage by the cost per square foot for Type of Occupancy listed below.</li> <li>Multiplying the square footage in excess of 50,000 square feet by the cost per square foot for Type of Occupancy listed below and add to figure from above.</li> </ol> <p>Permit Fee = Estimated Cost of Construction (from 1 above), divided by \$1,000, multiplied by \$2  <i>Plus</i>            Estimated Cost of Construction (from 2 above), divided by \$1,000, multiplied by \$1.</p>																						
	<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)**

<b>COMMERCIAL (New)</b>	<b>Modular Units.</b>	
Building Permit Fee:	<p>Estimated Cost of Construction shall be determined by multiplying the total gross building square footage by the cost per square foot for Type of Occupancy listed below;</p> <p>Permit Fee = Estimated Cost of Construction (from above) divided by \$1,000, multiplied by \$2</p>	
	Assembly	\$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

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

<b>MISCELLANEOUS BUILDING PERMITS</b>	
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

<b>RESIDENTIAL</b>	
<b>RESIDENTIAL (New):</b> Basic Fee \$100.00 (up to 200 Amps) Basic Fee <i>plus</i> \$15.00 per each 100 Amps over 200 Amps	
<b>RESIDENTIAL (Renovations) (Maximum Fee \$100.00):</b> 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	
<b>RESIDENTIAL (Room Additions) (Maximum Fee \$100.00):</b> 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.	
<b>MANUFACTURED HOME</b>	Basic Fee \$35.00 each
<b>MODULAR HOMES</b>	\$50.00 each
<b>COMMERCIAL</b>	
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
<b>*Special Outlets – 30 Amp/240 Volt or Greater*</b>	
<b>MISCELLANEOUS ELECTRICAL PERMITS</b>	
Items not shown elsewhere in Fee Schedule.	Minimum Fee. Items not shown. \$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
<b>Service Change (Up to 100 amps)</b>	\$40.00
<b>Service Change (125-200 Amps)</b>	\$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

<b>RESIDENTIAL</b>	
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 <sup>st</sup> 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
<b>COMMERCIAL</b>	
<b>Basic Fee</b>	<b>*\$40.00 plus any of the following that apply:</b>
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 <sup>st</sup> 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**

<b>RESIDENTIAL (New)</b>
Basic Fee \$40.00 plus \$20.00 for every Full Bath \$15.00 for every Half Bath
<b>RESIDENTIAL (Modular Homes)</b>
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.
<b>RESIDENTIAL (Manufactured Homes)</b>
Basic Fee \$30.00
<b>OTHER RESIDENTIAL CONSTRUCTION</b>
Basic Fee \$40.00 plus \$4.50 per fixture ( <i>see plumbing permit application</i> ).
<b>COMMERCIAL (New)</b>
Basic Fee \$40.00 plus \$4.50 per fixture ( <i>see plumbing permit application</i> ).
<b>COMMERCIAL (Modular)</b>
Basic Fee \$40.00 plus \$4.50 for water line \$4.50 for sewer line
<b>MISCELLANEOUS PLUMBING PERMITS</b>
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 <sup>st</sup> Tank, \$30.00 Each Additional Tank
	Above/Underground Installation \$65.00 1 <sup>st</sup> 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:**

- **1<sup>st</sup> Inspection Trip – No Charge.** Door Hanger will be left instructing owner to schedule an inspection.
- **2<sup>nd</sup> Inspection Trip, and subsequent trip will result in a \$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 2009-2010**

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

Delivery by the City of Sanford will be \$35.00 per truckload within the city limits and \$60.00 per truckload outside the city limits but within the county. These charges are in addition to material cost.

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

## 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 2009-2010 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 2009-2010 Fee Schedule**

**Daily Rates**

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

**Annual Membership Rates**

	<b><u>Fee</u></b>
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**

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

**Club Membership Rates**

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

**City of Sanford FY 09-10 Rates for the  
Installation of Hydrant Meters for Contractors**

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

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

**City of Sanford FY 2009-2010  
Water and Sewer Tap Rates**

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

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

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

**Budget Ordinance  
Water and Sewer Utility Rate Schedule for Fiscal Year 2009-2010**

**BE IT ORDAINED** that the City Council of the City of Sanford enacts the following water and sewer utility rates:

**Water Utility Rates**

Monthly Consumption Level	Inside City	Outside City	District
Minimum Charge for up to 3 ccf (\$ / month)	\$12.98	\$25.95	\$25.95
3 ccf to 8 ccf (\$ / ccf)	\$3.93	\$7.85	\$9.41
8 ccf to 20 ccf (\$ / ccf)	\$2.44	\$4.87	\$8.28
Over 20 ccf (\$ / ccf)	\$2.44	\$4.87	\$5.18

1 ccf = 100 cubic feet = 748 gallons

**Sewer Utility Rates**

Monthly Consumption Level	Inside City	Outside City
Minimum Charge for up to 3 ccf (\$ / month)	\$13.47	\$20.20
Over 3 ccf (\$ / ccf)	\$4.49	\$6.73

1 ccf = 100 cubic feet = 748 gallons

**Sewer Only Rates**

Monthly Consumption Level	Inside City	Outside City
Flat Fee	\$28.66	\$41.63

**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

THE rates will be effective July 1, 2009.

ADOPTED this 2nd day of June, 2009.

*Cornelia P. Olive*

Cornelia P. Olive, Mayor

ATTEST:

*Bonnie D. White*

Bonnie D. White, City Clerk

*Susan C. Patten*

Susan Patterson, City Attorney

## **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 \$100,000 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, 2008 was \$14,453,198. General Fund balance available for appropriation was \$10,056,980 or 46.6% 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 \$2,325,039 for the year compared with a net income before capital contributions of \$3,194,016 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, 2009. In subsequent fiscal years the city plans to 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, 2009. 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 20, 2008	CIP	Memo/instructions and CIP form transmitted to departments
December 18, 2008	CIP	CIP request forms due from department managers
January 16, 2009	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments
January 26, 2009	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 6, 2009	Council Retreat	Year end revenue estimates and departmental expenditure estimates consolidated and reviewed
February 13, 2009	CIP	Finalize prioritization of projects and assignment of revenues
February 13, 2009	FY 09-10 Budget	Prepare and transmit FY 09-10 departmental request information to department heads
February – March, 2009	Council Retreat	Prepare and finalize retreat informational packets
March 11, 2009	FY 09-10 Budget	Departmental budget requests for FY 09-10 due from departments
April 7, 2009	FY 08-09 Budget	Present cleanup amendment to council for FY 08-09
March 31, 2009	FY 09-10 Budget	Finalize 09-10 revenue projections
April 1, 2009	FY 09-10 Budget	Need insurance estimate numbers from HR
April 6, 2009	FY 09-10 Budget	City manager and department heads begin review of department requests
April 13, 2009	FY 09-10 Budget	Need final insurance numbers from HR
April 20, 2009	FY 09-10 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 13 <sup>th</sup> meeting
May 13, 2009	FY 09-10 Budget	Present budget to council (regular law and finance meeting)
May 19, 2009	FY 09-10 Budget	Budget work session held with Council
May 21, 2009	FY 09-10 Budget	Publish public hearing notice in local newspaper
June 2, 2009	FY 09-10 Budget	Budget work session; public hearing held and adopt budget (first scheduled meeting in June)
June 16, 2009	Year End Estimates	Present FY 08-09 year end cleanup budget amendment to council
July 1, 2009	FY 09-10 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.

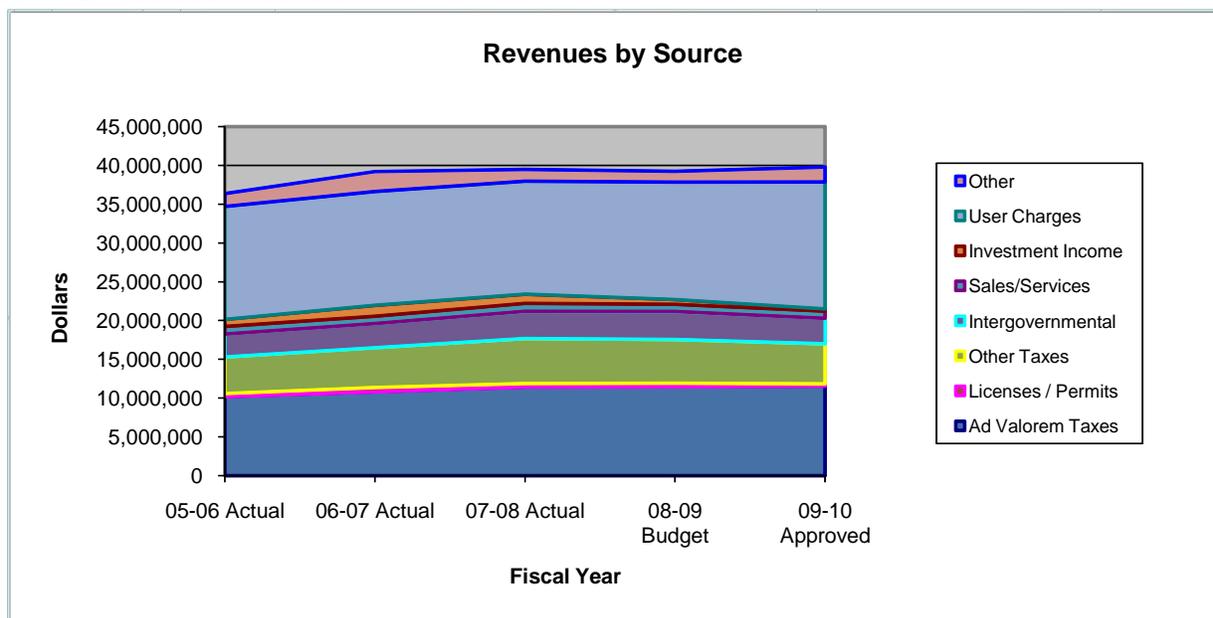
**Other Taxes** - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax.

**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, General Services, 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.

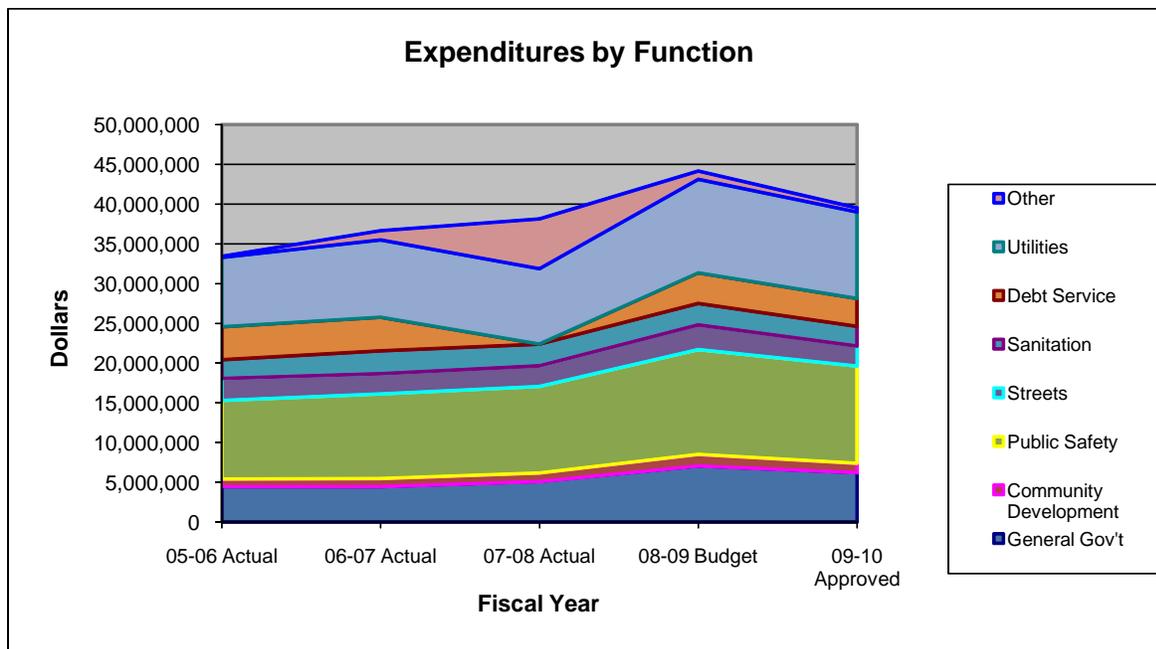
**Sanitation** - Expenditures for Solid Waste and Sanitation.

**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, UF Public Works Administration, Engineering, Sewer Construction and Maintenance, Water Construction and Maintenance, Water Plant, Wastewater Treatment Plant, Water Capital Improvements and Sewer Capital Improvements.



## EXPENDITURES BY CATEGORY

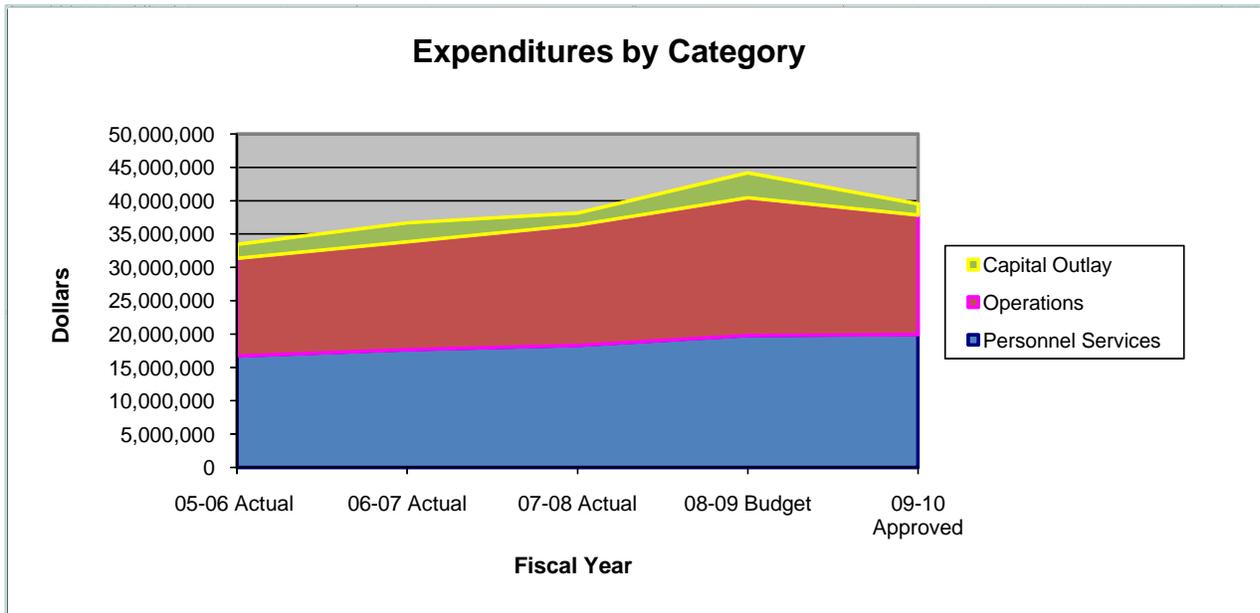
Expenditures by object are divided into three major categories - personnel services, operating expenses and capital outlays.

These categories are summarized below:

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

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

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



## CITY OF SANFORD

### REVENUE ASSUMPTIONS

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

The following are some assumptions concerning revenues, which were forecast in the City of Sanford 2009-2010 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. <b>Appropriation--General Fund \$140,000</b>
Ad Valorem Taxes	Property valuations are established by the Lee County Tax Assessor from which the tax rate is set. The General Fund 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. <b>Appropriation--General Fund \$11,494,060 Special Tax \$51,049</b>
Animal Control	Revenue received for animal violations. <b>Appropriation—General Fund \$1,500</b>
Appropriated Fund Balance	The source of this revenue is fund balance. The amount appropriated is dependent on current reserve limitations and requirements of funds to balance projected revenues to expenditures as well as funding needed for capital items. <b>Appropriation--General Fund \$924,777 Utility Fund (\$1,833,797) Special Tax (\$905)</b>
Beer & Wine Tax	The state levies a tax shared by the City on wholesale sales of both beer and wine. Revenue estimates were established based on two percent increase over budget levels. <b>Appropriation--General Fund \$62,568</b>
Brick Tournament Fees	Fees are collected and segregated for this annual tournament event. <b>Appropriation--General Fund \$10,000</b>

## 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 \$130,000**

Building Permits and  
Inspection Fees-Lee County

Buildings which undergo structural changes or new construction outside the city limits require a building permit and inspection fees. Estimates are based on data supplied by the Inspection Department with emphasis on the condition of the local economy and historical trends. The fees can be found within the budget ordinance section of the budget. **Appropriation--General Fund \$136,000**

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 \$3,500**

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 \$243,790**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--General Fund \$205,000**

Charges on Past Due Accts.

Charges assessed against accounts that are paid after the due date. **Appropriation—General Fund \$1,000; Utility Fund \$173,000**

Civil Violations

Fines are levied by the City for violations of the City's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$8,000**

Code Enforcement Fees

Fines and fees were established to ensure enforcement related to the City Code of Ordinances. **Appropriation--General Fund \$0**

**REVENUE**

**FORECAST RATIONALE**

Concessions

Revenue received for sale of concessions at the golf course.  
**Appropriation--General Fund \$30,000**

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 \$8,000**

Disposal Tax

The state levies a tax on disposal of waste. The city's portion is based on per capita share. **Appropriation—General Fund \$15,520**

Driving Range

Fees are collected for use of golf course driving range. Revenues are estimates based on anticipated use.  
**Appropriation—General Fund \$14,800**

Federal Drug Enforce. Proceeds

Federal funds received for drug forfeiture. **Appropriation--General Fund \$11,570**

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 \$70,000**

Green Fees Daily

Fees are collected for daily play at the Municipal Golf Course. Estimates are based on historical data. **Appropriation--General Fund \$155,000**

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 \$747,000 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 \$136,100 Utility Fund \$128,351 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 \$0**

## 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 \$4,668,825**

### Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data.  
**Appropriation--General Fund \$65,200 Utility Fund \$15,575**

### Non-Compliance Fines

Fees are assessed for sewer not in compliance with discharge permits. **Appropriation--Utility Fund \$600**

### 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**

## REVENUE

## FORECAST RATIONALE

### 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**

### Police Grant

Revenues received from the 2009 Governor's Crime Commission grant to fund the second year of a detective position. **Appropriation--General Fund \$46,962**

### 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 \$696,611**

### Pre-Treatment Monitoring Fee

The industrial monitoring fee was established to recover monitoring costs for the City's pre-treatment and enforcement management program. Revenues are based on actual planned occurrences. **Appropriation--Utility Fund \$80,000**

### Privilege License

Privilege licenses are levied by the City on certain businesses. Projections are based on actual establishments and the appropriate license schedule. **Appropriation--General Fund \$250,000**

### Pro Shop Sales

Revenue received thru sales at the golf course pro shop. **Appropriation--General Fund \$45,000**

### Receipt Local Inspections Contract

The City and County Inspection Departments have merged their operations. The County's share of the merged departments is projected as follows. **Appropriation--General Fund \$59,454**

### Receipt Other Governments- State

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

## REVENUE

## FORECAST RATIONALE

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 18.44% calls ratio (\$189,501). The county's cost of the merged community development department is projected to be \$365,571. 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 \$4,000. Telephone surcharge revenues earmarked for expenditures relative to the 911 services total \$452,212. **Appropriation--General Fund \$365,571, \$452,212, \$189,501, \$4,000**

Rental Income

To account for rental of office spaces at the Federal Building by county agencies. **Appropriation--General Fund \$30,510 Utility Fund \$80,000**

Sale of Compost Materials

Proceeds are received for the sale of compost materials. Revenue projections are based on historical patterns, rate fees as shown within the budget ordinance, and anticipation of availability of materials. **Appropriation--General Fund \$30,000**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$40,000 Utility Fund \$10,741**

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 \$28,125**

Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$6,309,000**

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 \$25,000**

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 \$30,000**

## REVENUE

## FORECAST RATIONALE

### 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 \$12,500**

### 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 \$85,800**

### Tower Rental

Revenue received for special use permits to review telecommunication tower applications. **Appropriation—General Fund \$0**

### 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 \$1,385,712**

### 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 \$860,000**

### Water Charges

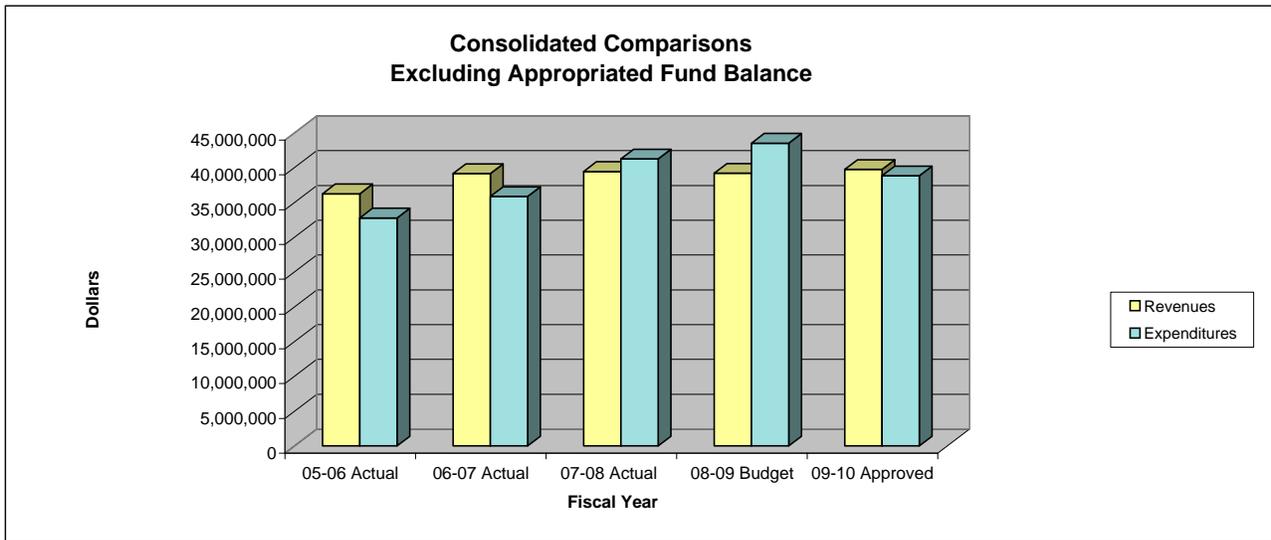
Proceeds are from the sale of treated water through the distribution system. Revenue estimates are based on historical user trends adjusted to reflect the existing rate structure. **Appropriation--Utility Fund \$9,614,892**

**CONSOLIDATED BUDGET  
FUND SUMMARIES**

	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>REVENUES</b>								
General Fund	20,498,854	23,235,152	23,989,111	23,411,327	23,066,466	23,066,466	-344,861	-1%
Enterprise Fund	15,684,957	15,844,257	15,394,740	15,713,890	16,612,084	16,612,084	898,194	6%
Special Tax District	172,210	113,228	108,385	105,933	103,074	103,074	-2,859	-3%
<b>SUB-TOTAL</b>	<b>36,356,021</b>	<b>39,192,637</b>	<b>39,492,235</b>	<b>39,231,150</b>	<b>39,781,624</b>	<b>39,781,624</b>	<b>550,474</b>	<b>1%</b>
Appropriated Fund Balance	0	131,164	0	4,323,470	-909,925	-909,925	-5,233,395	-121%
Less Interfund Activity	-110,000	-50,000	-50,000	-50,000	-50,000	-50,000	0	0%
<b>TOTAL BUDGET</b>	<b>36,246,021</b>	<b>39,273,800</b>	<b>39,442,235</b>	<b>43,504,620</b>	<b>38,821,699</b>	<b>38,821,699</b>	<b>-4,682,921</b>	<b>-11%</b>
<b>EXPENDITURES</b>								
General Fund	19,868,076	20,776,737	21,563,152	26,911,390	25,639,686	23,991,243	-2,920,147	-11%
Enterprise Fund	12,912,777	14,871,400	19,647,092	16,522,666	15,157,708	14,778,287	-1,744,379	-11%
Special Tax District	88,551	244,392	89,838	120,564	109,669	102,169	-18,395	-15%
<b>SUB-TOTAL</b>	<b>32,869,404</b>	<b>35,892,528</b>	<b>41,300,082</b>	<b>43,554,620</b>	<b>40,907,063</b>	<b>38,871,699</b>	<b>-4,682,921</b>	<b>-11%</b>
Less Interfund Activity	-110,000	-50,000	-50,000	-50,000	-50,000	-50,000	0	0%
<b>TOTAL BUDGET</b>	<b>32,759,404</b>	<b>35,842,528</b>	<b>41,250,082</b>	<b>43,504,620</b>	<b>40,857,063</b>	<b>38,821,699</b>	<b>-4,682,921</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

Illustrated below are revenues as they relate to expenditures.

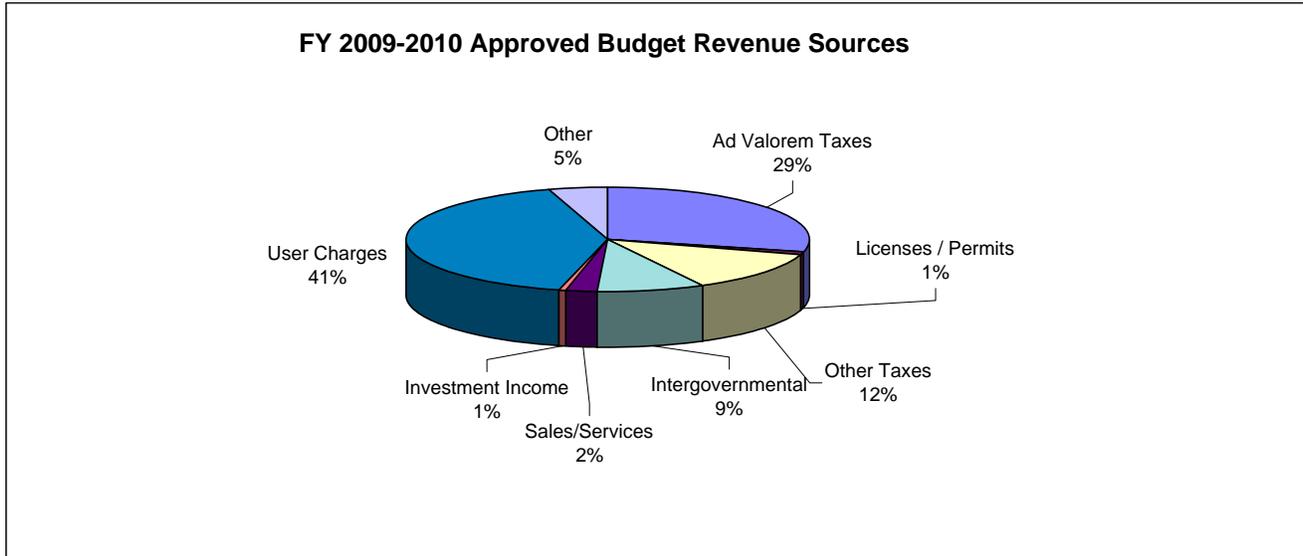


**CONSOLIDATED BUDGET  
REVENUE SUMMARIES**

	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>REVENUES</b>								
<b>Ad Valorem Taxes</b>	10,174,666	10,782,342	11,417,296	11,437,578	11,545,109	11,545,109	107,531	1%
<b>Licenses / Permits</b>	375,724	546,834	426,514	452,723	269,500	269,500	-183,223	-40%
<b>Other Taxes</b>	4,741,989	5,094,725	5,638,494	5,480,563	4,969,345	4,969,345	-511,218	-9%
<b>Intergovernmental</b>	2,933,758	3,180,191	3,678,319	3,784,575	3,490,951	3,490,951	-293,624	-8%
<b>Sales/Services</b>	985,189	942,546	1,044,365	925,800	933,500	933,500	7,700	1%
<b>Investment Income</b>	893,370	1,394,605	1,171,317	613,100	265,051	265,051	-348,049	-57%
<b>User Charges</b>	14,596,680	14,699,236	14,578,473	15,155,490	16,378,692	16,378,692	1,223,202	8%
<b>Other</b>	1,654,645	2,552,157	1,537,456	1,381,321	1,929,476	1,929,476	548,155	40%
<b>SUB-TOTAL</b>	<b>36,356,021</b>	<b>39,192,637</b>	<b>39,492,235</b>	<b>39,231,150</b>	<b>39,781,624</b>	<b>39,781,624</b>	<b>550,474</b>	<b>1%</b>
<b>Appropriated Fund Balance</b>	<b>0</b>	<b>131,164</b>	<b>0</b>	<b>4,323,470</b>	<b>-909,925</b>	<b>-909,925</b>	<b>-5,233,395</b>	<b>-121%</b>
<b>Less Interfund Activity</b>	<b>-110,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>0</b>	<b>0%</b>
<b>TOTAL BUDGET</b>	<b>36,246,021</b>	<b>39,273,800</b>	<b>39,442,235</b>	<b>43,504,620</b>	<b>38,821,699</b>	<b>38,821,699</b>	<b>-4,682,921</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

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

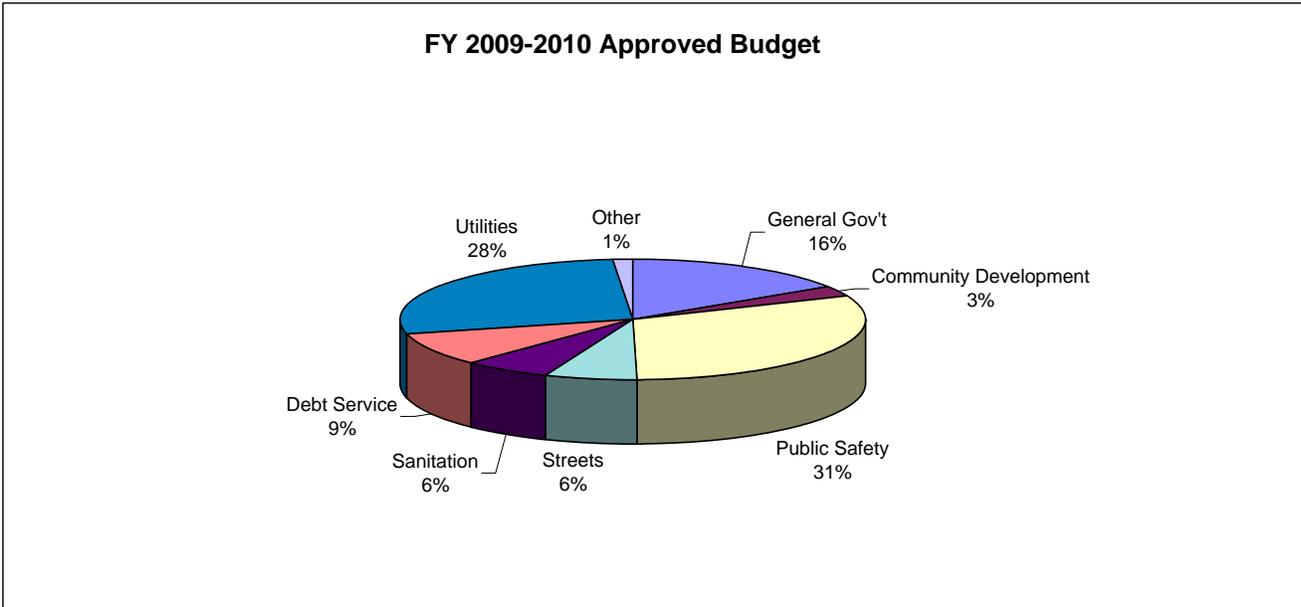


**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>FUNCTIONS</b>								
General Gov't	4,468,165	4,475,809	5,125,219	7,074,175	6,059,915	6,226,955	-847,220	-12%
Community Development	937,970	996,477	1,052,832	1,440,838	1,219,119	1,168,355	-272,483	-19%
Public Safety	9,897,574	10,658,092	10,888,532	13,172,053	13,358,541	12,227,336	-944,717	-7%
Streets	2,768,459	2,537,988	2,601,835	3,119,504	2,903,960	2,519,553	-599,951	-19%
Sanitation	2,362,022	2,882,281	2,732,563	2,705,731	2,741,671	2,492,564	-213,167	-8%
Debt Service	4,127,890	4,212,870	3,975,349	3,838,443	3,499,248	3,499,248	-339,195	-9%
Utilities	8,734,887	9,731,631	9,507,111	11,762,527	11,225,340	10,875,879	-886,648	-8%
Other	138,551	1,171,291	6,254,470	1,042,260	542,789	505,329	-536,931	-52%
<b>SUB-TOTAL</b>	<b>33,435,518</b>	<b>36,666,439</b>	<b>42,137,911</b>	<b>44,155,531</b>	<b>41,550,583</b>	<b>39,515,219</b>	<b>-4,640,312</b>	<b>-11%</b>
Less Interfund Activity	-110,000	-50,000	-50,000	-50,000	-50,000	-50,000	0	0%
Interfund Reimbursement	-566,114	-773,911	-837,829	-600,911	-643,520	-643,520	-42,609	7%
<b>TOTAL BUDGET</b>	<b>32,759,404</b>	<b>35,842,528</b>	<b>41,250,082</b>	<b>43,504,620</b>	<b>40,857,063</b>	<b>38,821,699</b>	<b>-4,682,921</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

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

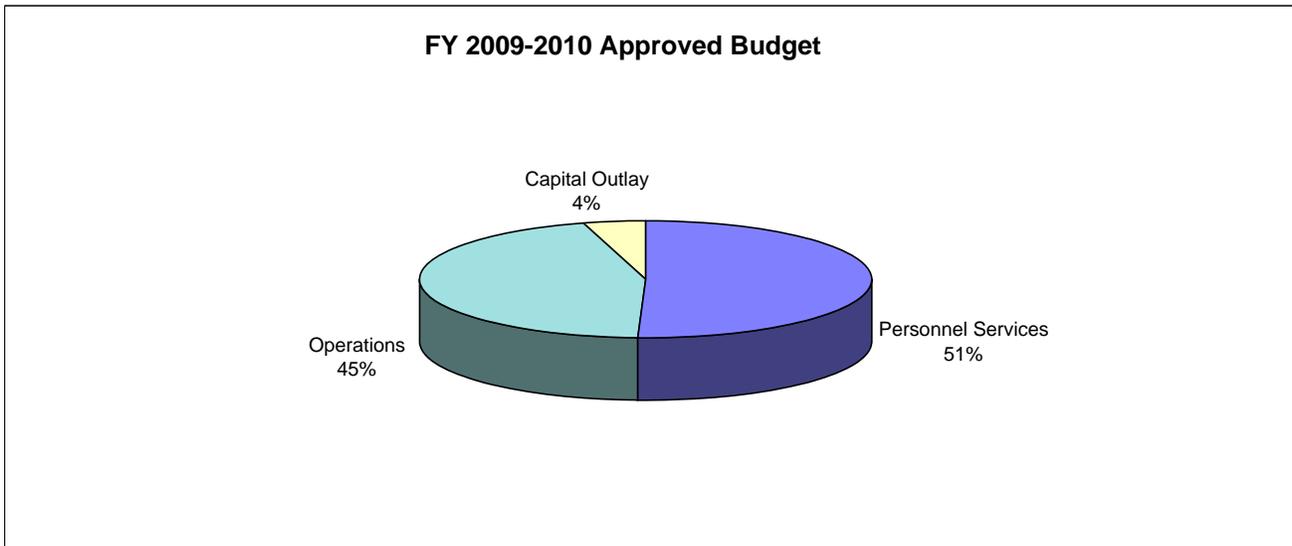


**CONSOLIDATED BUDGET  
EXPENDITURE SUMMARIES**

	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>EXPENDITURES</b>								
<b>Personnel Services</b>	16,729,292	17,678,674	18,325,475	19,805,315	19,941,258	19,939,589	134,274	1%
<b>Operations</b>	14,617,037	16,147,959	21,998,601	20,607,612	18,548,927	17,873,465	-2,734,147	-13%
<b>Capital Outlay</b>	2,089,189	2,839,806	1,813,835	3,742,604	3,060,398	1,702,165	-2,040,439	-55%
<b>SUB-TOTAL</b>	<b>33,435,518</b>	<b>36,666,439</b>	<b>42,137,911</b>	<b>44,155,531</b>	<b>41,550,583</b>	<b>39,515,219</b>	<b>-4,640,312</b>	<b>-11%</b>
<b>Less Interfund Activity</b>	<b>-110,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>0</b>	<b>0%</b>
<b>Interfund Reimbursement</b>	<b>-566,114</b>	<b>-773,911</b>	<b>-837,829</b>	<b>-600,911</b>	<b>-643,520</b>	<b>-643,520</b>	<b>-42,609</b>	<b>7%</b>
<b>TOTAL BUDGET</b>	<b>32,759,404</b>	<b>35,842,528</b>	<b>41,250,082</b>	<b>43,504,620</b>	<b>40,857,063</b>	<b>38,821,699</b>	<b>-4,682,921</b>	<b>-11%</b>

**GRAPHIC REPRESENTATION**

As shown below personnel services represent a major percentage of the city's total expenditures. These expenditures include salary and benefit cost for 350 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**

<b>REVENUE SOURCES</b>	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Prior	246,160	258,094	336,844	250,000	275,000	275,000	25,000	10%
Current	9,797,708	10,383,527	10,925,668	11,058,670	11,154,060	11,154,060	95,390	1%
Payment in Lieu of Taxes	16,181	15,731	21,608	15,000	0	0	-15,000	-100%
Penalties Less Discounts	57,315	66,971	76,183	60,000	65,000	65,000	5,000	8%
Tax Temporary	0	0	1,867	0	0	0	0	#DIV/0!
<b>Total Ad Valorem Taxes</b>	<b>10,117,364</b>	<b>10,724,324</b>	<b>11,362,169</b>	<b>11,383,670</b>	<b>11,494,060</b>	<b>11,494,060</b>	<b>110,390</b>	<b>1%</b>
Local Sales Tax - Article 39	2,023,015	2,031,894	2,291,169	2,162,168	1,831,500	1,831,500	-330,668	-15%
Local Sales Tax - Article 40	865,577	1,035,140	1,071,993	1,062,097	999,900	999,900	-62,197	-6%
Local Sales Tax - Article 44	830,498	901,917	967,628	945,094	845,125	845,125	-99,969	-11%
Local Sales Tax - Article 42	855,001	1,029,529	1,061,770	1,052,704	992,300	992,300	-60,404	-6%
Disposal Tax	0	0	0	0	15,520	15,520	15,520	#DIV/0!
Cable Franchise Fees	163,918	91,130	33,462	30,000	35,000	35,000	5,000	17%
Privilege License	3,980	5,115	212,473	228,500	250,000	250,000	21,500	9%
<b>Total Other Taxes</b>	<b>4,741,989</b>	<b>5,094,725</b>	<b>5,638,494</b>	<b>5,480,563</b>	<b>4,969,345</b>	<b>4,969,345</b>	<b>-511,218</b>	<b>-9%</b>
City Permits	222,568	317,325	250,756	251,990	130,000	130,000	-121,990	-48%
County Permits	134,091	193,493	166,265	182,210	136,000	136,000	-46,210	-25%
Broadway Permits	19,065	9,441	9,493	8,523	3,500	3,500	-5,023	-59%
Code Enforcement	0	26,575	0	10,000	0	0	-10,000	-100%
<b>Total Licenses / Permits</b>	<b>375,724</b>	<b>546,834</b>	<b>426,514</b>	<b>452,723</b>	<b>269,500</b>	<b>269,500</b>	<b>-173,223</b>	<b>-40%</b>
Interest Income	358,878	587,588	580,314	250,000	136,100	136,100	-113,900	-46%
Interest on Assessments	0	0	3,418	0	0	0	0	#DIV/0!
<b>Total Investment Income</b>	<b>358,878</b>	<b>587,588</b>	<b>583,731</b>	<b>250,000</b>	<b>136,100</b>	<b>136,100</b>	<b>-113,900</b>	<b>-46%</b>
Green Fees Annual	68,046	78,469	80,324	80,000	70,000	70,000	-10,000	-13%
Green Fees Daily	137,725	142,751	181,813	175,000	155,000	155,000	-20,000	-11%
Cart Fees	166,876	165,718	224,496	215,000	205,000	205,000	-10,000	-5%
Tournament	11,555	11,230	11,580	11,100	10,000	10,000	-1,100	-10%
Driving Range	14,880	14,458	16,947	15,500	14,800	14,800	-700	-5%
<b>Total Golf User Charges</b>	<b>399,082</b>	<b>412,625</b>	<b>515,160</b>	<b>496,600</b>	<b>454,800</b>	<b>454,800</b>	<b>-41,800</b>	<b>-8%</b>
<b>Intergovernmental Revenues</b>								
<b>United States of America</b>								
Police Grants	22,121	7,632	54,934	52,434	46,962	46,962	-5,472	-10%
Federal Drug Enf. Proc.	16,671	0	5,696	77,250	11,570	11,570	-65,680	-85%
<b>State of North Carolina</b>								
Utility Franchise Tax	1,179,328	1,387,909	1,519,403	1,653,000	1,385,712	1,385,712	-267,288	-16%
Beer & Wine Tax	52,632	58,482	61,341	60,235	62,568	62,568	2,333	4%
Powell Bill	768,240	800,387	914,972	848,899	696,611	696,611	-152,288	-18%
State Drug Forfeiture	19,680	43,661	52,880	0	0	0	0	#DIV/0!
Rec. Other Gov.-State	2,337	0	20,590	21,620	0	0	-21,620	-100%
Shared Cable	0	65,929	187,818	174,500	208,790	208,790	34,290	20%
Court Cost Fees	17,836	12,707	9,359	3,000	8,000	8,000	5,000	167%
Safe Kids Grant	1,853	2,030	0	0	0	0	0	#DIV/0!
<b>Other Local Governments</b>								
Gas Tax Refund	0	2,648	0	0	0	0	0	#DIV/0!
Lee County Fire Grant	35,000	0	0	0	0	0	0	#DIV/0!
EMS Office Rental	2,400	2,400	5,952	5,952	0	0	-5,952	-100%
Consolidated Planning Services	318,806	331,067	332,140	388,704	365,571	365,571	-23,133	-6%
911 Surcharge Reimbursement	315,815	324,167	312,696	337,025	452,212	452,212	115,187	34%
911 Dispatch	125,422	133,996	141,745	157,156	189,501	189,501	32,345	21%
Rec. Local Inspections Contract	43,000	0	53,992	0	59,454	59,454	59,454	#DIV/0!
Financial Services - Broadway	4,431	4,871	4,800	4,800	4,000	4,000	-800	-17%
<b>Total Intergovernmental</b>	<b>2,925,572</b>	<b>3,177,885</b>	<b>3,678,319</b>	<b>3,784,575</b>	<b>3,490,951</b>	<b>3,490,951</b>	<b>-293,624</b>	<b>-8%</b>

**GENERAL FUND REVENUE**

REVENUE SOURCES	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 ACTUAL	FY 08-09 BUDGET	FY 09-10 REQUESTED	FY 09-10 APPROVED	VARIANCE	% CHG.
Sale of Materials	13,060	13,782	4,181	3,500	3,500	3,500	0	0%
Sale of Compost Materials	42,269	36,175	35,150	30,000	30,000	30,000	0	0%
Sale of Fixed Assets	77,445	54,602	59,709	40,000	40,000	40,000	0	0%
Sale of Land	35,000	800	0	0	0	0	0	#DIV/0!
Sale of Timber	0	0	98,539	0	0	0	0	#DIV/0!
Waste Mgmt. User Fees	817,415	837,187	846,786	852,300	860,000	860,000	7,700	1%
<b>Total Sales and Service</b>	<b>985,189</b>	<b>942,546</b>	<b>1,044,365</b>	<b>925,800</b>	<b>933,500</b>	<b>933,500</b>	<b>7,700</b>	<b>1%</b>
Concession	720	17,367	41,722	39,500	30,000	30,000	-9,500	-24%
Miscellaneous	521	130	255	0	200	200	200	#DIV/0!
Pro Shop Sales	0	20,305	61,352	55,000	45,000	45,000	-10,000	-18%
Club House Rental	2,400	1,200	0	0	0	0	0	#DIV/0!
Sale of Capital Assets	11,950	0	0	0	0	0	0	#DIV/0!
<b>Total Golf Other</b>	<b>15,591</b>	<b>39,001</b>	<b>103,329</b>	<b>94,500</b>	<b>75,200</b>	<b>75,200</b>	<b>-19,300</b>	<b>-20%</b>
Installment Purchase Proceeds	62,374	1,138,000	0	0	747,000	747,000	747,000	#DIV/0!
Transfer from Other Funds	2,681	0	0	0	0	0	0	#DIV/0!
Sales Tax Refund	33,948	1,984	7,073	0	0	0	0	#DIV/0!
Sale of Car Seats	0	0	1,145	0	0	0	0	#DIV/0!
Youth Council	0	6,200	5,000	0	0	0	0	#DIV/0!
NC League of Municipalities Grant	0	0	1,500	0	0	0	0	#DIV/0!
ABC Revenue	157,500	140,000	160,000	140,000	140,000	140,000	0	0%
Street Charges	130,567	227,845	218,900	230,000	230,000	230,000	0	0%
Rental Income	30,510	26,633	30,510	30,510	30,510	30,510	0	0%
Past Due	0	0	5	0	1,000	1,000	1,000	#DIV/0!
Parking Revenue	0	24,524	29,199	20,000	20,000	20,000	0	0%
Animal Control	50	925	1,420	500	1,500	1,500	1,000	200%
Miscellaneous	98,849	105,558	146,383	92,886	65,000	65,000	-27,886	-30%
Civil Violations	26,000	7,512	7,176	5,000	8,000	8,000	3,000	60%
Relay for Life Donations	10,345	5,029	0	0	0	0	0	#DIV/0!
Tower Rental	0	0	0	24,000	0	0	-24,000	-100%
License Tag	0	0	54	0	0	0	0	#DIV/0!
Special Assessments	26,641	25,414	25,831	0	0	0	0	#DIV/0!
Advertising Reimbursement	0	0	2,831	0	0	0	0	#DIV/0!
<b>Total Other</b>	<b>579,465</b>	<b>1,709,624</b>	<b>637,028</b>	<b>542,896</b>	<b>1,243,010</b>	<b>1,243,010</b>	<b>700,114</b>	<b>129%</b>
<b>SUB-TOTAL GENERAL FUND</b>	<b>20,498,854</b>	<b>23,235,152</b>	<b>23,989,111</b>	<b>23,411,327</b>	<b>23,066,466</b>	<b>23,066,466</b>	<b>-344,861</b>	<b>-1%</b>
Appropriated Fund Balance	0	0	0	3,500,063	924,777	924,777	-2,575,286	-74%
<b>TOTAL GENERAL FUND</b>	<b>20,498,854</b>	<b>23,235,152</b>	<b>23,989,111</b>	<b>26,911,390</b>	<b>23,991,243</b>	<b>23,991,243</b>	<b>-2,920,147</b>	<b>-11%</b>

**GENERAL FUND EXPENDITURES**

<b>DEPARTMENT</b>	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Governing Body	257,937	259,377	256,808	287,123	295,684	303,088	15,965	6%
Administration	195,345	192,010	195,752	203,752	203,709	203,106	-646	0%
Human Resources	229,971	249,900	239,481	310,521	316,895	291,043	-19,478	-6%
Risk Management	34,350	66,489	74,039	83,500	85,842	83,818	318	0%
Elections	11,855	0	22,781	0	31,307	31,307	31,307	#DIV/0!
Finance	678,927	740,901	767,406	878,074	962,367	879,224	1,150	0%
Information Systems	216,298	241,665	231,496	260,851	315,146	316,974	56,123	22%
Legal	165,355	173,809	204,910	228,886	221,316	222,149	-6,737	-3%
Strategic Information Services	21	0	0	0	0	0	0	#DIV/0!
Public Building	809,912	817,998	827,778	1,050,624	1,113,261	1,341,544	290,920	28%
Public Works Adm.	374,876	360,091	437,481	0	0	0	0	#DIV/0!
General Services	0	0	0	182,386	161,841	169,923	-12,463	-7%
Central Office	53,226	68,592	61,208	71,010	26,175	26,175	-44,835	-63%
GF Contributions	395,735	332,711	588,583	2,049,524	886,453	768,150	-1,281,374	-63%
Golf	628,057	625,242	793,611	746,680	716,789	721,693	-24,987	-3%
Shop	966,489	913,016	1,094,535	1,277,858	1,090,742	1,075,737	-202,121	-16%
Less Shop Charges	-877,398	-876,310	-1,001,175	-996,460	-767,000	-639,670	356,790	-36%
Horticulture	327,209	310,320	330,525	439,846	399,388	432,694	-7,152	-2%
<b>General Government</b>	<b>4,468,165</b>	<b>4,475,809</b>	<b>5,125,219</b>	<b>7,074,175</b>	<b>6,059,915</b>	<b>6,226,955</b>	<b>-847,220</b>	<b>-12%</b>
Police	5,966,783	6,605,758	6,493,565	7,825,304	7,795,342	7,742,785	-82,519	-1%
Police - 911 Surcharge	294,074	324,514	312,818	337,025	408,310	452,212	115,187	34%
Police Grants	60,100	5,453	68,635	75,409	0	0	-75,409	-100%
Fire	3,113,100	3,273,024	3,408,134	4,390,322	4,645,303	3,643,932	-746,390	-17%
Inspection	463,517	449,343	605,380	543,993	509,586	388,407	-155,586	-29%
<b>Public Safety</b>	<b>9,897,574</b>	<b>10,658,092</b>	<b>10,888,532</b>	<b>13,172,053</b>	<b>13,358,541</b>	<b>12,227,336</b>	<b>-944,717</b>	<b>-7%</b>
Street	2,398,019	2,375,159	2,389,319	2,354,979	2,223,960	2,108,168	-246,811	-10%
Street Capital Imp.	370,440	162,829	212,516	764,525	680,000	411,385	-353,140	-46%
<b>Streets</b>	<b>2,768,459</b>	<b>2,537,988</b>	<b>2,601,835</b>	<b>3,119,504</b>	<b>2,903,960</b>	<b>2,519,553</b>	<b>-599,951</b>	<b>-19%</b>
Solid Waste	1,224,329	1,685,525	1,499,948	1,461,307	1,456,398	1,233,214	-228,093	-16%
Sanitation	1,137,693	1,196,756	1,232,615	1,244,424	1,285,273	1,259,350	14,926	1%
<b>Sanitation</b>	<b>2,362,022</b>	<b>2,882,281</b>	<b>2,732,563</b>	<b>2,705,731</b>	<b>2,741,671</b>	<b>2,492,564</b>	<b>-213,167</b>	<b>-8%</b>
Community Development	652,137	678,994	708,478	889,714	800,775	812,380	-77,334	-9%
Comm. Dev.-911 Coordinator	11	0	0	0	0	0	0	#DIV/0!
Comm. Enhance.-Code Enforce.	200,689	239,959	257,834	367,893	286,037	256,089	-111,804	-30%
Comm. Enhancement-Downtown	85,133	77,525	86,520	183,231	132,307	99,886	-83,345	-45%
<b>Community Development</b>	<b>937,970</b>	<b>996,477</b>	<b>1,052,832</b>	<b>1,440,838</b>	<b>1,219,119</b>	<b>1,168,355</b>	<b>-272,483</b>	<b>-19%</b>
<b>SUB-TOTAL GENERAL FUND</b>	<b>20,434,190</b>	<b>21,550,648</b>	<b>22,400,981</b>	<b>27,512,301</b>	<b>26,283,206</b>	<b>24,634,763</b>	<b>-2,877,538</b>	<b>-10%</b>
Interfund Reimbursements	-566,114	-773,911	-837,829	-600,911	-643,520	-643,520	-42,609	7%
<b>TOTAL GENERAL FUND</b>	<b>19,868,076</b>	<b>20,776,737</b>	<b>21,563,152</b>	<b>26,911,390</b>	<b>25,639,686</b>	<b>23,991,243</b>	<b>-2,920,147</b>	<b>-11%</b>

**UTILITY FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Water Charges	8,416,152	8,550,411	8,548,323	8,833,890	9,614,892	9,614,892	781,002	9%
Sewer Charges	5,781,446	5,736,201	5,514,990	5,825,000	6,309,000	6,309,000	484,000	8%
<b>Total User Charges</b>	<b>14,197,598</b>	<b>14,286,612</b>	<b>14,063,313</b>	<b>14,658,890</b>	<b>15,923,892</b>	<b>15,923,892</b>	<b>1,265,002</b>	<b>9%</b>
								#DIV/0!
Interest Income	514,901	781,139	571,474	350,000	128,351	128,351	-221,649	-63%
Interest on Assessments	14,833	22,094	14,394	12,500	0	0	-12,500	-100%
<b>Total Investment Income</b>	<b>529,734</b>	<b>803,232</b>	<b>585,868</b>	<b>362,500</b>	<b>128,351</b>	<b>128,351</b>	<b>-234,149</b>	<b>-65%</b>
								#DIV/0!
Taps and Connections	234,661	236,160	207,907	200,000	85,800	85,800	-114,200	-57%
Sewer Surcharge	7,293	17,138	26,520	24,000	25,000	25,000	1,000	4%
Meter Rental	0	0	2,356	0	0	0	0	#DIV/0!
Sludge Charge	48,044	44,875	37,075	38,125	30,000	30,000	-8,125	-21%
Non Compliance Fines	2,851	2,092	3,342	0	600	600	600	#DIV/0!
Monitoring Fee	89,496	90,090	77,329	77,600	80,000	80,000	2,400	3%
Charges on Past Due Accounts	310,636	179,914	195,044	200,000	173,000	173,000	-27,000	-14%
Oil and Grease Fees	18,947	19,184	20,263	18,500	18,500	18,500	0	0%
Sales Other Funds	34,994	34,085	32,315	30,000	28,125	28,125	-1,875	-6%
Sale of Fixed Property	49,319	34,005	41,817	15,000	10,741	10,741	-4,259	-28%
Special Assessments	0	-6,346	0	0	12,500	12,500	12,500	#DIV/0!
After Hours	0	0	4,275	0	0	0	0	#DIV/0!
NSF Charges	0	0	7,919	0	0	0	0	#DIV/0!
Miscellaneous	51,497	61,324	39,028	18,475	15,575	15,575	-2,900	-16%
Installment Purchase Proceeds	62,374	0	0	0	0	0	0	#DIV/0!
Bad Debt Recovery	1,227	485	0	0	0	0	0	#DIV/0!
Rental Income	38,100	39,100	50,368	70,800	80,000	80,000	9,200	13%
<b>Total Other Revenue</b>	<b>949,439</b>	<b>752,107</b>	<b>745,558</b>	<b>692,500</b>	<b>559,841</b>	<b>559,841</b>	<b>-132,659</b>	<b>-19%</b>
Sales Tax Refund	2,873	2,306	0	0	0	0	0	#DIV/0!
Rec. from Other Gov't State	5,313	0	0	0	0	0	0	#DIV/0!
<b>Total Intergovernmental</b>	<b>8,186</b>	<b>2,306</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>SUB-TOTAL UTILITY FUND</b>	<b>15,684,957</b>	<b>15,844,257</b>	<b>15,394,740</b>	<b>15,713,890</b>	<b>16,612,084</b>	<b>16,612,084</b>	<b>898,194</b>	<b>6%</b>
Appropriated Fund Balance	0	0	0	808,776	-1,833,797	-1,833,797	-2,642,573	-327%
<b>TOTAL UTILITY FUND</b>	<b>15,684,957</b>	<b>15,844,257</b>	<b>15,394,740</b>	<b>16,522,666</b>	<b>14,778,287</b>	<b>14,778,287</b>	<b>-1,744,379</b>	<b>-11%</b>

**UTILITY FUND EXPENSES**

<b>DEPARTMENT</b>	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
<b>Debt Service</b>	<b>4,127,890</b>	<b>4,212,870</b>	<b>3,975,349</b>	<b>3,838,443</b>	<b>3,499,248</b>	<b>3,499,248</b>	<b>-339,195</b>	<b>-9%</b>
UF Contributions	50,000	926,899	6,164,632	921,696	433,120	403,160	-518,536	-56%
<b>Other</b>	<b>50,000</b>	<b>926,899</b>	<b>6,164,632</b>	<b>921,696</b>	<b>433,120</b>	<b>403,160</b>	<b>-518,536</b>	<b>-56%</b>
Store	339,918	371,249	329,551	383,768	251,373	302,181	-81,587	-21%
Less Store Charges	-331,114	-356,841	-293,710	-286,244	-190,000	-196,775	89,469	-31%
UF Administration	1,115,343	1,594,036	1,543,081	1,089,652	1,008,939	1,094,756	5,104	0%
Utility Billing	0	0	0	250,508	241,189	242,741	-7,767	-3%
Engineering	468,686	526,174	534,141	649,317	470,787	471,005	-178,312	-27%
UF Public Works Administration	0	0	0	270,500	250,705	250,362	-20,138	-7%
Sewer Const.	1,084,383	1,092,429	1,079,799	1,289,876	1,473,735	1,480,784	190,908	15%
Water Const.	2,220,972	2,583,117	2,642,084	2,714,607	2,677,556	2,626,283	-88,324	-3%
Water Plant	1,645,055	1,796,967	1,858,601	2,029,860	2,005,166	2,011,410	-18,450	-1%
Wastewater Plant	1,440,355	1,560,082	1,634,637	1,745,856	1,730,890	1,738,132	-7,724	0%
Water Capital Imp.	191,293	273,930	94,280	574,827	305,000	105,000	-469,827	-82%
Sewer Capital Imp.	559,996	290,487	84,647	1,050,000	1,000,000	750,000	-300,000	-29%
<b>Public Utilities</b>	<b>8,734,887</b>	<b>9,731,631</b>	<b>9,507,111</b>	<b>11,762,527</b>	<b>11,225,340</b>	<b>10,875,879</b>	<b>-886,648</b>	<b>-8%</b>
<b>TOTAL UTILITY FUND</b>	<b>12,912,777</b>	<b>14,871,400</b>	<b>19,647,092</b>	<b>16,522,666</b>	<b>15,157,708</b>	<b>14,778,287</b>	<b>-1,744,379</b>	<b>-11%</b>

**SPECIAL TAX FUND REVENUE**

<b>REVENUE SOURCES</b>	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Current Year Taxes	56,600	56,865	54,081	53,258	50,399	50,399	-2,859	-5%
Prior Year Taxes	474	891	817	500	500	500	0	0%
Penalties Less Discounts	228	262	229	150	150	150	0	0%
<b>Total Ad Valorem Taxes</b>	<b>57,302</b>	<b>58,018</b>	<b>55,127</b>	<b>53,908</b>	<b>51,049</b>	<b>51,049</b>	<b>-2,859</b>	<b>-5%</b>
Interest Income	4,758	3,785	1,718	600	600	600	0	0%
<b>Total Investment Income</b>	<b>4,758</b>	<b>3,785</b>	<b>1,718</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>0</b>	<b>0%</b>
Parking Revenues	150	1,425	1,540	1,425	1,425	1,425	0	0%
Contribu. From General	110,000	50,000	50,000	50,000	50,000	50,000	0	0%
<b>Total Other</b>	<b>110,150</b>	<b>51,425</b>	<b>51,540</b>	<b>51,425</b>	<b>51,425</b>	<b>51,425</b>	<b>0</b>	<b>0%</b>
<b>SUB-TOTAL SPEC. TAX</b>	<b>172,210</b>	<b>113,228</b>	<b>108,385</b>	<b>105,933</b>	<b>103,074</b>	<b>103,074</b>	<b>-2,859</b>	<b>-3%</b>
Appropriated Fund Balance	0	131,164	0	14,631	-905	-905	-15,536	-106%
<b>TOTAL SPECIAL TAX</b>	<b>172,210</b>	<b>244,392</b>	<b>108,385</b>	<b>120,564</b>	<b>102,169</b>	<b>102,169</b>	<b>-18,395</b>	<b>-15%</b>

**SPECIAL TAX FUND EXPENDITURES**

<b>DEPARTMENT</b>	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 REQUESTED</b>	<b>FY 09-10 APPROVED</b>	<b>VARIANCE</b>	<b>% CHG.</b>
Special Tax	88,551	244,392	89,838	120,564	109,669	102,169	-18,395	-15%
<b>Total Other</b>	<b>88,551</b>	<b>244,392</b>	<b>89,838</b>	<b>120,564</b>	<b>109,669</b>	<b>102,169</b>	<b>-18,395</b>	<b>-15%</b>
<b>TOTAL SPECIAL TAX</b>	<b>88,551</b>	<b>244,392</b>	<b>89,838</b>	<b>120,564</b>	<b>109,669</b>	<b>102,169</b>	<b>-18,395</b>	<b>-15%</b>

**STAFFING COMPARISON**

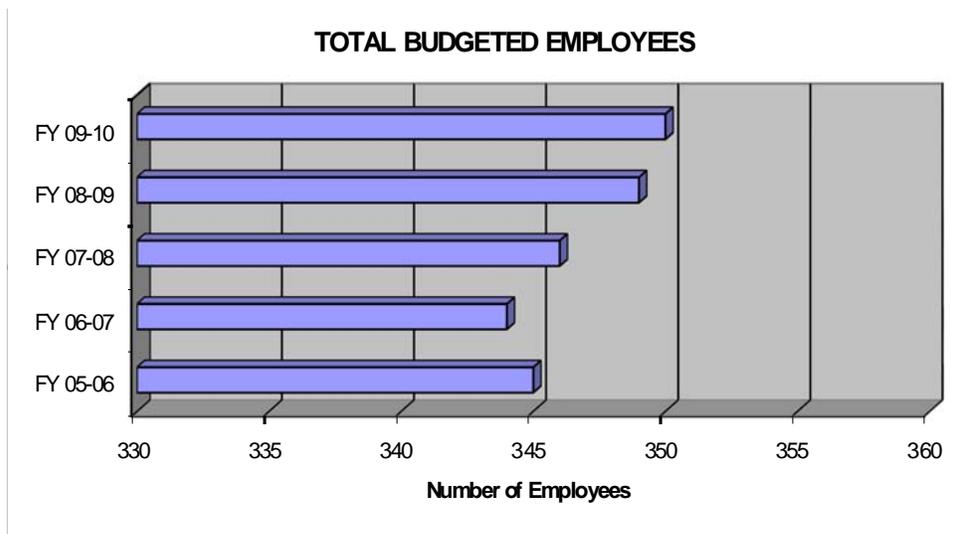
<b>DEPARTMENT</b>	<b>FY 05-06 ACTUAL</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 APPROVED</b>
<b>Governing Body-Elected</b>	9	9	9	9	9
<b>Administration</b>	2	2	2	2	2
<b>Human Resources</b>	3	3	3	**4	*4
<b>Risk Management</b>	1	1	1	1	1
<b>Finance</b>	8	8	8	8	8
<b>Information Systems</b>	2	2	2	2	2
<b>Legal</b>	2	2	2	2	2
<b>Public Building</b>	3	3	3	3	3
<b>General Services</b>	5	5	5	2	2
<b>Golf</b>	8	6	6	6	6
<b>Shop</b>	5	5	5	5	5
<b>Horticulture</b>	6	6	6	6	6
<b>TOTAL GENERAL GOV'T</b>	54	52	52	50	50
<b>Police</b>	100	100	101	102	*102
<b>Fire</b>	52	52	52	53	53
<b>Inspection</b>	8	8	8	7	*7
<b>TOTAL PUBLIC SFTY.</b>	160	160	161	162	162
<b>Street</b>	18	18	18	18	18
<b>TOTAL STREET</b>	18	18	18	18	18
<b>Solid Waste</b>	17	18	18	18	*18
<b>TOTAL SANITATION</b>	17	18	18	18	18
<b>Community Development</b>	9	9	9	10	10
<b>Comm. Enhance/Code Enforce.</b>	4	4	4	4	4
<b>Comm. Enhance/Downtown/HPC</b>	1	1	1	1	1
<b>TOTAL COMMUNITY DEV.</b>	14	14	14	15	15
<b>TOTAL GENERAL FUND</b>	263	262	263	263	263

\*Includes frozen positions  
 \*\* Position funded for partial year

### STAFFING COMPARISON

DEPARTMENT	FY 05-06 ACTUAL	FY 06-07 ACTUAL	FY 07-08 ACTUAL	FY 08-09 ACTUAL	FY 09-10 APPROVED
<b>PUBLIC UTILITIES</b>					
Store	1	1	1	1	1
UF Administration	7	8	9	7	8
Utility Billing	-	-	-	2	2
Engineering	9	8	8	8	*8
Public Works Administration	0	0	0	3	3
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
<b>TOTAL PUBLIC UTILITIES</b>	<b>82</b>	<b>82</b>	<b>83</b>	<b>86</b>	<b>87</b>
<b>TOTAL UTILITY FUND</b>	<b>82</b>	<b>82</b>	<b>83</b>	<b>86</b>	<b>87</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>82</b>	<b>82</b>	<b>83</b>	<b>86</b>	<b>87</b>
<b>GRAND TOTAL</b>	<b>345</b>	<b>344</b>	<b>346</b>	<b>349</b>	<b>350</b>

\*Includes frozen positions (total of 9)



# CAPITAL OUTLAY - SORT

## GENERAL FUND

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Webserver	Information Systems	9,000		9,000
1	Communication consoles	Police (Install. Purch.)	397,000		397,000
7	Mobile Data Terminals	Police		63,000	0
1	Fingerprint livescan station	Police		27,000	27,000
1	Printer for livescan station	Police		2,525	2,525
	Install fiber-optic cable	Police-911 Surcharge		60,000	60,000
1	Telecommunications system	Fire	5,500		5,500
	<b>Subtotal Computers and Equipment</b>		<b>411,500</b>	<b>152,525</b>	<b>501,025</b>
	City Hall Renovation	Public Building (Install. Purch.)		350,000	350,000
	Martin Luther King park	Public Building		50,000	50,000
	Neighborhood park	Public Building		25,000	25,000
	Addition to Depot Park fountain	Public Building	35,000		0
1	Metal building	Fire		140,000	0
	Renovations to #2 fire station	Fire		260,000	0
	<b>Subtotal Major Capital Construction</b>		<b>35,000</b>	<b>825,000</b>	<b>425,000</b>
2	Sanford entryway signs	Public Building	6,000		0
1	Boiler at service center	Public Building	15,000		15,000
2	Sallyport doors at police department	Public Building	5,000		5,000
1	Display panels	Public Building		7,000	0
10	Fairway mower reels	Golf	25,000		25,000
1	Antenna	Police	3,200		3,200
	Move antenna from Colon Rd. to Harkey Rd.	Police	8,810		8,810
2	Snow plows	Street	22,000		0
1	Sign retroreflectometer	Street		12,000	0
	<b>Subtotal Other Equipment</b>		<b>85,010</b>	<b>19,000</b>	<b>57,010</b>
1	Van	Shop	19,800		19,800
1	Ford Fusion	Shop	15,200		0
1	3/4 ton crewcab truck	Horticulture	20,500		20,500
6	Vehicles	Police	126,000		126,000
1	Utility carry-all / 4 wheel drive vehicle	Fire	34,130		34,130
1	Full size utility / 2 wheel drive vehicle (Recommend Impala)	Fire	26,328		21,000
1	Ford Escape	Inspections	20,200		0
1	Flatbed dump truck	Street	77,000		0
2	1/2 ton trucks	Street	29,400		29,400
1	Single axle dump truck	Solid Waste	77,000		0
	<b>Subtotal Vehicles</b>		<b>445,558</b>	<b>0</b>	<b>250,830</b>
1	Mini-pumper apparatus	Fire	180,000		0
1	Heavy duty equipment truck	Fire	375,000		0
2	Salt spreaders	Street	40,000		0
1	Salt brine unit	Street		36,000	0
	<b>Subtotal Heavy Equipment</b>		<b>595,000</b>	<b>36,000</b>	<b>0</b>
	<b>Grand Total - General Fund Capital</b>		<b>1,572,068</b>	<b>1,032,525</b>	<b>1,233,865</b>

# CAPITAL OUTLAY - SORT

## ENTERPRISE FUND

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
	West Landing Subdivision Pressure Improvement	Water Capital	80,000		80,000
	West Lake Downs pump station upgrade	Sewer Capital	250,000		0
	<b>Subtotal Major Capital Construction</b>		<b>330,000</b>	<b>0</b>	<b>80,000</b>
1	Tamp	Sewer C & M	3,800		3,800
1	Bush-Hog Mower	Water Plant	3,500		3,500
1	Hach DR 2800 spectrophotometer	WWTP		4,000	4,000
	<b>Subtotal Other Equipment</b>		<b>7,300</b>	<b>4,000</b>	<b>11,300</b>
1	Jetvac	Sewer C & M	325,000		325,000
1	Water mixer for raw water reservoir	Water Capital	80,000		0
	<b>Subtotal Heavy Equipment</b>		<b>405,000</b>	<b>0</b>	<b>325,000</b>
5	Colorado pickups (Recommend 2)	Water C & M	65,000		26,000
1	1/2 ton standard truck (Recommend Colorado)	Water Plant	14,700		13,000
1	Colorado pickup	WWTP	13,000		13,000
	<b>Subtotal Vehicles</b>		<b>92,700</b>	<b>0</b>	<b>52,000</b>
	<b>Grand Total - Utility Fund Capital</b>		<b>835,000</b>	<b>4,000</b>	<b>468,300</b>

## DEBT SERVICE

The City has outstanding general obligation bonds totaling \$3,254,776 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 year. 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+
NC Municipal Council, Inc. <sup>1</sup>	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>\$ 2,017,354,663</u>
Debt limit 8% of assessed valuations	\$ 161,388,373
Amount of debt applicable to debt limit:	3,254,776
Outstanding debt not evidenced by bonds:	
Notes	1,365,000
Installment purchase contracts	18,875,230
Capital leases	-
Annexation liability for fire protection	<u>14,419</u>
	23,509,425
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>3,254,776</u>
Net Debt	<u>20,254,649</u>
<b>LEGAL DEBT MARGIN</b>	<b><u>\$ 141,133,724</u></b>

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

## SCHEDULE OF DEBT SERVICE

DESCRIPTIONS	FY 09-10 REQ.	FY 10-11 REQ.	FY 11-12 REQ.	FY 12-13 REQ.
<b>Interfund Loan</b>				
Golf; Golf Course Improvements; 4.76% interest; 2/13/02; due quarterly; outstanding \$165,000	66,783	63,927	46,071	0
	<b>66,783</b>	<b>63,927</b>	<b>46,071</b>	<b>0</b>
<b>General Obligation</b>				
Water & Sewer Refunding; 4.4% to 4.9% interest; 1996; due serially to 2011; outstanding \$2,295,000	1,242,455	1,222,085	0	0
	<b>1,242,455</b>	<b>1,222,085</b>	<b>0</b>	<b>0</b>
<b>State Revolving Loans</b>				
Water Imp.; 2.6% interest; issued 11/1/00; due annually to 2022; outstanding \$1,267,500	130,455	127,920	125,385	122,850
	<b>130,455</b>	<b>127,920</b>	<b>125,385</b>	<b>122,850</b>
<b>Installment Purchases</b>				
Service Center/Parking Lot; 5.26% interest; dated 12/7/99; fifteen years; outstanding \$495,000	114,262	109,528	104,794	100,060
Water Plant; Raw Water Pump Loan; 3.67% interest; dated 5/13/04; 15 years; outstanding \$5,075,878	611,006	611,006	611,006	611,006
Sewer Rehabilitation; 3.81% interest; 11/15/06; semi-annual; outstanding \$2,353,053	362,180	362,180	362,180	362,180
Street repair; 3.14% interest; dated 4/3/03; 15 years; outstanding \$400,000	111,383	108,243	105,103	101,963
Water and Sewer; 3.52% interest; modified 5/13/04; 13 years; quarterly; outstanding \$1,857,417	301,884	293,448	285,012	276,575
Water and Sewer Utility Relocates; 4.56% interest; 8/30/01; 7 years; outstanding \$0	0	0	0	0
Water and Sewer Imp.; 4.61% interest; 10/13/98; 15 years; outstanding \$593,714	146,850	146,850	146,850	146,850
Waterline Imp.; 4.05% interest; dated 6/28/94; fifteen years; outstanding \$0	0	0	0	0

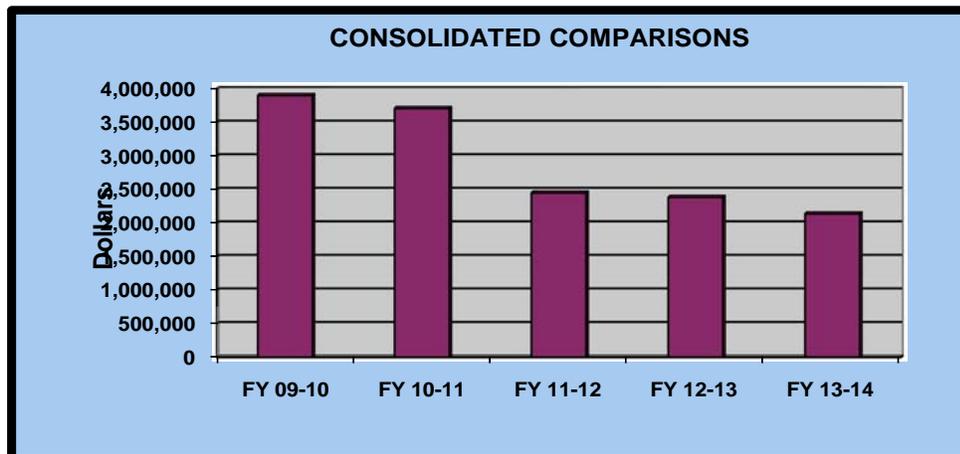
## SCHEDULE OF DEBT SERVICE

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
0	0	0	0	0	0	176,781
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176,781</b>
0	0	0	0	0	0	2,464,540
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,464,540</b>
120,315	117,780	115,245	112,710	110,175	415,350	1,498,185
<b>120,315</b>	<b>117,780</b>	<b>115,245</b>	<b>112,710</b>	<b>110,175</b>	<b>415,350</b>	<b>1,498,185</b>
95,326	45,888	0	0	0	0	569,857
611,006	611,006	611,006	611,006	611,006	611,006	6,110,063
362,180	362,180	362,180	181,090	0	0	2,716,348
0	0	0	0	0	0	426,691
268,139	259,703	251,267	182,914	0	0	2,118,941
0	0	0	0	0	0	0
73,425	0	0	0	0	0	660,825
0	0	0	0	0	0	0

## SCHEDULE OF DEBT SERVICE

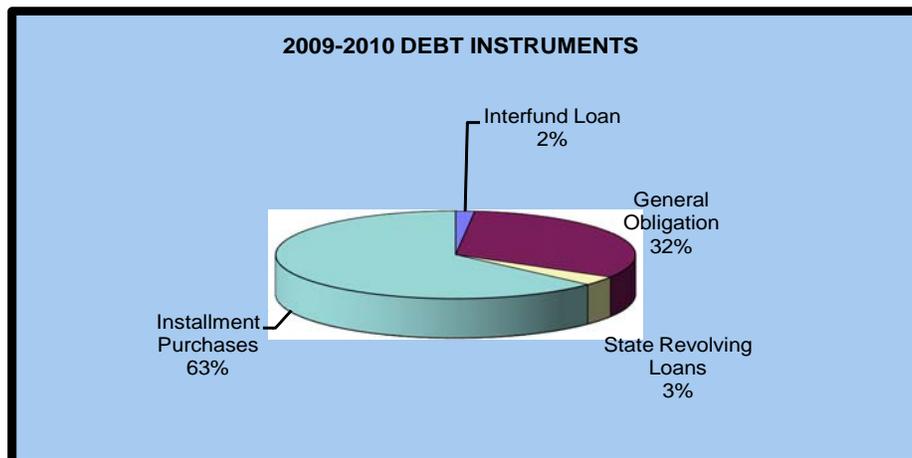
DESCRIPTIONS	FY 09-10	FY 10-11	FY 11-12	FY 12-13
	REQ.	REQ.	REQ.	REQ.
Lee Co. Water System Purchase; 3.47% interest; adjusted 3/10/2006; 15 yrs; quarterly; outstanding \$5,256,861	587,968	587,968	587,968	587,968
Solid Waste; Compost Turner, Leaf Vac and Knuckleboom Trucks; 3.69% interest; 9/22/06; outstanding \$77,437	78,870	0	0	0
Solid Waste; Knuckleboom Truck; 3.68% interest; 10/30/06; quarterly; outstanding \$20,055	20,332	0	0	0
Fire Dept.; fire pumper; 3.83% interest; dated 9/22/06; seven years; outstanding \$287,378	73,593	73,593	73,593	73,593
Water Const. & Maint., Backhoe, 3.77% interest, 12/27/05; outstanding \$0	0	0	0	0
Street; Streetsweeper and Bucket Truck; 3.69% interest; 9/22/06; outstanding \$51,625	52,580	0	0	0
Golf; Mowers/Spiker; 2.35% interest dated 8/8/03; six years; outstanding \$0	0	0	0	0
Street, Backhoe, 3.77% interest dated 12/27/05; three years outstanding \$10,889	0	0	0	0
	<b>2,460,908</b>	<b>2,292,816</b>	<b>2,276,505</b>	<b>2,260,196</b>
<b>TOTAL DEBT SERVICE</b>	<b>3,900,601</b>	<b>3,706,748</b>	<b>2,447,961</b>	<b>2,383,046</b>

Note: Principle and interest included with annual requirements.



## SCHEDULE OF DEBT SERVICE

FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-22	TOTAL
REQ.						
587,968	587,968	587,968	587,968	587,968	1,028,944	6,320,655
0	0	0	0	0	0	78,870
0	0	0	0	0	0	20,332
18,398	0	0	0	0	0	312,771
0	0	0	0	0	0	0
0	0	0	0	0	0	52,580
0	0	0	0	0	0	0
0	0	0	0	0	0	0
<hr/>						
<b>2,016,442</b>	<b>1,866,744</b>	<b>1,812,420</b>	<b>1,562,978</b>	<b>1,198,974</b>	<b>1,639,950</b>	<b>19,387,933</b>
<hr/>						
<b>2,136,757</b>	<b>1,984,524</b>	<b>1,927,665</b>	<b>1,675,688</b>	<b>1,309,149</b>	<b>2,055,300</b>	<b>23,527,439</b>



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## GENERAL FUND

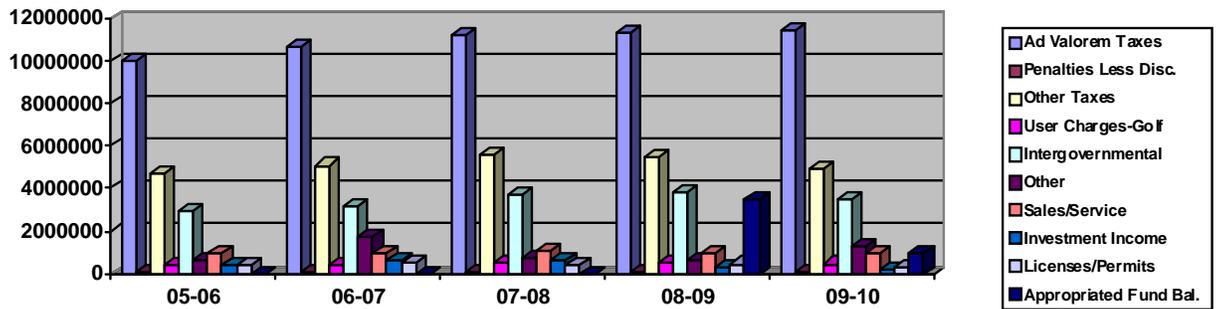
**Goal:** To account for the revenues of all city departments except those required to be accounted for in other funds.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Ad Valorem Taxes	10,060,049	10,657,353	11,285,986	11,323,670	11,429,060	11,429,060
Penalties Less Disc.	57,315	66,971	76,183	60,000	65,000	65,000
Other Taxes	4,741,989	5,094,725	5,638,494	5,480,563	4,969,345	4,969,345
User Charges-Golf	399,082	412,625	515,160	496,600	454,800	454,800
Intergovernmental	2,925,572	3,177,885	3,678,319	3,784,575	3,490,951	3,490,951
Other	595,056	1,748,625	740,357	637,396	1,318,210	1,318,210
Sales/Service	985,189	942,546	1,044,365	925,800	933,500	933,500
Investment Income	358,878	587,588	583,731	250,000	136,100	136,100
Licenses/Permits	375,724	546,834	426,514	452,723	269,500	269,500
Appropriated Fund Balance	0	0	0	3,500,063	924,777	924,777
<b>Total</b>	<b>20,498,854</b>	<b>23,235,152</b>	<b>23,989,109</b>	<b>26,911,390</b>	<b>23,991,243</b>	<b>23,991,243</b>

### GRAPHIC REPRESENTATION

**FY 09-10** revenues decreased \$2,920,147 or eleven (11%) percent compared to the FY 08-09 budget. This decrease is mainly the result of a \$2,575,286 reduction in fund balance appropriation. Other tax revenue also shows a decrease in the amount of \$511,218 or nine percent (9%) compared to prior year due to a decline in sales tax. Intergovernmental reflects a \$293,624 or eight percent (8%) decrease mainly the result of a reduction in utility franchise tax. Ad valorem taxes reflect a one (1%) percent increase totaling \$110,390. This increase is related to assessed valuation growth. Other revenue increased substantially due to a \$747,000 installment purchase to be used for city hall renovations and communications console within the police department. Investment income continues to decline due to interest rates. Licenses and permits show a \$173,223 decrease or forty percent (40%) compared to prior year. This decrease is related to the economy since construction has shown a down turn. Golf user charges decreased by \$41,800 or eight percent (8%) and is directly related to the economy as well as weather related closures. **FY 08-09** reflects a substantial increase from prior year mainly due to fund balance appropriation. Penalties, other taxes, golf user charges, other, sales and service, and investment income all reflect a decrease in revenue while ad valorem taxes, licenses and permits, and intergovernmental revenue all show a slight increase. **FY 07-08** reflects an increase within ad valorem, other taxes, and intergovernmental revenue. This year reflects the most revenue recorded for privilege license. Golf user charges are also up due to an increase in play. Intergovernmental revenue shows an increase within utility franchise tax and powell bill. **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

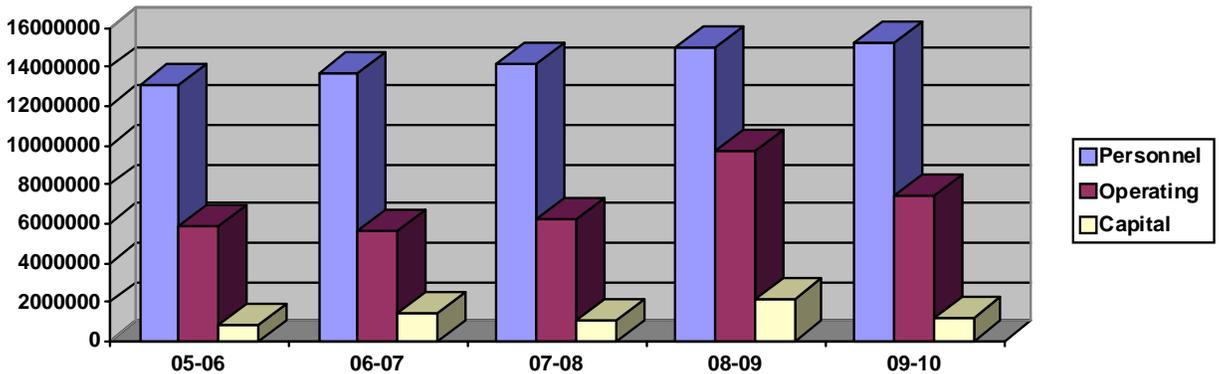
**Goal:** To account for the expenditures of all city departments except those required to be accounted for in other funds.

### EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	13,080,250	13,718,577	14,208,273	15,015,793	15,358,076	15,260,354
Operating	5,928,183	5,615,882	6,278,197	9,742,972	7,901,012	7,497,024
Capital Outlay	859,643	1,442,278	1,076,682	2,152,625	2,380,598	1,233,865
Total	19,868,076	20,776,737	21,563,152	26,911,390	25,639,686	23,991,243
Budgeted Employees	263	262	263	263	263	263

### GRAPHIC REPRESENTATION

**FY 09-10** expenditures reflect a decrease of \$2,920,147 or eleven (11%) percent compared to the FY 08-09 budget. Personnel costs represent fifty-seven (57%) percent of the total general fund budget. Increases in personnel costs total \$244,561 which represents mid-year merit adjustments. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. Health insurance increases this fund annually. A total of six (6) positions have been frozen to help offset the revenue deficit. They are included within the Human Resources, Police, Solid Waste, and Inspections departments. Operating decreased \$2,245,948 or twenty-nine (29%) percent. This is the result of prior year funding to OPEB, loan to the airport authority, as well as a reduction in fuel costs. Capital outlay is showing a reduction of \$918,760 or fifty-seven (57%) percent compared to prior year due to reduced capital funding. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. **FY 08-09** included funding for three new positions included within the Police, Fire, and Human Resources departments. Other personnel increases include a 3% cost of living and merit adjustments and a 4% health insurance premium adjustment. Three employees were transferred into the Utility Fund mid-year for the creation of a new Public Works Administration department. The Public Works Administration department previously in the General Fund has been renamed General Services. Operating increases are due to OPEB funding and a loan to the airport authority. Capital funding reflects a fire pumper. **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.



**FUND BALANCE GOVERNMENTAL FUNDS**

	<b>ACTUAL 05-06</b>	<b>ACTUAL 06-07</b>	<b>ACTUAL 07-08</b>	<b>ACTUAL 08-09 Unaudited</b>	<b>BUDGET 09-10</b>
<b>GENERAL FUND</b>					
BEGINNING BALANCE	\$ 10,131,623	\$ 9,591,024	\$ 12,027,240	\$ 14,453,199	\$ 13,931,281
REVENUES					
AD VALOREM TAXES	10,060,049	10,662,665	11,285,987	11,819,439	11,494,060
INTERGOVERNMENTAL	2,925,571	3,105,432	3,678,318	3,643,987	3,490,951
SALES TAX	4,574,090	4,998,479	5,638,500	4,911,842	4,668,825
OTHER	<u>2,524,471</u>	<u>4,468,576</u>	<u>3,386,306</u>	<u>3,423,310</u>	<u>3,412,630</u>
TOTAL	<u>20,084,181</u>	<u>23,235,152</u>	<u>23,989,111</u>	<u>23,798,578</u>	<u>23,066,466</u>
EXPENDITURES					
GENERAL GOVERNMENT	3,163,973	3,649,998	3,983,590	5,578,720	5,583,435
PUBLIC SAFETY	9,897,573	10,658,092	10,888,532	12,328,727	12,227,336
STREETS	2,768,459	2,537,988	2,601,835	2,582,825	2,519,553
SANITATION	2,362,022	2,882,281	2,732,562	2,578,442	2,492,564
OTHER	<u>1,047,991</u>	<u>1,070,577</u>	<u>1,052,833</u>	<u>1,251,782</u>	<u>1,168,355</u>
TOTAL	<u>19,240,018</u>	<u>20,798,936</u>	<u>21,259,352</u>	<u>24,320,496</u>	<u>23,991,243</u>
TRANSFER TO OTHER FUNDS	0	0	303,800	0	0
ADJ. TO FUND BALANCE FOR GOLF LOAN	<u>1,384,762</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>ENDING BALANCE</b>	<u><u>\$ 9,591,024</u></u>	<u><u>\$ 12,027,240</u></u>	<u><u>\$ 14,453,199</u></u>	<u><u>\$ 13,931,281</u></u>	<u><u>\$ 13,006,504</u></u>

**Note:** Golf was transferred into the General Fund in FY 06-07 and is not shown within actual fiscal year 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**

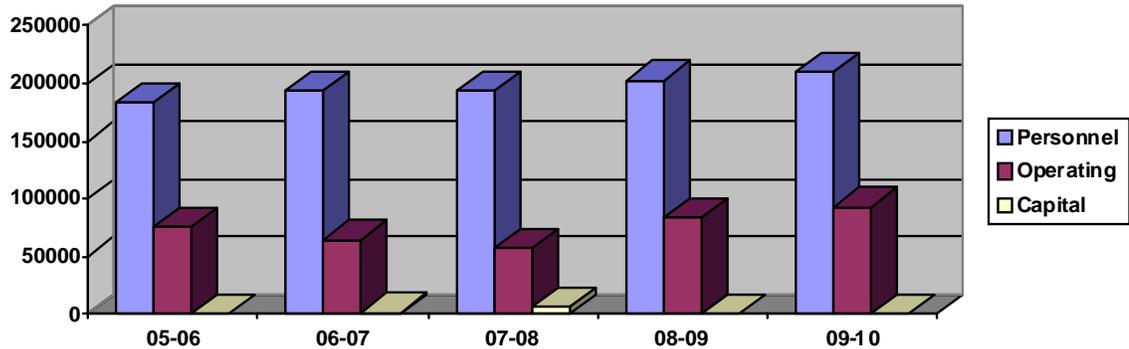
<b>Object of Expenditure</b>	<b>ACTUAL 05-06</b>	<b>ACTUAL 06-07</b>	<b>ACTUAL 07-08</b>	<b>BUDGET 08-09</b>	<b>REQUESTED 09-10</b>	<b>APPROVED 09-10</b>
Personnel	182,829	193,894	192,981	202,890	203,222	210,186
Operating	75,108	64,583	57,890	84,233	92,402	92,902
Capital	0	900	5,937	0	0	0
Subtotal	257,937	259,377	256,808	287,123	295,624	303,088
Less Interfund Reimbursement	(50,225)	(51,445)	(55,628)	(55,507)	(55,507)	(49,659)
Total	207,712	207,932	201,180	231,616	240,117	253,429
Budgeted Employees	9	9	9	9	9	9

**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect an increase of \$15,965 or six percent (6%) compared to FY 08-09 budget prior to interfund reimbursements. Personnel increases are attributed to additional council members electing group insurance coverage. Increases within the operating cost center are related to professional services, advertising for National Night Out, and workers compensation and liability 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	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To maintain and expand the governing body’s knowledge of new programs and initiatives which will assist in the development of sound policy-making decisions on behalf of the citizens of our community

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

**Measures:**

Congressional Action Committee Meetings Attended	12	12	12
Town Hall Day (Members attending)	5	5	5
National League of Cities Conferences (Members attending)	6	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	18	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	26	29	30
National Night Out Awards Received	12	13	14
Coordinate National Night Out Events	26	29	30

Performance Measures	07-08 Actual	08-09 Projected	09-10 Projected
----------------------	-----------------	--------------------	--------------------

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

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

**Measures:**

Law and Finance Committee Meetings	18	24	24
Work Sessions	2	6	6
City Council Meetings	26	24	24
Prepare agendas and attend commission meetings	50	50	50
Adopted City Ordinances and Resolutions	120	125	125
Prepare applications for Boards and Commissions appointments	18	18	20

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

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

**Measures:**

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

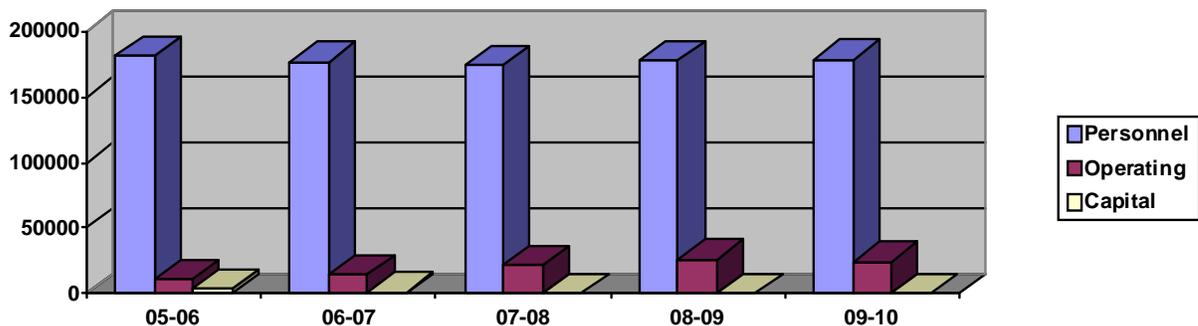
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	181,075	176,632	174,187	177,401	177,358	178,555
Operating	10,683	14,589	21,565	26,351	26,351	24,551
Capital	3,587	789	0	0	0	0
Subtotal	195,345	192,010	195,752	203,752	203,709	203,106
Less Interfund Reimbursement	(38,765)	(39,606)	(41,356)	(40,921)	(37,816)	(38,748)
Total	156,580	152,404	154,396	162,831	165,893	164,358
Budgeted Employees	2	2	2	2	2	2

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a slight decrease of \$646 compared to FY 08-09 budget prior to interfund reimbursements. Cost of living and merit adjustments were not funded due to economic conditions. **FY 06-07** and **FY 07-08** reflect changes in personnel. Prior year personnel cost increases 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	07-08 Actual	08-09 Projected	09-10 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	8
Congressional Action Committee meetings attended	12	12	12
Town Hall Day (Members attending)	7	7	5
National League of Cities Conferences (Members attending)	6	4	6
NC League of Municipalities Conferences (Members attending)	4	1	6
Committee of 100 Meetings	12	12	12
Chamber of Commerce Meetings	13	13	13
Lee County Economic Development Meetings	18	18	18

## 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

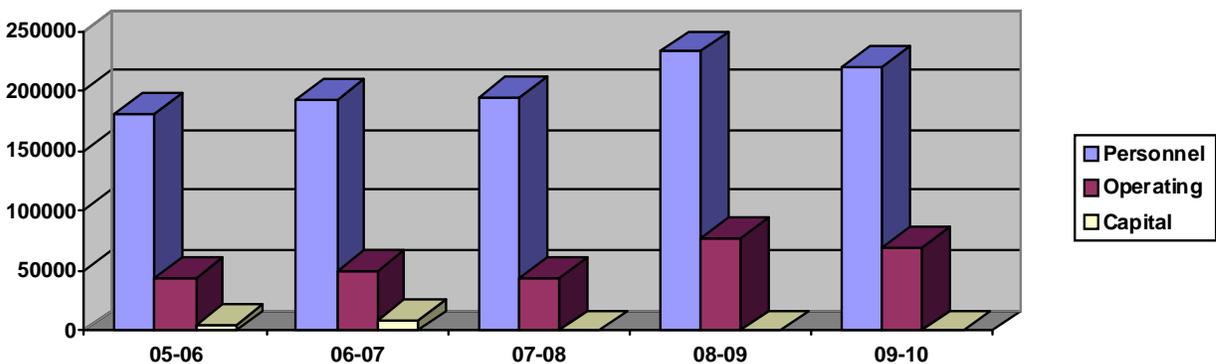
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	182,026	192,328	195,223	233,176	251,827	220,761
Operating	43,996	49,020	44,258	77,345	65,068	70,282
Capital	3,949	8,552	0	0	0	0
Subtotal	229,971	249,900	239,481	310,521	316,895	291,043
Less Interfund Reimbursement	(36,984)	(45,196)	(48,745)	(51,649)	(51,649)	(47,404)
Total	192,987	204,704	190,736	258,872	265,246	243,639
Budgeted Employees	3	3	3	4	4	4

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$19,478 or six percent (6%) compared to FY 08-09 budget prior to interfund reimbursement. Personnel decreases are shown due to one frozen position (receptionist) and cost of living or merit adjustments not funded due to economic conditions. The operating cost center reflects decreases of \$7,063 as a result of prior year additional funding for advertising and employee benefits. Retirement celebrations previously budgeted within user departments have been included in this operating cost center. Personnel cost during **FY 08-09** increased significantly due to funding a new receptionist position for ½ year and outsourcing a newly implemented flex spending debit card program. **FY 07-08** shows a decrease within capital funding. **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	07-08 Actual	08-09 Projected	09-10 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)	61	56	59
Wellness Program / Lunch-n-Learn sessions	11	16	16

**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	15	20	20
Newsletter Publications	6	6	6
Update Human Resources City webpage	n/a	1	1

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

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

**Measures:**

Management Policy Review Meetings	1	1	-
Employee Training Sessions	3	3	3

**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	07-08 Actual	08-09 Projected	09-10 Projected
<b>Measures:</b>			
US DOL / ESC Monthly Employment Statistics Report	12	12	12
Personnel hired – full time regular	12	10	10
Personnel hired – temporary	6	3	2
Personnel changes – promotions	36	35	35
Personnel changes – promotions / transfers	1	1	1
Personnel changes – demotions	4	0	0
Personnel changes – demotions / transfers	1	0	0
Personnel changes – transfers	3	2	2
Personnel separated – all personnel	15	17	17
Personnel separated – excluding retirees	10	8	8
Turnover rate – all personnel	4.59%	5.20%	5.20%
Turnover rate – excluding retirees	3.07%	2.40%	2.40%

**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	19	16	16
COBRA election forms to eligible employees / dependents	35	20	20

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

**Measures:**

Review and revise City of Sanford Personnel Policy	2	7	5
Meet due dates that are established	-	3	-

**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**

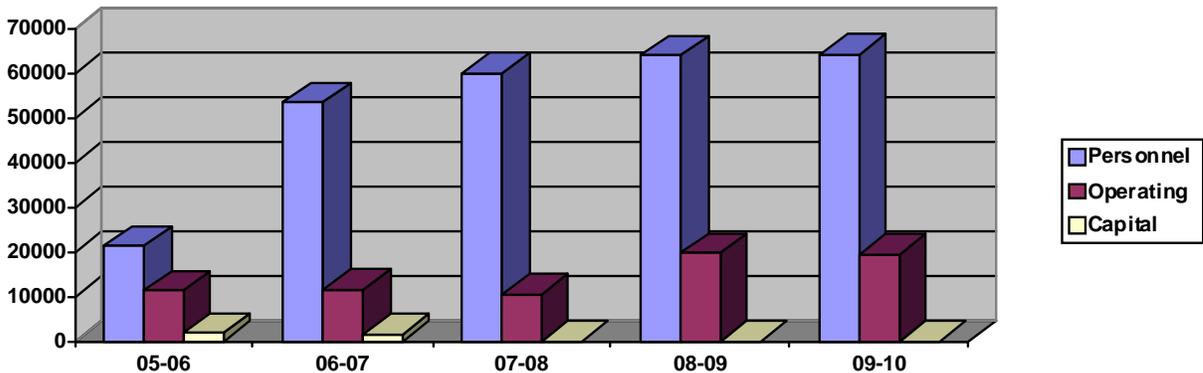
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	21,216	53,313	59,952	63,805	64,847	64,324
Operating	11,336	11,476	14,087	19,695	19,495	19,494
Capital	1,798	1,700	0	0	1,500	0
Subtotal	34,350	66,489	74,039	83,500	85,842	83,818
Less Interfund Reimbursement	(4,326)	(5,691)	(14,625)	(28,885)	(28,885)	(30,533)
Total	30,024	60,798	59,414	54,615	56,957	53,285
Budgeted Employees	1	1	1	1	1	1

**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was approved.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations remained relatively level compared to FY 08-09 budget prior to interfund reimbursement. This year reflects enhanced funding of pre-employment drug testing. Cost of living and merit adjustments were not funded as a result of current economic conditions. **FY 07-08** shows increases for personnel adjustments. **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	07-08 Actual	08-09 Projected	09-10 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	15
Field inspections related to employee and public safety	32	36	32
Workers' comp claims administered (to include FYI's)	18	20	18
Recordable cases	6	13	10
Lost Work Days (LWD)	0	79	40
Medical and indemnity annual loss incurred	\$53,811	\$27,803	\$30,000
Auto / general liability claims administered	22	14	20
Auto / general liability annual loss incurred	\$15,769	\$30,931	\$28,000

## ELECTIONS

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

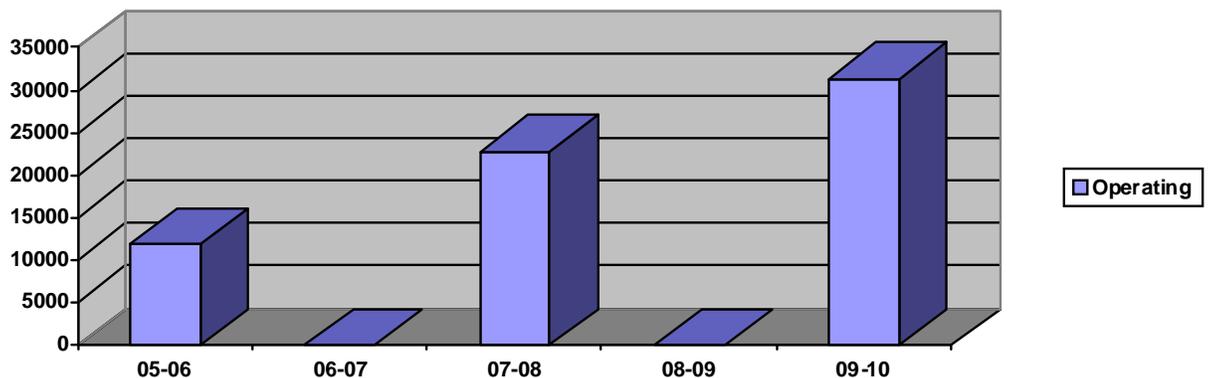
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	0	0	0
Operating	11,855	0	22,781	0	31,307	31,307
Capital	0	0	0	0	0	0
<b>Total</b>	<b>11,855</b>	<b>0</b>	<b>22,781</b>	<b>0</b>	<b>31,307</b>	<b>31,307</b>
Budgeted Employees	0	0	0	0	0	0

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. **FY 09-10** reflects an \$8,526 increase or thirty-seven (37%) percent compared to FY 07-08. Increase is mainly due to additional workers required for one stop voting. **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

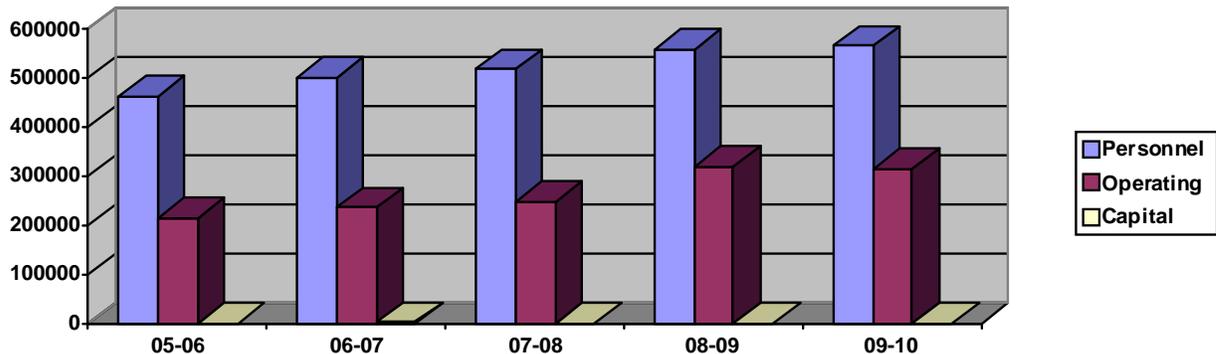
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	462,838	502,504	518,465	559,077	618,755	565,107
Operating	216,089	236,569	248,941	318,997	343,612	314,117
Capital	0	1,828	0	0	0	0
Subtotal	678,927	740,901	767,406	878,074	962,367	879,224
Less Interfund Reimbursement	(138,094)	(136,636)	(146,422)	(158,162)	(148,250)	(151,904)
Total	540,833	604,265	620,984	719,912	814,117	727,320
Budgeted Employees	8	8	8	8	8	8

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

Current economic conditions result in the lack of cost of living or merit adjustments for **FY 09-10**, therefore the budget remained relatively level compared to FY 08-09. Historically personnel adjustments are shown annually. **FY 08-09** shows increases within operating mainly due to the transfer of the employee computer purchase program into this department. 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	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To insure accountability of public funds, the department will have an annual independent audit conducted and issue a comprehensive annual financial report (CAFR)

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

**Measures:**

Submit CAFR to State Treasurer no later than October 31	100%	100%	100%
Number of GFOA Certificate of Achievement for Excellence in Financial Reporting Awards received	28	29	30
Publish financial statements within 10 days of month end	85%	100%	100%

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

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

**Measures:**

Provide quarterly budget reports within 20 days of quarter end	100%	100%	100%
Submit the budget to GFOA no later than 90 days after adoption date	100%	100%	100%
Number of GFOA Distinguished Budget Presentation Awards received	22	23	24

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

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

**Measures:**

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

**INFORMATION SYSTEMS**

**Fund:** General

**Function:** General Government

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

**DEPARTMENTAL SUMMARIES**

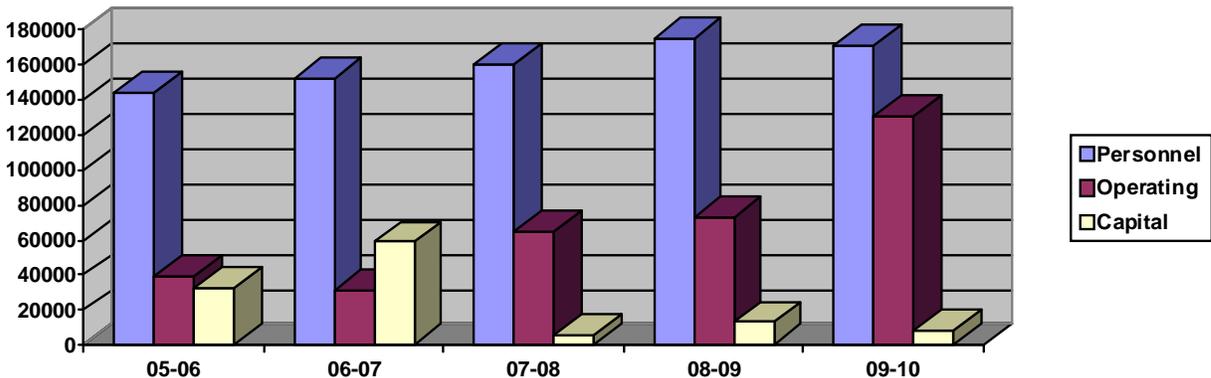
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	144,081	151,742	160,563	174,847	175,863	177,691
Operating	39,749	30,938	64,683	72,804	130,283	130,283
Capital	32,468	58,985	6,250	13,200	9,000	9,000
Subtotal	216,298	241,665	231,496	260,851	315,146	316,974
Less Interfund Reimbursements	0	(35,340)	(39,646)	(39,094)	(39,094)	(45,823)
Total	216,298	206,325	191,850	221,757	276,052	271,151
Budgeted Employees	2	2	2	2	2	2

**2009-2010 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) web server, \$9,000.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect an increase of \$56,123 or twenty-two percent (22%) compared to the **FY 08-09** budget prior to interfund reimbursement. This increase is attributed to the transfer of the copier contract into this department. **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. Historically personnel adjustments contribute to increases shown within the cost center, however cost of living and merit adjustments were not funded during **FY 09-10** due to economic conditions.



## INFORMATION SYSTEMS

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

Performance Measures	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To reduce the number of network downtime hours to an absolute minimum that will allow users more time for productivity throughout the entire work year

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

**Measures:**

Hours of network downtime	4	5	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	175	177	177
Number of computer systems in place	157	167	174
Number of network servers in place	17	17	17
Number of databases being utilized	33	34	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

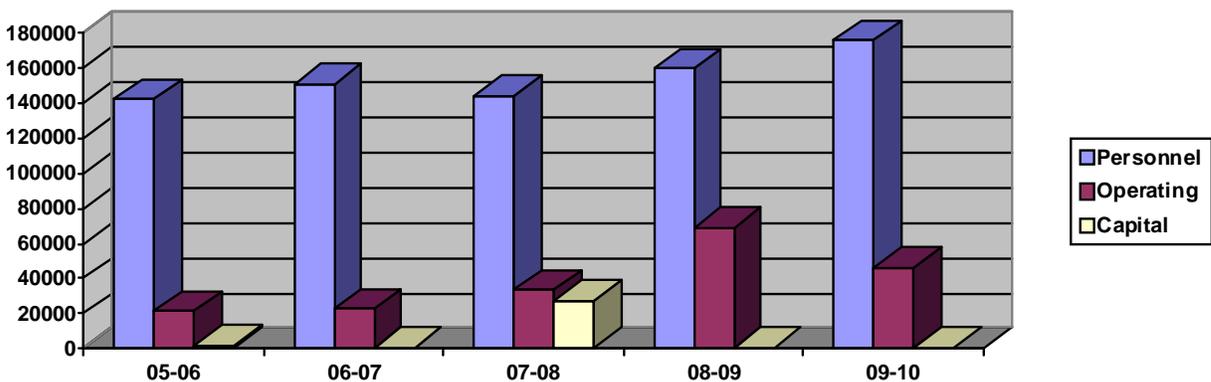
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	142,063	150,514	143,714	159,593	173,929	175,761
Operating	21,502	22,510	33,401	69,293	47,387	46,388
Capital	1,791	785	27,795	0	0	0
Subtotal	165,355	173,809	204,910	228,886	221,316	222,149
Less Interfund Reimbursement	(64,819)	(67,954)	(73,490)	(77,140)	(71,283)	(73,040)
Total	100,537	105,855	131,420	151,746	150,033	149,109
Budgeted Employees	2	2	2	2	2	2

### 2009-2010 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$6,737 or three percent (3%) compared to FY 08-09 budget prior to interfund reimbursement. An increase is shown within personnel for the hiring of a new more experienced employee. A substantial decrease is reflected within the operating cost center due to additional legal fees budgeted in FY 08-09. **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.



## 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	07-08 Actual	08-09 Projected	09-10 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%	97%	97%

## PUBLIC BUILDING

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

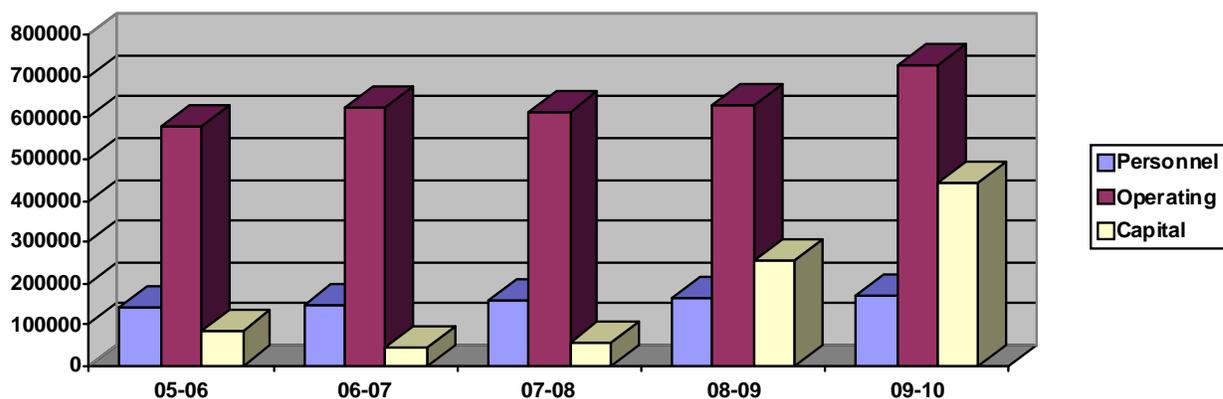
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	143,479	148,057	157,226	166,380	168,937	170,687
Operating	579,749	623,681	614,923	630,021	668,024	725,857
Capital	86,684	46,260	55,629	254,223	276,300	445,000
Subtotal	809,912	817,998	827,778	1,050,624	1,113,261	1,341,544
Less Interfund Reimbursements	0	(156,419)	(155,976)	(131,679)	(119,035)	(121,968)
Total	809,912	661,579	671,802	918,945	994,226	1,219,576
Budgeted Employees	3	3	3	3	3	3

### 2009-2010 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) boiler, \$15,000; two (2) sallyport doors, \$5,000; remodel city hall, \$350,000 (installment purchase); Martin Luther King Park, \$50,000; and neighborhood park, \$25,000.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect an increase of \$290,920 or twenty-eight (28%) percent compared to FY 08-09 budget prior to interfund reimbursement. Increases within operating are mainly attributed to preliminary analysis of public safety facility (\$25,000); and installment purchase payment for remodel of city hall (\$58,333). Increases within capital are shown. **FY 08-09** and **FY 07-08** increases are related to capital funding as well. **FY 06-07** reflect operating cost increases 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.



## 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	07-08 Actual	08-09 Projected	09-10 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	95%	100%	100%
Complete within 2 weeks	95%	95%	95%

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

**Measures:**

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

## GENERAL SERVICES

**Fund:** General

**Function:** General Government

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

### DEPARTMENTAL SUMMARIES

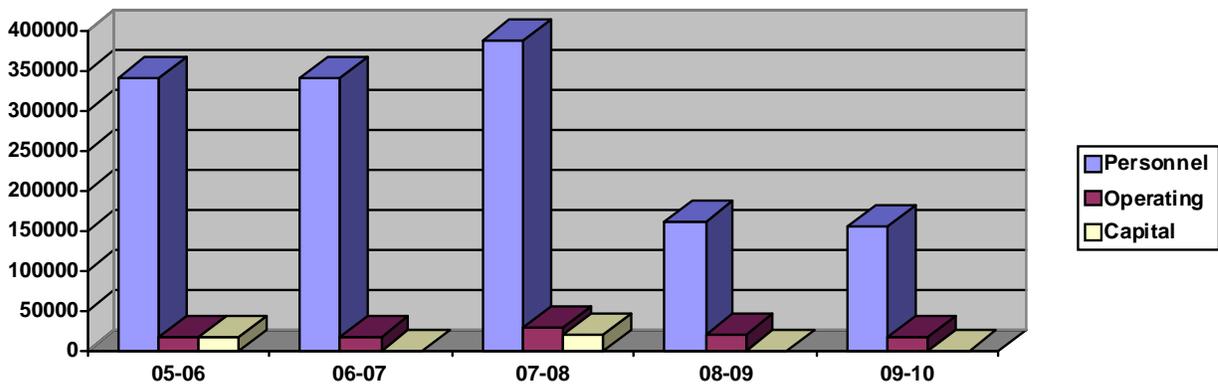
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	340,468	341,987	387,373	162,102	144,976	154,158
Operating	17,248	18,104	28,957	20,284	16,865	15,765
Capital	17,160	0	21,151	0	0	0
Subtotal	374,876	360,091	437,481	182,386	161,841	169,923
Less Interfund Reimbursement	(228,109)	(231,842)	(257,158)	(13,158)	(13,622)	(13,957)
Total	146,767	128,249	180,323	169,228	148,219	155,966
Budgeted Employees	5	5	5	2	2	2

### 2009-2010 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$12,463 or seven percent (7%) compared to FY 08-09 budget prior to interfund reimbursement. This decrease is mainly due to the first full year of a "partial" departmental transfer in prior year. **FY 08-09** reflects the transfer of three employees into a new public works administration department within the utility fund. **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. Historical changes reflect increases mainly due to salary and benefit adjustments.



**GENERAL SERVICES**

The General Services Division is responsible for the effective management of the General Services Department. Formal departmental staff meetings are held in order to enhance open, productive communication. Discussions are held concerning each division’s activities and any actions or decisions made by administration. The General Services director meets informally with division heads on a daily basis to promote communication and problem solving. Safety training is provided on a continuous basis for prevention of accidents and compliance to OSHA standards. The division is also responsible for administrative work including routine record keeping, implementation of written policies, information literature for in-house and public use, special projects and public relations.

Performance Measures	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** General Services maintains a productive department through strong leadership and teamwork; services essential to the quality of life in Sanford are provided to citizens and user departments in the most cost effective, efficient, and courteous manner possible

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

**Measures:**

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

**CENTRAL OFFICE**

**Fund:** General

**Function:** General Government

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

**DEPARTMENTAL SUMMARIES**

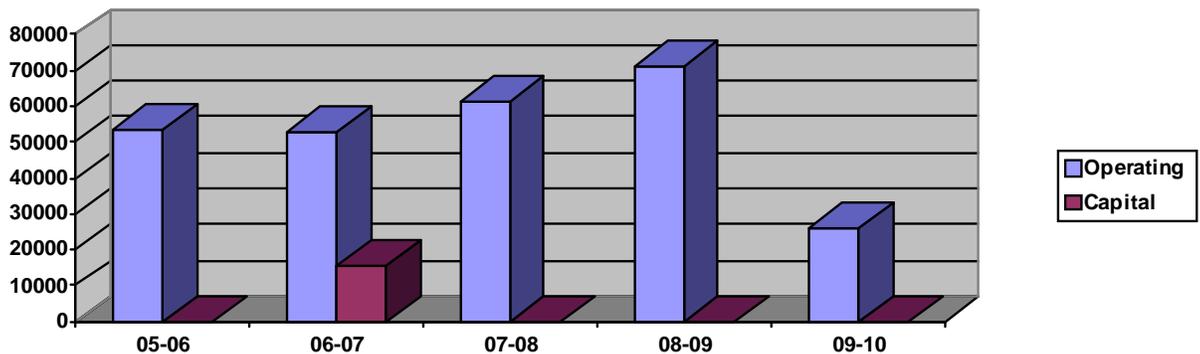
<b>Object of Expenditure</b>	<b>ACTUAL 05-06</b>	<b>ACTUAL 06-07</b>	<b>ACTUAL 07-08</b>	<b>BUDGET 08-09</b>	<b>REQUESTED 09-10</b>	<b>APPROVED 09-10</b>
Personnel	0	0	0	0	0	0
Operating	53,226	52,889	61,208	71,010	26,175	26,175
Capital	0	15,703	0	0	0	0
Subtotal	53,226	68,592	61,208	71,010	26,175	26,175
Less Interfund Reimbursement	(4,792)	(3,782)	(4,783)	(4,716)	(4,716)	(5,048)
Total	48,434	64,810	56,425	66,294	21,459	21,127
Budgeted Employees	0	0	0	0	0	0

**2009-2010 CAPITAL OUTLAY DETAIL**

No capital outlay funding was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$44,835 or sixty-three (63%) percent compared to FY 08-09 budget prior to interfund reimbursement. This decrease is due to the transfer of the copier contract into another department. **FY 08-09** reflects increases 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**.



**GENERAL FUND CONTRIBUTIONS**

**Fund:** General

**Function:** General Government

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

**DEPARTMENTAL SUMMARIES**

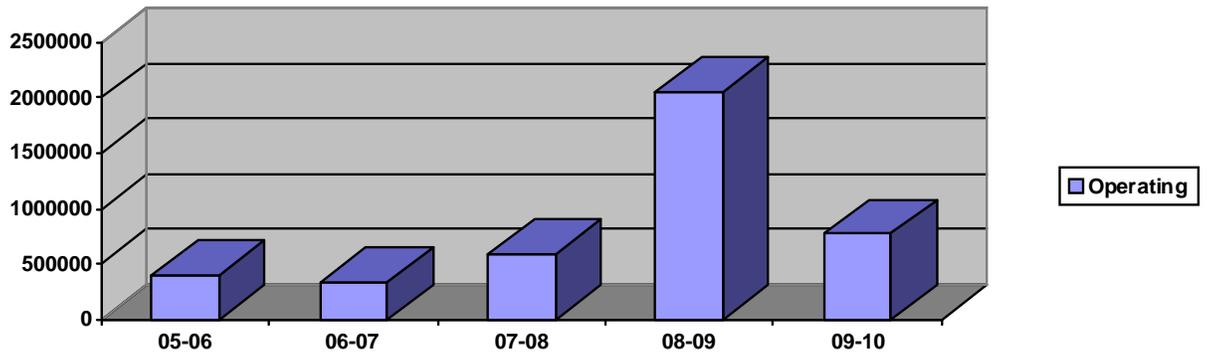
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	0	0	0
Operating	395,735	332,711	588,583	2,049,524	886,453	768,150
Capital	0	0	0	0	0	0
<b>Total</b>	<b>395,735</b>	<b>332,711</b>	<b>588,583</b>	<b>2,049,524</b>	<b>886,453</b>	<b>768,150</b>
Budgeted Employees	0	0	0	0	0	0

**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$1,281,374 or sixty-three percent (63%) compared to FY 08-09 budget. Other Post Employment Benefits (OPEB) not funded due to the economic constraints and contingency funds were reduced by \$50,000. **FY 08-09** shows increases for Other Post Employment Benefits (OPEB) funding and loan to airport. **FY 07-08** reflects the first year of Other Post Employment Benefits (OPEB) funding. 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**

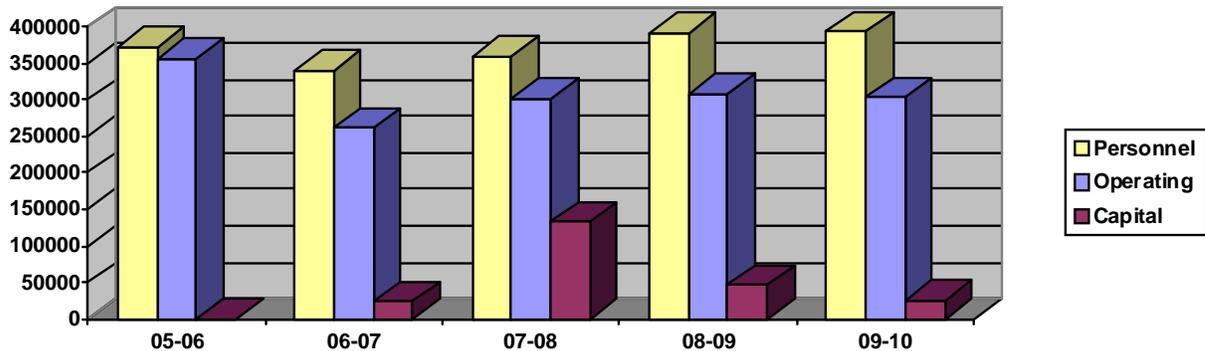
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	371,533	339,539	359,450	391,649	388,178	393,662
Operating	256,524	261,686	301,706	309,031	303,611	303,031
Capital	0	24,017	132,455	46,000	25,000	25,000
Total	628,057	625,242	793,611	746,680	716,789	721,693
Budgeted Employees	8	6	6	6	6	6

**2009-2010 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes ten (10) fairway mower reels, \$25,000.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$24,987 or three (3%) percent compared to FY 08-09 budget. This decrease is mainly due to reduced installment purchase payments and capital outlay funding. **FY 08-09** decreases are mainly shown within capital outlay funding. **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. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. Health insurance increases this cost center annually.



## 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, civic organizations, and to public and private schools in the community and surrounding areas.

Performance Measures	07-08 Actual	08-09 Projected	09-10 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	2	2	4
Aerate tees	2	2	3
Fertilize fairways	2	2	3
Fertilize greens	20	20	20
Top dress greens	10	10	12
Spray for foreign grass	3	3	3
Overseed tees	2	2	2
Edge Sand Traps	3	3	3
Paint Greens (winter)	1	1	1

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

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

**Measures:**

Rounds of golf	33,230	30,000	32,000
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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 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	246,633	260,010	271,371	279,056	282,740	285,635
Operating	696,296	652,106	823,164	988,802	773,002	770,302
Capital	23,560	900	0	10,000	35,000	19,800
Subtotal	966,489	913,016	1,094,535	1,277,858	1,090,742	1,075,737
Less Interfund Reimbursement	(0)	(0)	(0)	(0)	(0)	(65,436)
Total	966,489	913,016	1,094,535	1,277,858	1,090,742	1,010,301
Budgeted Employees	5	5	5	5	5	5

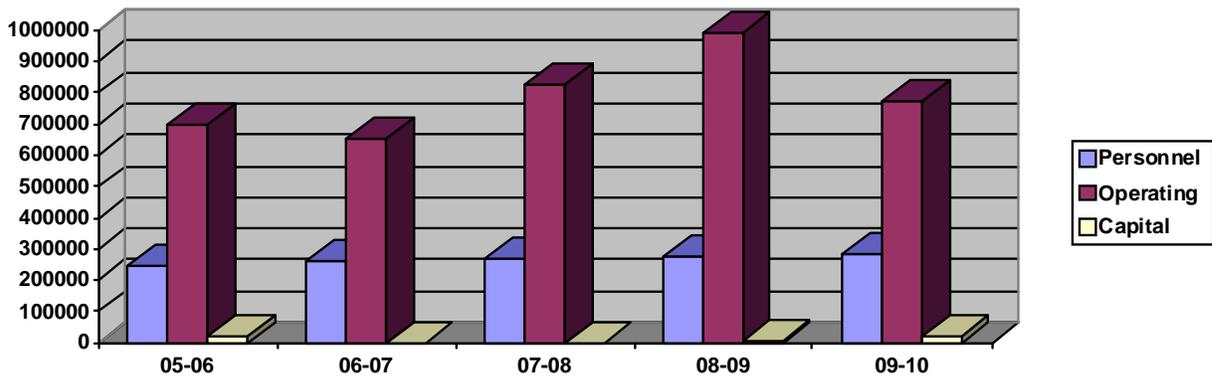
**2009-2010 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) van, \$19,800.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$202,121 or sixteen percent (16%) compared to FY 08-09 budget. Fluctuation in fuel costs mainly contribute to this decrease. Also, the city will no longer charge user departments for labor and markup on parts. Increases are shown within personnel due to rise in health insurance. Cost of living and merit adjustments were not funded during FY 09-10 due to the current economic conditions. **FY 08-09** and **FY 07-08** reflect increases due to salary and benefit adjustment as well as increased fuel costs. **FY 05-06** 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	07-08 Actual	08-09 Projected	09-10 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

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

<b>Objective:</b> To complete 95% of Preventative Maintenance Inspections (PMI) by scheduled due date
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**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

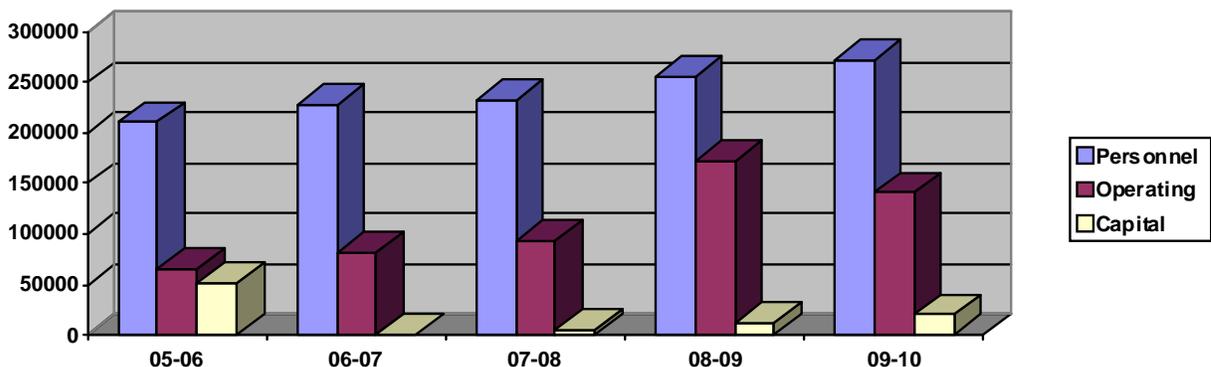
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	210,470	228,272	232,559	256,217	266,778	271,289
Operating	65,073	82,048	92,666	171,629	112,110	140,905
Capital	51,666	0	5,300	12,000	20,500	20,500
Total	327,209	310,320	330,525	439,846	399,388	432,694
Budgeted Employees	6	6	6	6	6	6

### 2009-2010 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ¾ ton truck, \$20,500.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriation reflects a decrease of \$7,152 or two (2%) percent compared to FY 08-09 budget. Personnel increases are mainly attributed to health insurance. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. **FY 08-09** includes additional funds 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. The use of inmate labor continues to assist in the accomplishments of this department.



## HORTICULTURE

The major functions of the Horticulture Department include landscape and maintenance of traffic islands and other city properties; landscape, installation and maintenance of horticultural areas and fine turf areas around and adjacent to governmental buildings; assist the Downtown Revitalization Committee and various merchants with the landscape and projects of joint interest to both business and local government; remove litter; responsible for erection of Christmas decorations; maintain an ongoing public speaking program to civic groups, garden clubs, and other governmental organizations concerning horticulture; 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	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To maintain, beautify and improve appearances of traffic islands as well as interior / exterior scapes at municipal buildings and parking areas

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

**Measures:**

Sites maintained	60	63	65
Plant beds installed / renovated	5	3	3
Annuals grown and planted	75,000	78,000	56,000
Acres mowed	22	22	23
Litter removal	60,000	65,000	60,000
Interior plants maintained	200	200	150

**POLICE**

**Fund:** General

**Function:** Public Safety

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

**DEPARTMENTAL SUMMARIES**

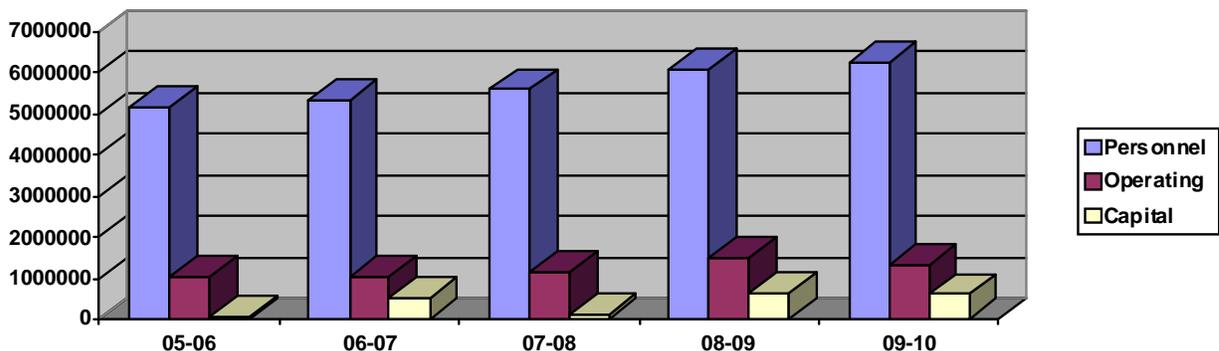
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	5,180,126	5,350,785	5,597,542	6,093,078	6,206,278	6,229,447
Operating	1,056,829	1,053,530	1,171,203	1,518,688	1,309,839	1,341,015
Capital	84,001	531,410	106,273	625,972	687,535	624,535
<b>Total</b>	<b>6,320,956</b>	<b>6,935,725</b>	<b>6,875,018</b>	<b>8,237,738</b>	<b>8,203,652</b>	<b>8,194,997</b>
Budgeted Employees	100	100	101	102	102	102

**2009-2010 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) antenna and antenna relocation, \$12,010; six (6) detective vehicles, \$126,000; one (1) fingerprint livescan station, \$27,000; one (1) printer, \$2,525; one (1) communication console, \$397,000 (installment purchase); and fiber optic cable install, \$60,000 (911 surcharge).

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a slight decrease of \$42,741 compared to **FY 08-09** budget. This decrease is shown within operating and is related to a reduction in fuel prices. Personnel increases are the result of health insurance cost. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these were not funded during **FY 09-10** due to economic constraints. Included within **FY 08-09** 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. Patrol vehicles were funded which contributes to the capital increase. **FY 07-08** shows increases related to personnel costs. Capital shows substantial decrease due to funding patrol vehicles in prior year. **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.



## 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	07-08 Actual	08-09 Projected	09-10 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	34,751	35,000	43,729
Number of accident investigations	1,592	1,600	1,385

**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	299	320	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	1,850	1,570	1302
Property damage	\$5,210,282	\$5,200,000	\$4,920,965

**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**

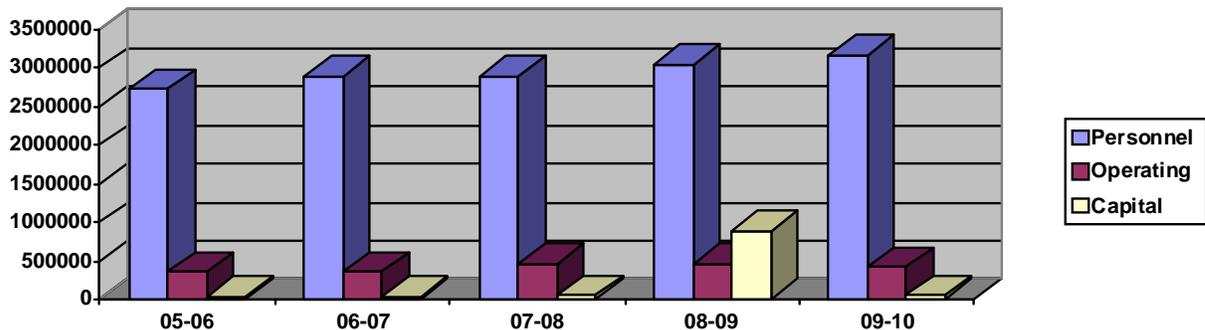
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	2,722,075	2,881,991	2,891,751	3,042,086	3,181,555	3,165,158
Operating	351,570	358,365	459,948	466,699	442,790	418,144
Capital	39,455	32,668	56,435	881,537	1,020,958	60,630
Total	3,113,100	3,273,024	3,408,134	4,390,322	4,645,303	3,643,932
Budgeted Employees	52	52	52	53	53	53

**2009-2010 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes one (1) Impala, \$21,000; one (1) four wheel drive utility vehicle, \$34,130; and one (1) telecommunications system, \$5,500.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations decreased \$746,390 or seventeen percent (17%) compared to the FY 08-09 budget. Reduced capital outlay funding contributes to this decrease. Personnel increases are reflective of health insurance cost. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. Health insurance increases this cost center annually. **FY 08-09** personnel cost 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. Shown within capital is funding for two pumper apparatus. Fuel prices contribute to the increases shown within **FY 07-08** 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.



## 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	07-08 Actual	08-09 Projected	09-10 Projected
<b>Goal:</b> Reduce loss of life and property			
<b>Objective:</b> To reduce the amount of property loss and injury caused by fire and other forces			
<b>Measures:</b>			
Total number of fire department responses	1,030	915	900
Number of structure fires	34	30	25
Number of vehicle fires	28	24	20
Number of motor vehicle accident responses	307	225	230
All other responses	663	636	625

**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	826	750	750
Number of logged pre-incident plans	200	255	300
Number of State Certified Fire Inspectors (Current: 2-Level III / 1-Level II / 5-Level I)	8	8	8

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

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

**Measures:**

Number of training hours per certified firefighters	252	235	245
Total number of training hours for department	13,380	12,426	13,000
Number of state certified firefighters (including part-time)	52	52	52
Number of state certified fire instructors	17	19	18

Performance Measures	07-08 Actual	08-09 Projected	09-10 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)	36	40	40
Number of fires deemed incendiary or still under investigation	13	8	8
Number of certified fire / arson investigators	2	2	2

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

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

**Measures:**

Number of smoke detectors installed – free service	25	27	50
Number of fire and life-safety education programs	69	58	60
Number reached by programs (school age > senior citizen)	8,612	7,135	7,135
Number of state certified fire and life safety educators	4	4	4
Number of child passenger safety seats installed or checked	200	210	100

## INSPECTIONS

**Fund:** General

**Function:** Public Safety

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

### DEPARTMENTAL SUMMARIES

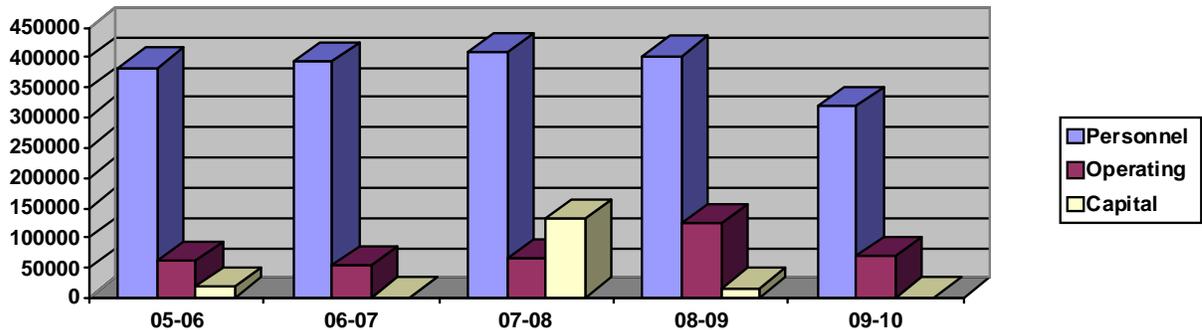
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	383,182	393,708	407,892	403,535	402,703	318,624
Operating	61,457	53,935	65,355	124,458	86,683	69,783
Capital	18,878	1,700	132,133	16,000	20,200	0
Total	463,517	449,343	605,380	543,993	509,586	388,407
Budgeted Employees	8	8	8	7	7	7

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$155,586 or twenty-nine percent (29%) compared to the **FY 08-09** budget. Due to economic conditions, two vacant positions have been frozen resulting in a savings of \$94,573 shown within personnel. Also, salary adjustments were not funded. Savings were realized within the operating cost center due to the frozen positions and reduction in fuel prices. Vehicular laptops were budgeted within **FY 08-09**, however, were not purchased when the economy started a downturn and revenues were not received as expected. **FY 08-09** personnel costs reflect a decrease for the transfer of an employee into the Community Development 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.



## 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	07-08 Actual	08-09 Projected	09-10 Projected
<b>Goal:</b> 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			
<b>Objective:</b> To review and approve all building, electrical, plumbing, mechanical, and other permits within established timeframes			
<b>Measures:</b>			
Number of building permits issued	724	473	520
Number of electrical permits issued	1,185	1,025	1,128
Number of mechanical permits issued	749	633	696
Number of plumbing permits issued	585	404	444
Other permits issued	338	225	248
Revenue generated from permits	\$426,514	\$310,499	\$341,548

**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	8,044	6,195	6,815
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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

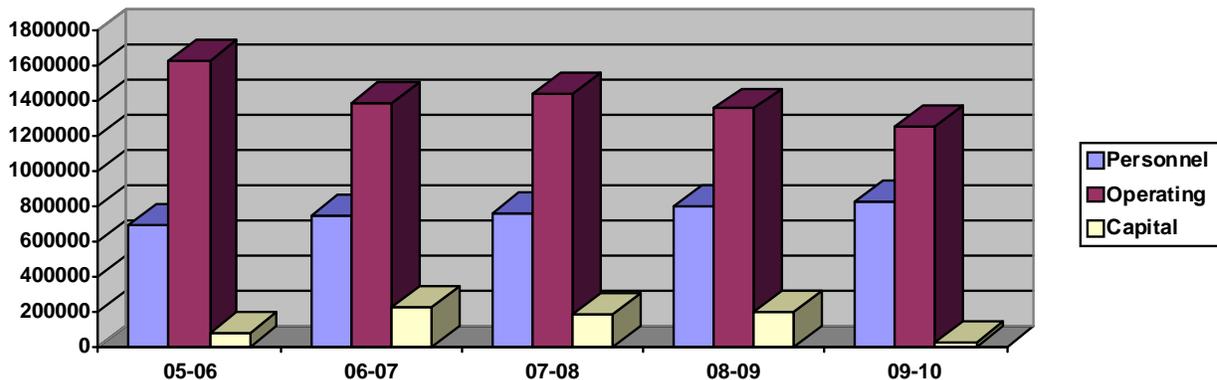
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	689,098	752,249	764,169	804,918	806,529	822,981
Operating	1,624,889	1,392,714	1,437,282	1,353,395	1,300,031	1,255,787
Capital	84,032	230,196	187,868	196,666	117,400	29,400
<b>Total</b>	<b>2,398,019</b>	<b>2,375,159</b>	<b>2,389,319</b>	<b>2,354,979</b>	<b>2,223,960</b>	<b>2,108,168</b>
Budgeted Employees	18	18	18	18	18	18

### 2009-2010 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) ½ ton trucks, \$29,400.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations decreased \$246,811 or ten (10%) percent compared to FY 08-09 budget. Personnel increases are the result of health insurance cost. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. A reduction in capital outlay funding contributes to this decrease along with continued decline in fuel prices. Funded within this year is \$75,000 for Jonesboro streetscape and \$30,000 for the second year of street lighting enhancement. **FY 08-09** shows decreases 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**. 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.



## 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	07-08 Actual	08-09 Projected	09-10 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	2,467	2,169	2,406
Feet of curb and gutter installed / repaired	912	744	808
Feet of sidewalk installed / repaired	2,459	2,595	1,817
Cutbacks for site distance	517	715	520
Feet of on-street ditches cleaned	11,703	8,177	13,774
Hours of street cleaning	1,140	1,212	1,200
Catch basins cleaned	8,608	9,250	9,355

**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	2,729	2,925	3,125
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## STREET CAPITAL IMPROVEMENTS

**Fund:** General

**Function:** Streets

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

### DEPARTMENTAL SUMMARIES

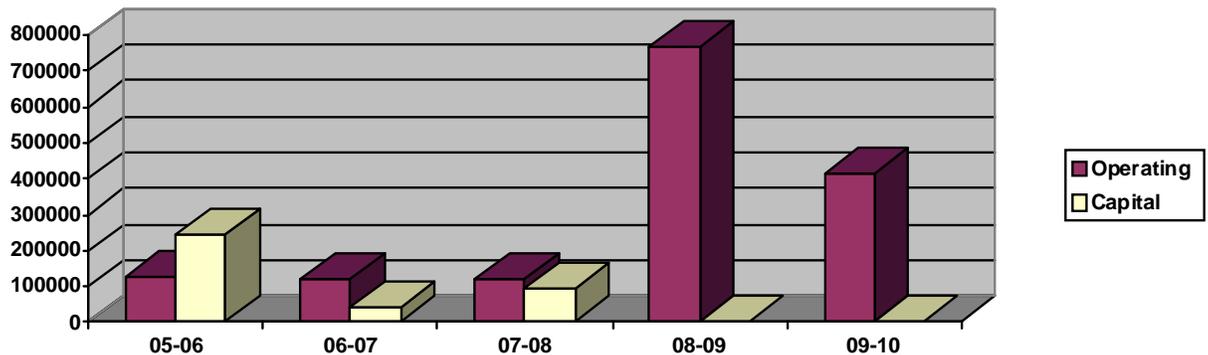
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	0	0	0
Operating	123,942	120,802	117,663	764,525	680,000	411,385
Capital	246,498	42,027	94,853	0	0	0
<b>Total</b>	<b>370,440</b>	<b>162,829</b>	<b>212,516</b>	<b>764,525</b>	<b>680,000</b>	<b>411,385</b>
Budgeted Employees	0	0	0	0	0	0

### 2009-2010 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$353,140 or forty-six (46%) percent compared to FY 08-09 budget. This reduction is a result of a \$350,000 decrease in funding for paving and sidewalks. **FY 08-09** shows increases for 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

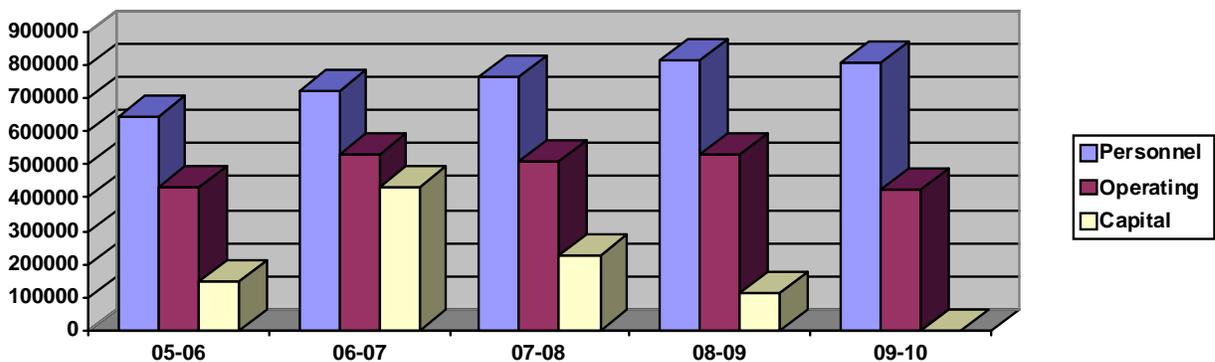
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	645,201	720,380	764,064	815,805	828,802	808,373
Operating	429,730	532,637	508,096	533,402	460,391	424,841
Capital	149,398	432,508	227,788	112,100	167,205	0
Total	1,224,329	1,685,525	1,499,948	1,461,307	1,456,398	1,233,214
Budgeted Employees	17	18	18	18	18	18

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$228,093 or sixteen percent (16%) compared to FY 08-09 budget. Decrease is due to lack of capital outlay funding; one frozen position within personnel; and operating reduction in installment purchase expense (\$46,620) as well as declining fuel prices. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. Health insurance increases this cost center annually. Included within **FY 08-09** are funds (\$33,902) to expand the inmate litter crew program. **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.



## 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	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To develop and provide residents of the City of Sanford with the cost-effective debris collection program consisting of yard waste and bulk trash pick-up that will insure a better appearance within our city

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

**Measures:**

Number of loads of limbs and leaves hauled	1,851	1,900	1,910
Number of loads of bulk trash hauled	586	500	525

**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	556	575	600
Equipment hours mowing	808	825	850
Equipment hours cleaning sidewalk	537	400	500

**SANITATION**

**Fund:** General

**Function:** Sanitation

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

**DEPARTMENTAL SUMMARIES**

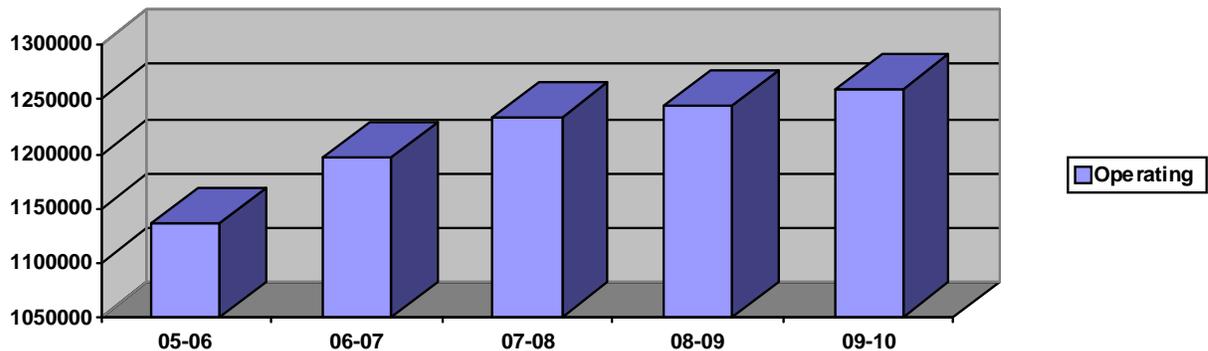
<b>Object of Expenditure</b>	<b>ACTUAL 05-06</b>	<b>ACTUAL 06-07</b>	<b>ACTUAL 07-08</b>	<b>BUDGET 08-09</b>	<b>REQUESTED 09-10</b>	<b>APPROVED 09-10</b>
Personnel	0	0	0	0	0	0
Operating	1,137,693	1,196,756	1,232,615	1,244,424	1,285,273	1,259,350
Capital	0	0	0	0	0	0
<b>Total</b>	<b>1,137,693</b>	<b>1,196,756</b>	<b>1,232,615</b>	<b>1,244,424</b>	<b>1,285,273</b>	<b>1,259,350</b>
Budgeted Employees	0	0	0	0	0	0

**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect an increase of \$14,926 or one percent (1%) compared to FY 08-09 budget. This is the result of a 0.1% C.P.I. contract adjustment with Waste Management and an increase in the number of customers. **FY 08-09** reflects a contract adjustment as well. **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.



## 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	07-08 Actual	08-09 Projected	09-10 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	8,608	8,750	8,850
Solid waste fees collected	\$846,786	\$884,585	\$890,000

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

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

**Measures:**

Number of tons of recycling collected	630	635	650
Number of tons of residential waste	7,845	8,055	8,100

## 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

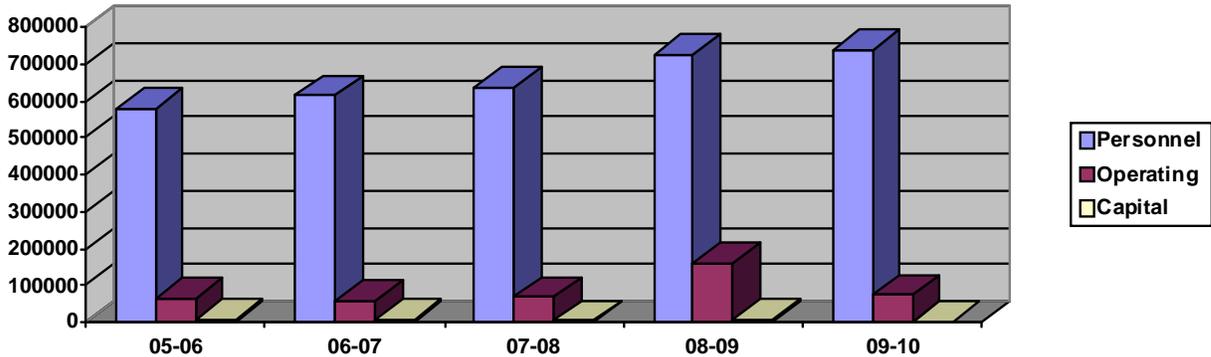
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	580,487	613,004	637,421	726,322	715,025	739,450
Operating	66,597	58,037	67,555	158,465	85,750	72,930
Capital	5,053	7,953	3,502	4,927	0	0
Total	652,137	678,994	708,478	889,714	800,775	812,380
*Budgeted Employees	9	9	9	10	10	10

### 2009-2010 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$77,334 or nine percent (9%) compared to the FY 08-09 budget. Increases are shown within personnel due to Board of Adjustment and Planning Board members fees transferred from operating expense. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. Health insurance increases this cost center annually. Operating shows a decrease due to a telecommunication tower master plan (\$40,000) budgeted in prior year; fuel and auto maintenance expenses eliminated as director will now receive car allowance; the elimination of third party consultant review of telecommunication towers (\$24,000); and reduced expenses within training, telephone, advertising, postage, and supplies. **FY 08-09** 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 and FY 05-06** 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	07-08 Actual	08-09 Projected	09-10 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	95%	98%	100%
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	07-08 Actual	08-09 Projected	09-10 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	31	20	16
Number of final plats approved	16	17	08
Number of planning board agendas	16	05	04
Number of site plans approved	22	54	40

**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**

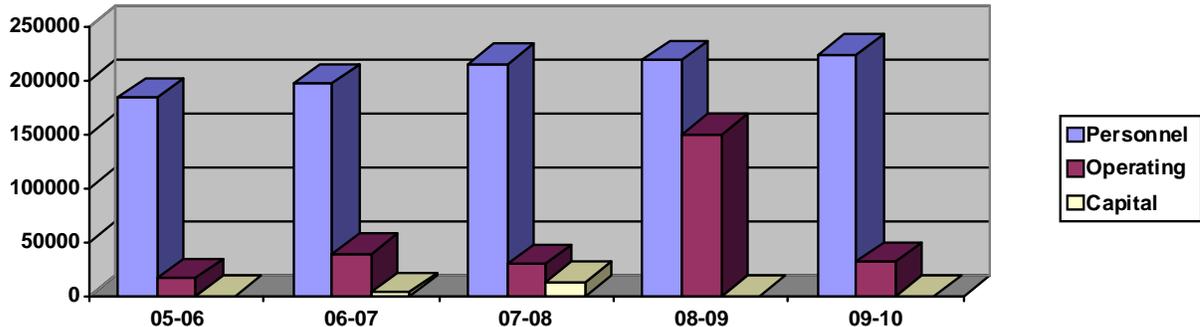
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	183,774	196,512	214,977	218,390	216,654	224,206
Operating	16,915	40,050	29,543	149,503	69,383	31,883
Capital	0	3,397	13,314	0	0	0
Total	200,689	239,959	257,834	367,893	286,037	256,089
Budgeted Employees	4	4	4	4	4	4

**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$111,804 or thirty percent (30%) compared to FY 08-09 budget. This decrease is due to a \$125,000 prior year appropriation included within operating for demolition expenses. Personnel costs are showing an increase for board salaries which were previously included within operating cost center. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. Health insurance increases this cost center annually. **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. **FY 05-06** shows increases resulting from full staff and forced demolitions.



## 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	07-08 Actual	08-09 Projected	09-10 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	1,445	944	1,500
Trash / junk complaints	356	319	450
Abandoned vehicle complaints	464	127	400
Minimum housing complaints	72	55	100
Sewer / health / safety complaints	50	40	60
Other / animals	64	37	65

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

**Measures:**

Illegal banner sign complaints	23	1,517	1,000
Illegal pennant, flag and temporary sign complaints	62	10	45
UDO complaints	-	30	50

**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	35	45	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**

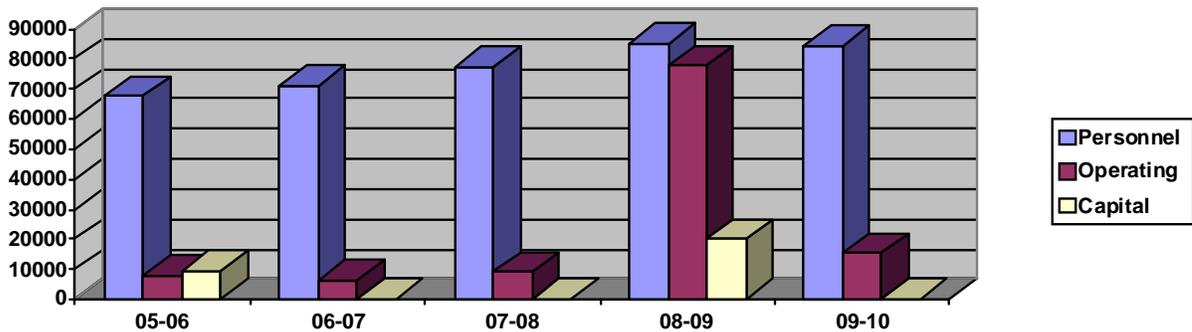
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	67,563	71,158	77,393	85,466	83,120	84,299
Operating	7,903	6,367	9,127	77,765	49,187	15,587
Capital	9,667	0	0	20,000	0	0
Total	85,133	77,525	86,520	183,231	132,307	99,886
Budgeted Employees	1	1	1	1	1	1

**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$83,345 or forty-five percent (45%) compared to FY 08-09 budget. This decrease is the result of prior year funding of a \$50,000 appropriation within operating for a Sanford / Downtown / Jonesboro Historic District Plan and Jonesboro Christmas decorations in the amount of \$5,000. Capital outlay shows a decrease for prior year funding of 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. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. Health insurance increases this cost center annually.



**COMMUNITY ENHANCEMENT – DOWNTOWN / HPC**

Historic Preservation – The purpose of the Historic Preservation 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	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To restore, preserve, and protect historic landmarks and historic properties that are deemed to be of special significance in terms of historic, prehistoric, architectural, or cultural importance

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

**Measures:**

Investigate and approve applications for minor works that do not interfere with the integrity of the property	67	56	60
Prepare formal applications for major works to the Historic Preservation Commission	14	21	20
Investigate design guideline violations	33	40	40
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	11	6	4
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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%	100%
Evaluation of infrastructure within neighborhood	100%	100%	100%

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## UTILITY FUND

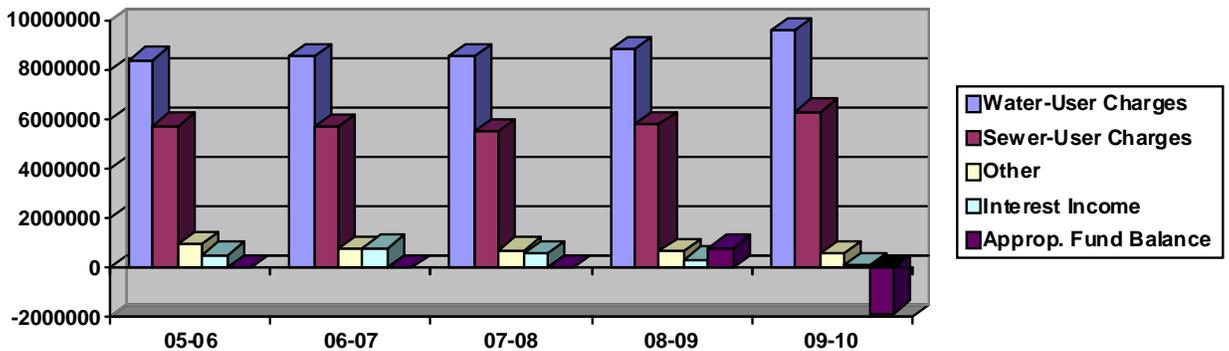
**Goal:** To account for the operations of the water treatment, wastewater treatment, and distribution systems.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Water-User Charges	8,416,152	8,550,411	8,548,323	8,833,890	9,614,892	9,614,892
Sewer-User Charges	5,781,446	5,736,201	5,514,990	5,825,000	6,309,000	6,309,000
Other	957,625	754,413	745,559	692,500	559,841	559,841
Interest Income	529,734	803,232	585,868	362,500	128,351	128,351
Appropriated Fund Balance	0	0	0	808,776	(1,833,797)	(1,833,797)
<b>Total</b>	<b>15,684,957</b>	<b>15,844,257</b>	<b>15,394,740</b>	<b>16,522,666</b>	<b>14,778,287</b>	<b>14,778,287</b>

### GRAPHIC REPRESENTATION

**FY 09-10** revenues decreased \$1,744,379 or eleven (11%) percent compared to **FY 08-09** budget. Water and sewer revenues show a net increase of \$1,265,002 mainly due to a rate increase. These revenues are projected conservatively and based on historical data. The decrease within other revenue is mainly due to anticipated reduction in taps and connections revenue. Investment income continues to show a reduction for declining interest rates. There is a \$2.6 million dollar swing in the fund balance appropriation since water and sewer rates were increased to accommodate funding the expansion at the wastewater treatment plant. **FY 08-09** reflects a mid-year rate increase in water and sewer charges. Interest income reflects a decline in interest rates. **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.



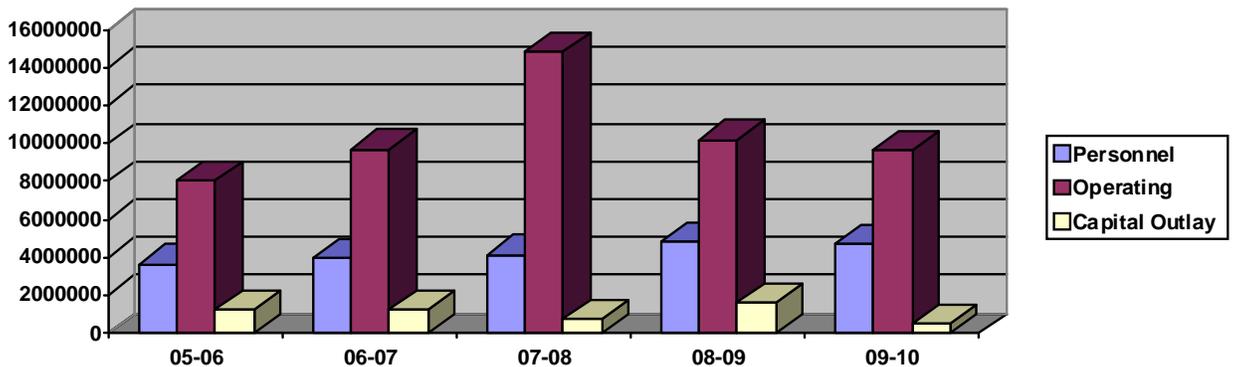
**UTILITY FUND**

**EXPENDITURE SUMMARIES**

Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	3,649,042	3,960,098	4,117,202	4,789,522	4,583,182	4,679,235
Operating	8,034,189	9,661,402	14,792,737	10,143,165	9,894,725	9,630,752
Capital Outlay	1,229,546	1,249,900	737,153	1,589,979	679,800	468,300
Total	12,912,777	14,871,400	19,647,092	16,522,666	15,157,707	14,778,287
Budgeted Employees	82	82	83	86	87	87

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriation reflects a decrease of \$1,744,379 or eleven percent (11%) compared to FY 08-09 budget. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. Health insurance increases this fund annually. Decreases within operating are the result of fuel prices and other cost saving measures. A substantial decrease is shown within capital as well. **FY 08-09** reflects 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. Increases are shown for capital funding. **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. **Historical** increases were mainly attributed to government mandates, debt service, additional personnel costs and usage patterns. It should be noted that an amount equal to \$105,406 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

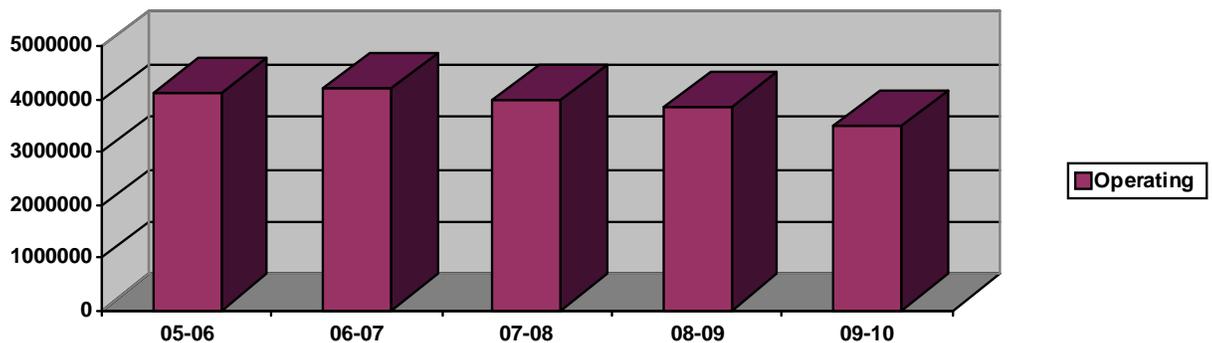
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	0	0	0
Operating	4,127,890	4,212,870	3,975,349	3,838,443	3,499,248	3,499,248
Capital	0	0	0	0	0	0
<b>Total</b>	<b>4,127,890</b>	<b>4,212,870</b>	<b>3,975,349</b>	<b>3,838,443</b>	<b>3,499,248</b>	<b>3,499,248</b>
Budgeted Employees	0	0	0	0	0	0

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$339,195 or nine percent (9%) compared to FY 08-09 budget. This decrease is a result of expired debt. **FY 05-06** shows 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

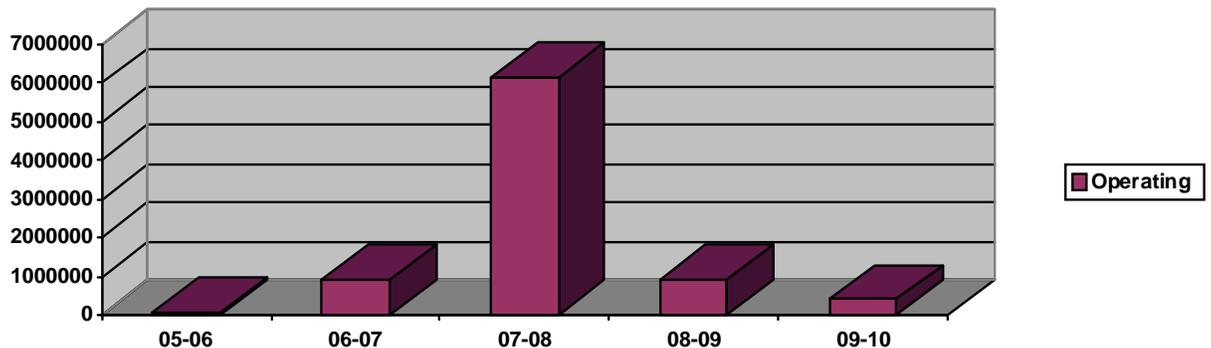
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	0	0	0
Operating	50,000	926,899	6,164,632	921,696	433,120	403,160
Capital	0	0	0	0	0	0
Total	50,000	926,899	6,164,632	921,696	433,120	403,160
Budgeted Employees	0	0	0	0	0	0

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$518,536 or fifty-six (56%) percent compared to FY 08-09 budget. The contingency appropriation remained at \$300,000. These funds are used for emergency needs within the fund relative to infrastructure. The contingency budget is transferred each year to departments utilizing funds; therefore the actual expenditures are not shown in this cost center. Due to budgetary constraints the OPEB contribution was not funded during this year. **FY 08-09** reflects the second year of OPEB funding. **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 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	38,175	40,560	41,901	43,200	45,289	45,244
Operating	301,743	330,689	287,650	340,568	206,084	256,937
Capital	0	0	0	0	0	0
<b>Total</b>	<b>339,918</b>	<b>371,249</b>	<b>329,551</b>	<b>383,768</b>	<b>251,373</b>	<b>302,181</b>
Budgeted Employees	1	1	1	1	1	1

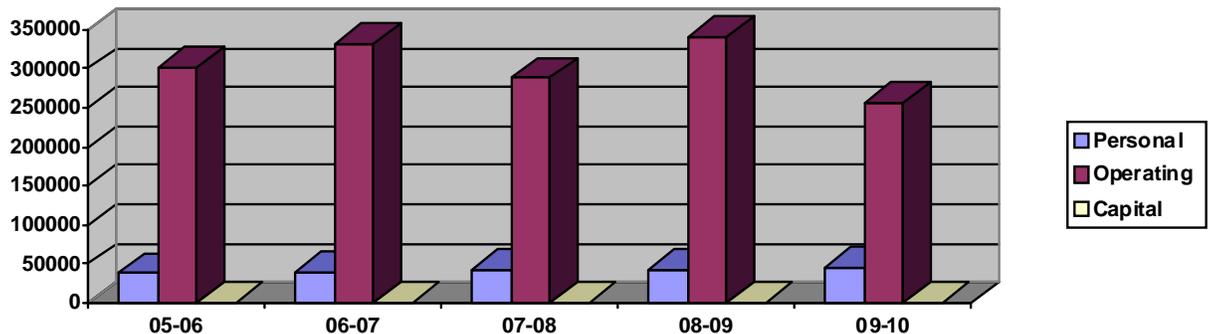
**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$81,587 or twenty-one percent (21%) compared to FY 08-09 budget. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in FY 09-10 due to current economic conditions. Health insurance increases this cost center annually.

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	07-08 Actual	08-09 Projected	09-10 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	9	7	8
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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	99%	99%	98%
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**Goal:** To ensure that all materials are purchased at the most economical cost, a process of acquiring competitive bids on supplies and materials will be maintained

**Objective:** Secure competitive bids on purchases for water and sewer department's brass and copper parts, which consist of approximately 80% of actual 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

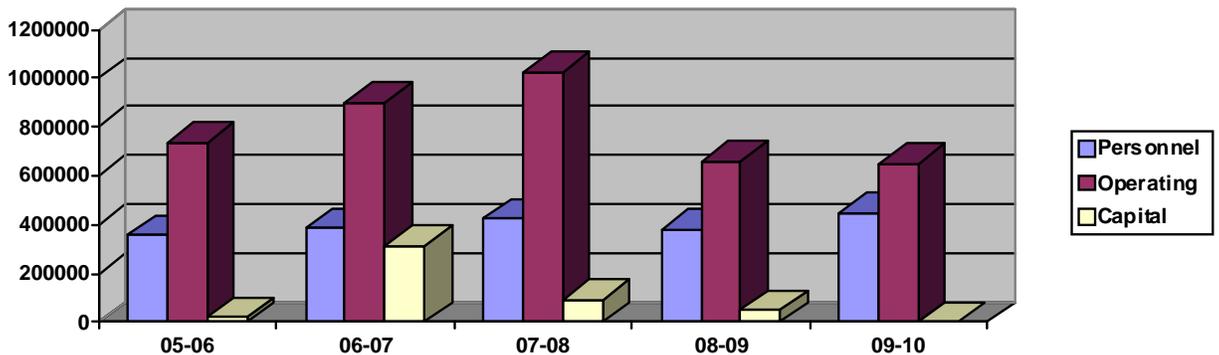
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	356,268	385,854	423,988	378,921	380,483	448,400
Operating	739,029	896,628	1,026,116	663,231	628,456	646,356
Capital	20,046	311,554	92,977	47,500	0	0
Total	1,115,343	1,594,036	1,543,081	1,089,652	1,008,939	1,094,756
Budgeted Employees	7	8	9	7	8	8

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect an increase of \$5,104 compared to FY 08-09 budget. Personnel increases are attributed to the addition of a new accountant position. Operating reflects a decrease mainly due to the reduction in General Fund indirect cost pertaining to the transfer of the Public Works Administration department from the General Fund to the Utility Fund. The contract for the water and sewer rate structure analysis formerly charged to the Water Capital department has been transferred into this department. A separate Billing Department was established in FY 08-09 and two employees previously included within this cost center were transferred along with the operating costs associated with billing notices. Reduced capital funding is shown. **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 computer software. **FY 05-06** reflects increased operating costs due to the purchase of Lee County water system.



## UTILITY FUND ADMINISTRATION

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

Performance Measures	07-08 Actual	08-09 Projected	09-10 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	85%	93%	93%
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**Goal:** To insure all billed accounts are collected promptly, reducing the age of receivables

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

**Measures:**

Utility bill accounts receivable – 91+ days overdue	\$812,217	\$840,000	\$880,000
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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. To insure all businesses operating within the city limits obtain a valid privilege license.

### DEPARTMENTAL SUMMARIES

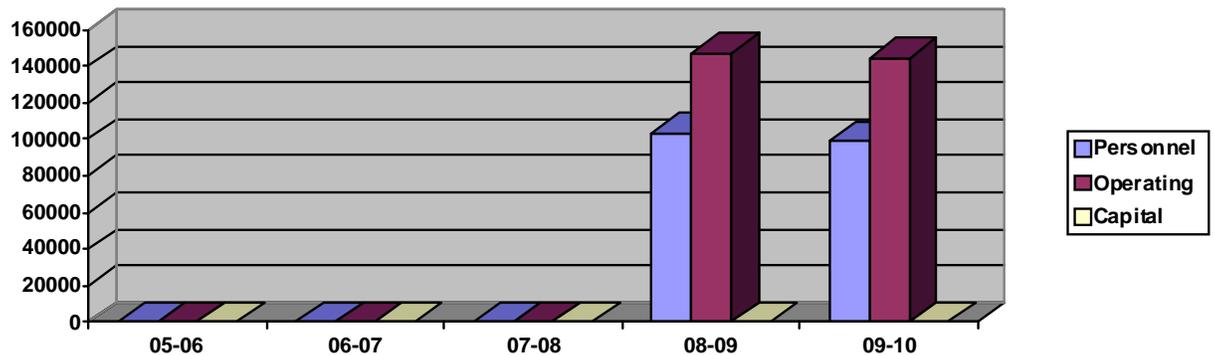
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	103,213	96,914	98,742
Operating	0	0	0	147,295	144,275	143,999
Capital	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,508</b>	<b>241,189</b>	<b>242,741</b>
Budgeted Employees	0	0	0	2	2	2

### 2009-2010 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$7,767 or three (3%) percent compared to FY 08-09 budget. This decrease is due to the accounting for salary and vacation accrual at year end as well as reduced printing cost. **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. This department is also responsible for insuring all businesses operating within the city limits obtain a valid privilege license and issuing business license renewals annually.

Performance Measures	07-08 Actual	08-09 Projected	09-10 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	16,846	17,050	17,300
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**Goal:** To invoice business license customers accurately and promptly

**Objective:** Bill customer before May 31<sup>st</sup> of each year

**Measures:**

Privilege license – annually	880	1,623	1,830
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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

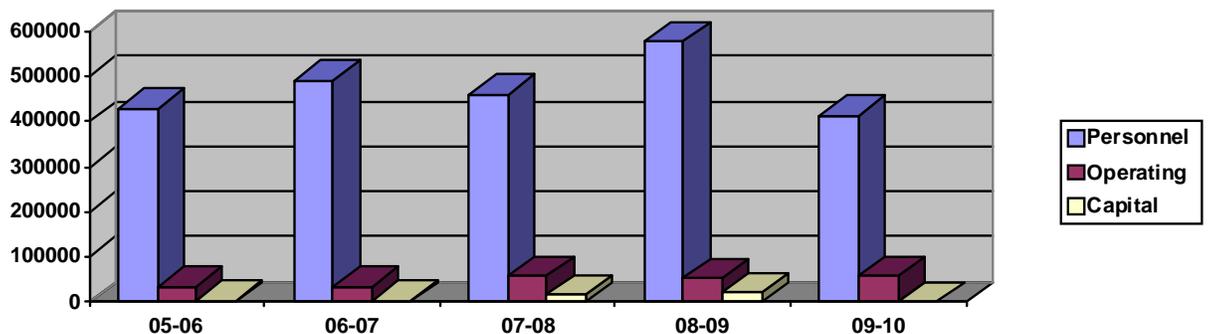
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	428,804	491,550	459,950	575,879	408,967	412,786
Operating	35,434	32,905	57,876	51,938	61,820	58,219
Capital	4,448	1,719	16,315	21,500	0	0
<b>Total</b>	<b>468,686</b>	<b>526,174</b>	<b>534,141</b>	<b>649,317</b>	<b>470,787</b>	<b>471,005</b>
Budgeted Employees	9	8	8	8	8	8

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$178,312 or twenty-seven percent (27%) compared to FY 08-09 budget. This reduction is mainly shown within personnel and the result of two frozen positions. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. Health insurance increases this cost center annually. Capital funding also contributes to this decrease. **FY 08-09** includes \$25,000 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**.



## 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	07-08 Actual	08-09 Projected	09-10 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%

**UF PUBLIC WORKS ADMINISTRATION**

**Fund:** Utility

**Function:** Public Utilities

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

**DEPARTMENTAL SUMMARIES**

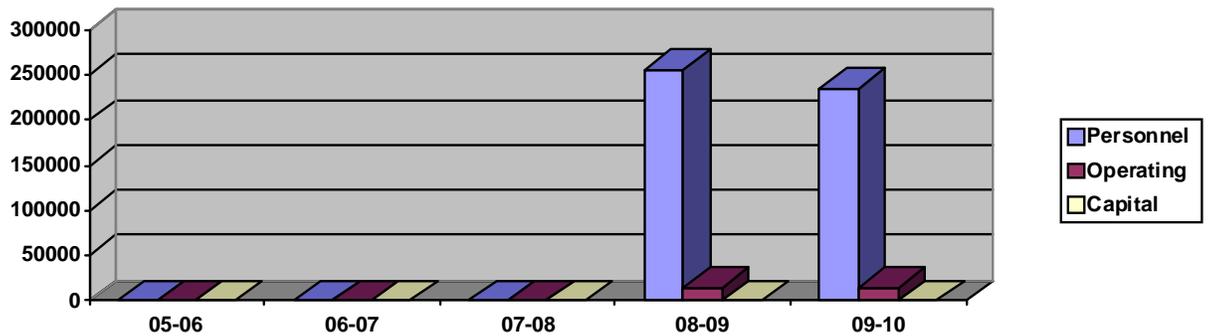
<b>Object of Expenditure</b>	<b>ACTUAL 05-06</b>	<b>ACTUAL 06-07</b>	<b>ACTUAL 07-08</b>	<b>BUDGET 08-09</b>	<b>REQUESTED 09-10</b>	<b>APPROVED 09-10</b>
Personnel	0	0	0	255,490	235,545	235,202
Operating	0	0	0	15,010	15,160	15,160
Capital	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>270,500</b>	<b>250,705</b>	<b>250,362</b>
Budgeted Employees	0	0	0	3	3	3

**2009-2010 CAPITAL OUTLAY DETAIL**

No funding for capital outlay was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$20,138 or seven percent (7%) compared to FY 08-09 budget. This decrease is the result of salary and vacation accruals budgeted in prior year. **FY 08-09** reflects the year this department was transferred from the General Fund. Three employees as well as the costs associated with maintaining the department are included within this new Utility Fund Public Works Administration department.



## UF PUBLIC WORKS ADMINISTRATION

Public Works Administration is responsible for the effective management of the Public Works Department which consists of Engineering, Water Construction and Maintenance, Sewer Construction and Maintenance, Water Treatment Plant, Wastewater Treatment Plant, and Street. Formal departmental staff meetings are held in order to enhance open, productive communication. Discussions are held concerning each division's activities and any actions or decisions made by administration. The Public Works Director meets informally with division heads on a daily basis to promote communication and problem solving. Safety training is provided on a continuous basis for prevention of accidents and compliance to OSHA standards. The division is also responsible for administrative work including routing record keeping, project funding through grant and loan applications, implementation of written policies, information literature for in-house and public use, special projects and public relations.

Performance Measures	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To maintain a productive department through strong leadership and teamwork; services essential to the quality of life in Sanford are provided to citizens and user departments in the most cost effective, and courteous manner possible

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

**Measures:**

Respond to customers' contacts within 24 hours	95%	97%	100%
Attend special meetings	95%	96%	100%
Schedule meetings to provide adequate communication	95%	99%	100%
Training opportunities to ensure staff is adequately trained	95%	97%	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

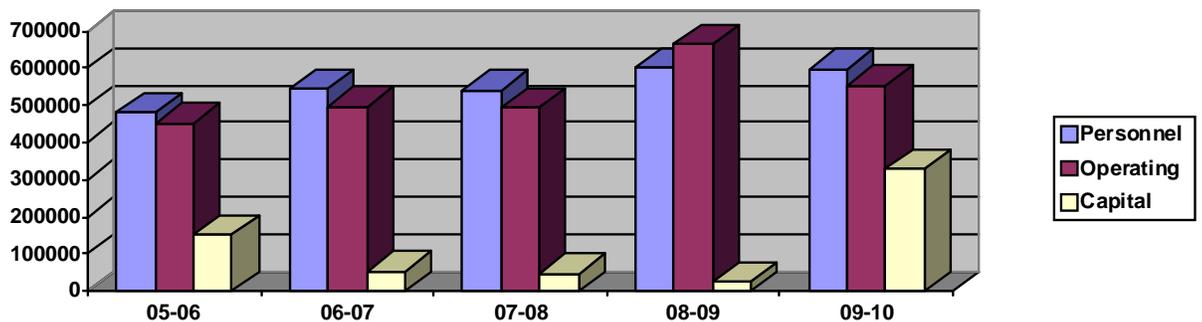
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	482,269	542,946	540,392	600,502	624,410	598,023
Operating	451,898	497,428	491,916	663,735	520,525	553,961
Capital	150,216	52,055	47,491	25,639	328,800	328,800
<b>Total</b>	<b>1,084,383</b>	<b>1,092,429</b>	<b>1,079,799</b>	<b>1,289,876</b>	<b>1,473,735</b>	<b>1,480,784</b>
Budgeted Employees	13	13	13	13	13	13

### 2009-2010 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) jet vac, \$325,000; and one (1) tamp, \$3,800.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect an increase of \$190,908 or fifteen percent (15%) compared to FY 08-09 budget. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. One position was frozen. Health insurance increases this cost center annually. Contractual services and fuel cost contribute to the operating decrease. Capital increases are shown. **FY 08-09** personnel increases are related to cost of living and merit adjustments. Paving charges were increased by \$35,000 within **FY 08-09** due to the increase in asphalt and concrete prices pertaining to fuel. The reduction in capital funding helps offset these increases. **FY 07-08** personnel decreases are attributed to vacancies. **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.



## SEWER CONSTRUCTION AND MAINTENANCE

The Sewer Construction and Maintenance Department is responsible for the operation and maintenance of the underground gravity piping systems, force main piping systems, wastewater lift stations and a potable water booster station. Facilities include 190.4 miles of gravity wastewater lines, 17 miles of pressurized force mains, 10,000 service laterals, 4,436 manholes, 8 wastewater lift stations, and 1 potable water booster station. The system serves a residential population of approximately 20,000 residents as well as 1,500 commercial and industrial customers. Programs include sewer line cleaning, smoke testing, sewer line rehabilitation, manhole rehabilitation and repairs, sewer lift station maintenance, easement clearing, root control, closed circuit televised inspections, and sewer line construction.

Performance Measures	07-08 Actual	08-09 Projected	09-10 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	180	210	200
New taps installed	40	23	16
Manhole adjustments	162	59	80
Rights-of-Way mowed (feet)	235,000	176,600	200,000
Sewer line jetted (feet)	450,000	553,768	500,000
Sewer retaps	100	51	50
Priority outfall line inspection (feet)	125,000	436,701	145,000
Collections system line inspection (feet)	450,000	531,878	475,000

## 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

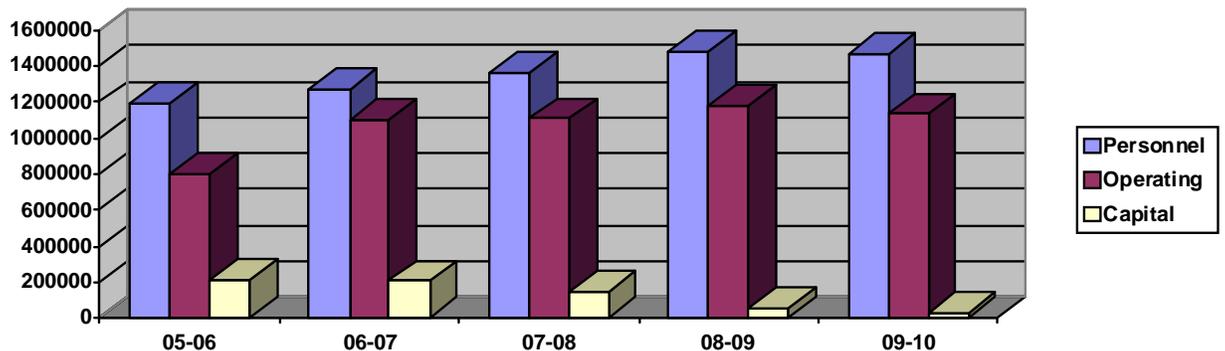
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	1,197,700	1,271,640	1,368,342	1,475,456	1,439,260	1,466,587
Operating	806,088	1,106,391	1,129,878	1,179,751	1,173,296	1,133,696
Capital	217,184	205,086	143,864	59,400	65,000	26,000
Total	2,220,972	2,583,117	2,642,084	2,714,607	2,677,556	2,626,283
Budgeted Employees	28	28	28	28	28	28

### 2009-2010 CAPITAL OUTLAY DETAIL

Capital outlay funding includes two (2) trucks, \$26,000.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$88,324 or three percent (3%) compared to FY 08-09 budget. Personnel decreased due to the lack of funding for merit and cost of living adjustments during this fiscal year. Operating decreases are attributed to reductions in maintenance auto, fuel, and contractual services. A reduction in capital is shown. **FY 08-09** increases are attributed to personnel adjustments, however, a reduction of capital helps offset these increases. **FY 07-08** reflects an increase mainly attributed to personnel cost adjustments. **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	07-08 Actual	08-09 Projected	09-10 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	560	575	580
Leak investigations	150	175	191
Major water line repairs (6" or greater)	153	160	79
Minor water line repairs (4" or smaller)	44	50	49
New water taps made	148	160	92
Water retaps	462	475	304

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

**Measures:**

New meters installed	279	300	90
Water meters read	217,200	221,900	226,800
Large water meters tested (3" or greater)	40	40	40
Small meters tested (2" or smaller)	9	9	8
Replace old meters	1,400	1,637	89

**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	2,820	2,900	3,100
Valves inspected / exercised	7,100	7,200	7,400

**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	25	25
Privately owned backflow devices inspected	300	375	375
Grease containing fluids removed (gallons)	728,732	822,000	887,967

## 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

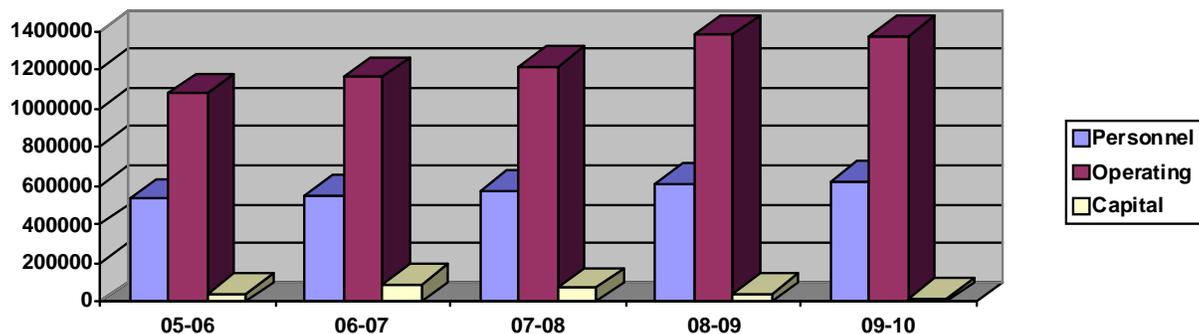
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	528,250	545,892	571,714	608,939	612,937	622,991
Operating	1,076,833	1,161,178	1,216,210	1,377,421	1,373,229	1,371,919
Capital	39,972	89,897	70,677	43,500	19,000	16,500
Total	1,645,055	1,796,967	1,858,601	2,029,860	2,005,166	2,011,410
Budgeted Employees	11	11	11	11	11	11

### 2009-2010 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) truck, \$13,000; and one (1) bush hog mower, \$3,500.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations decreased \$18,450 or one percent (1%) compared to FY 08-09 budget. Personnel increases are attributed to group health insurance, which increases annually. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. Operating remained relatively level while capital decreases are shown. **FY 08-09**, **FY 07-08**, **FY 06-07** and **FY 05-06** show increases resulting from personnel benefit adjustments and increased fuel and chemical costs.



## 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	07-08 Actual	08-09 Projected	09-10 Projected
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**Goal:** To provide a safe, reliable, uninterrupted supply of potable water to our customers

**Objective:** Maintain elevated tank levels above 50% and maintain system pressure above 100% psi

**Measures:**

SCADA computer records of tank levels	100%	100%	100%
SCADA computer records of system pressure	100%	100%	100%

**Goal:** To exceed state and federal regulations on bacteriological water quality

**Objective:** Collecting and analyzing fifty distribution samples monthly for bacteriological quality

**Measures:**

Maintain a combined chlorine level above 2.0 mg/l	94%	93%	96%
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%	91%	100%

## WASTEWATER TREATMENT PLANT

**Fund:** Utility

**Function:** Public Utilities

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

### DEPARTMENTAL SUMMARIES

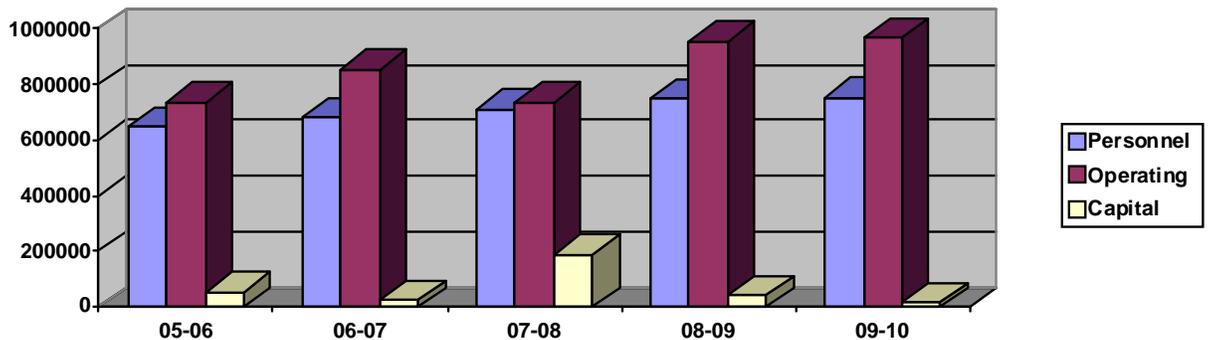
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	646,947	681,654	710,915	747,922	739,378	751,260
Operating	737,517	853,256	736,822	955,321	974,512	969,872
Capital	55,891	25,172	186,900	42,613	17,000	17,000
Total	1,440,355	1,560,082	1,634,637	1,745,856	1,730,890	1,738,132
Budgeted Employees	13	13	13	13	13	13

### 2009-2010 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) truck, \$13,000; and one (1) hach DR 2800 spectrophotometer, \$4,000.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations decreased \$7,724 compared to **FY 08-09** budget. Personnel increases are attributed to group health insurance, which increases annually. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to current economic conditions. A decrease is shown within capital outlay. Chemicals and sludge removal increased substantially during **FY 08-09** 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.



## 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	07-08 Actual	08-09 Projected	09-10 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	7,746	7,996	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	1,050	1,200	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**

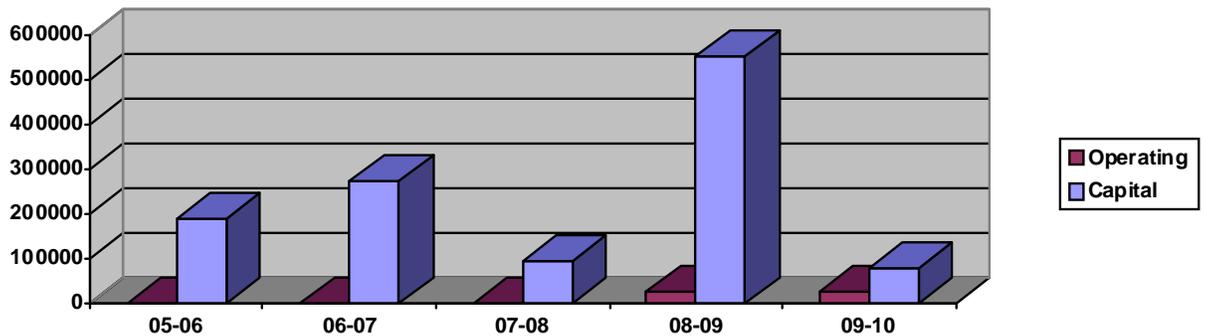
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	0	0	0
Operating	0	0	0	25,000	305,000	25,000
Capital	191,293	273,930	94,280	549,827	0	80,000
<b>Total</b>	<b>191,293</b>	<b>273,930</b>	<b>94,280</b>	<b>574,827</b>	<b>305,000</b>	<b>105,000</b>
Budgeted Employees	0	0	0	0	0	0

**2009-2010 CAPITAL OUTLAY DETAIL**

Capital outlay funding includes West Landing subdivision pressure improvement, \$80,000.

**GRAPHIC REPRESENTATION**

**FY 09-10** appropriations reflect a decrease of \$469,827 or eighty-two percent (82%) compared to **FY 08-09** budget. \$400,000 was budgeted within **FY 08-09** for US 421 bypass utility adjustments, 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. 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

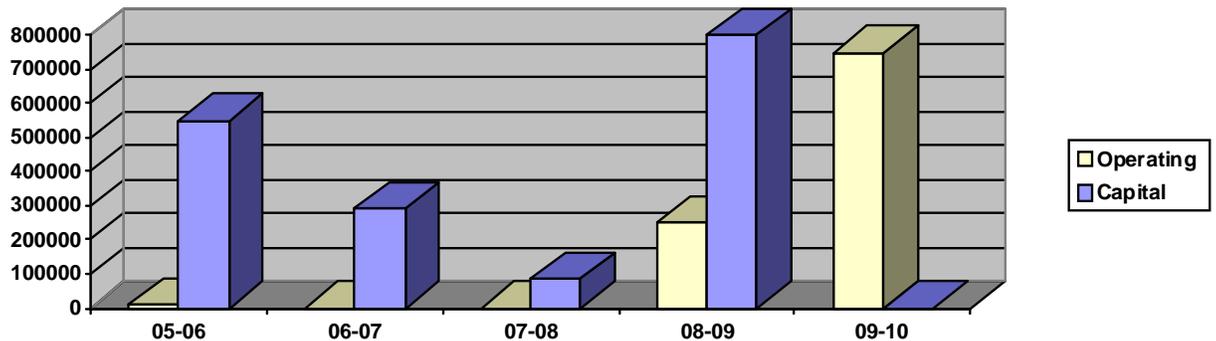
Object of Expenditure	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Personnel	0	0	0	0	0	0
Operating	9,500	0	0	250,000	750,000	750,000
Capital	550,496	290,487	84,647	800,000	250,000	0
<b>Total</b>	<b>559,996</b>	<b>290,487</b>	<b>84,647</b>	<b>1,050,000</b>	<b>1,000,000</b>	<b>750,000</b>
Budgeted Employees	0	0	0	0	0	0

### 2009-2010 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

### GRAPHIC REPRESENTATION

**FY 09-10** appropriations reflect a decrease of \$300,000 or twenty-nine percent (29%) compared to FY 08-09 budget. Capital shows a substantial decrease due to WWTP upgrades (\$400,000) and US 421 bypass utility adjustments (\$400,000) budgeted in prior year. 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

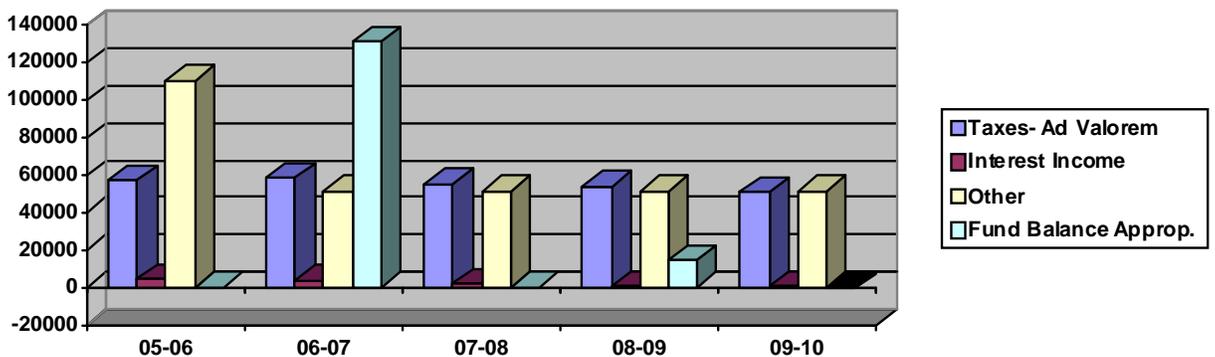
**Goal:** To account for the activities of the Central Business Tax District established to assist in revitalization of the downtown area.

### REVENUE SUMMARIES

Revenue Sources	ACTUAL 05-06	ACTUAL 06-07	ACTUAL 07-08	BUDGET 08-09	REQUESTED 09-10	APPROVED 09-10
Taxes- Ad Valorem	57,302	58,018	55,127	53,908	51,049	51,049
Interest Income	4,758	3,785	1,718	600	600	600
Other	110,150	51,425	51,540	51,425	51,425	51,425
Fund Balance Appropriation	0	131,164	0	14,631	(905)	(905)
<b>Total</b>	<b>172,210</b>	<b>244,392</b>	<b>108,385</b>	<b>120,564</b>	<b>102,169</b>	<b>102,169</b>

### GRAPHIC REPRESENTATION

**FY 09-10** Special Tax District revenue decreased \$18,395 or fifteen percent (15%) compared to FY 08-09 budget. The tax rate remains level at 13 cents per \$100 valuation and the general fund contribution to downtown is \$50,000. Interest rates continue to decline resulting in reduced interest income. **FY 08-09** shows an increase due to an appropriation to fund balance. **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 general fund contribution to downtown is normally in the amount of \$50,000. The tax rate was also increased to 15 cents per \$100 valuation during **FY 05-06**.



**SPECIAL TAX DISTRICT FUND**

**EXPENDITURE SUMMARIES**

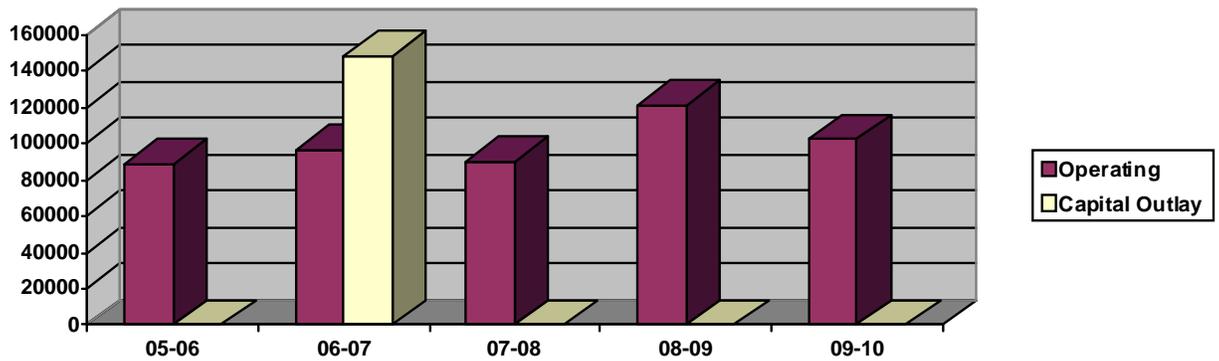
<b>Object of Expenditure</b>	<b>ACTUAL 05-06</b>	<b>ACTUAL 06-07</b>	<b>ACTUAL 07-08</b>	<b>BUDGET 08-09</b>	<b>REQUESTED 09-10</b>	<b>APPROVED 09-10</b>
Personnel	0	0	0	0	0	0
Operating	88,551	96,764	89,838	120,564	109,669	102,169
Capital Outlay	0	147,628	0	0	0	0
<b>Total</b>	<b>88,551</b>	<b>244,392</b>	<b>89,838</b>	<b>120,564</b>	<b>109,669</b>	<b>102,169</b>

**2009-2010 CAPITAL OUTLAY DETAIL**

No capital outlay funding was requested.

**GRAPHIC REPRESENTATION**

**FY 09-10** Special Tax District expenditures reflect decreases totaling \$18,395 or fifteen percent (15%) compared to FY 08-09 budget. Reductions are reflected within streetscape and building improvements. 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.



**FUND BALANCE GOVERNMENTAL FUNDS**

	<b>ACTUAL 05-06</b>	<b>ACTUAL 06-07</b>	<b>ACTUAL 07-08</b>	<b>ACTUAL 08-09 Unaudited</b>	<b>BUDGET 09-10</b>
<b>SPECIAL TAX</b>					
BEGINNING BALANCE	\$ 76,484	\$ 160,142	\$ 28,979	\$ 47,526	\$ 48,111
REVENUES					
AD VALOREM TAXES	57,073	58,018	55,127	58,297	51,049
OTHER	<u>115,136</u>	<u>55,210</u>	<u>53,258</u>	<u>51,998</u>	<u>52,025</u>
TOTAL	<u>172,209</u>	<u>113,228</u>	<u>108,385</u>	<u>110,295</u>	<u>103,074</u>
EXPENDITURES					
DOWNTOWN REVITALIZATION	<u>88,551</u>	<u>244,391</u>	<u>89,838</u>	<u>109,710</u>	<u>102,169</u>
TOTAL	<u>88,551</u>	<u>244,391</u>	<u>89,838</u>	<u>109,710</u>	<u>102,169</u>
<b>ENDING BALANCE</b>	<b><u><u>\$ 160,142</u></u></b>	<b><u><u>\$ 28,979</u></u></b>	<b><u><u>\$ 47,526</u></u></b>	<b><u><u>\$ 48,111</u></u></b>	<b><u><u>\$ 49,016</u></u></b>

## 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	07-08 Actual	08-09 Projected	09-10 Projected
<b>Goal:</b> To retain and develop downtown businesses			
<b>Objective:</b> Actively pursue federal and state grants and other local fundraising opportunities which will improve the downtown infrastructure conducive for economic retention and development			
<b>Measures:</b>			
Apply for federal and state grants	\$60,000	\$40,000	\$630,000
Private funds attained	\$5,500	\$1,300	\$10,000
<b>Objective:</b> Advocate on behalf of DSI to various civic groups and the general public to create a downtown awareness and solicit funding for various projects			
<b>Measures:</b>			
Conduct speaking engagements advocating DSI	3	6	9
Represent DSI on various local boards	3	3	3
<b>Goal:</b> To improve the district's overall appearance			
<b>Objective:</b> To fund projects to improve the district's overall appearance			
<b>Measures:</b>			
Streetscape implemented on a number of downtown blocks	3	0	0
Building improvement grants awarded	8	7	8
Art project	0	0	1
<b>Goal:</b> To add to the quality of life of local residents			
<b>Objective:</b> 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			
<b>Measures:</b>			
Summer concert series	1	1	1
Holiday tree lighting	1	1	1
Fall movie series	0	1	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 2009-2010	PLANNING YEAR 2010-2011	PLANNING YEAR 2011-2012	PLANNING YEAR 2012-2013	PLANNING YEAR 2013-2014
	<b>GENERAL FUND</b>					
	<b>GENERAL SERVICES:</b>					
4	Municipal Center Renovations	350,000	-	-	-	2,500,000
3	Streetscape	-	625,000	3,125,000	3,125,000	3,125,000
3,4	Parking Expansion at Service Center	-	150,000	-	-	-
3,5	Park Development	75,000	200,000	200,000	200,000	200,000
3	Greenway System Development	-	1,500,000	1,500,000	1,500,000	1,500,000
4	Vehicle, Salt, Sand, Rock Storage Bldg.	-	1,000,000	-	-	-
	<b>TOTAL GENERAL SERVICES</b>	<b>425,000</b>	<b>3,475,000</b>	<b>4,825,000</b>	<b>4,825,000</b>	<b>7,325,000</b>
	<b>STREET:</b>					
4	Sidewalk Installation	-	1,000,000	-	-	-
	<b>TOTAL STREET</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>PUBLIC SAFETY:</b>					
4	No. 4 Fire Station	-	1,500,000	-	-	-
4	No. 5 Fire Station	-	-	-	1,620,000	-
4	Public Safety Facility	-	3,735,000	6,110,000	2,905,000	-
5	Equipment Storage Building	-	140,000	-	-	-
4	Renovation - #2 Fire Station	-	639,000	-	-	-
	<b>TOTAL PUBLIC SAFETY</b>	<b>-</b>	<b>6,014,000</b>	<b>6,110,000</b>	<b>4,525,000</b>	<b>-</b>
	<b>TOTAL GENERAL FUND</b>	<b>425,000</b>	<b>10,489,000</b>	<b>10,935,000</b>	<b>9,350,000</b>	<b>7,325,000</b>
	<b>UTILITY FUND</b>					
	<b>WATER:</b>					
9	Clearwell Rehabilitation	2,526,000	-	-	-	-
6	West Landing Subdivision Pressure Improvement	80,000	-	-	-	-
3,4	Erection of Elevated Storage Facility for Potable Water	-	-	-	1,500,000	-
3	Hawkins Avenue Waterline	-	-	250,000	3,750,000	-
	<b>TOTAL WATER</b>	<b>2,606,000</b>	<b>-</b>	<b>250,000</b>	<b>5,250,000</b>	<b>-</b>
	<b>SEWER:</b>					
6	Pump Station Generator Installation	-	400,000	-	-	-
3,4	Replace Gum Fork Branch Forced Main	-	-	-	-	1,000,000
6	Replace Carr Creek Pump Station	-	1,000,000	-	-	-
2	Wastewater Plant Expansion	12,600,000	22,400,000	22,400,000	11,284,492	-
	<b>TOTAL SEWER</b>	<b>12,600,000</b>	<b>23,800,000</b>	<b>22,400,000</b>	<b>11,284,492</b>	<b>1,000,000</b>
	<b>TOTAL UTILITY FUND</b>	<b>15,206,000</b>	<b>23,800,000</b>	<b>22,650,000</b>	<b>16,534,492</b>	<b>1,000,000</b>
	<b>TOTAL ALL FUNDS</b>	<b>15,631,000</b>	<b>34,289,000</b>	<b>33,585,000</b>	<b>25,884,492</b>	<b>8,325,000</b>

**\*\*FUNDING SOURCE**

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

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2009-2014  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> General Services				<b>Project Title:</b> Municipal Center Renovations			
<p><b>PROJECT DESCRIPTION:</b> Building renovations and security enhancements are needed to protect our work force from potentially violent confrontations with walk-in traffic. This project calls for the remodeling of the interior of existing city hall building to accommodate city staff for the next twenty years.</p>							
<p><b>PROJECT JUSTIFICATION:</b> Constructed in 1981, Sanford's city hall was to provide adequate space for all city departments for approximately 20 years. Due to growth, adequate space does not exist in the building as some departments are located offsite and the police department is experiencing overcrowding.</p>							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	No		
<p><b>IMPACT IF CANCELLED OR DELAYED:</b> If not done, more departments must locate outside of the municipal center and overcrowding will continue for the police department.</p>							
<p><b>PROJECTED STATUS</b> as of JUNE 30, 2009:</p>			<p><b>PROJECTED DATES:</b></p>				
<b>2009 Appropriation:</b>		<b>\$0</b>		Projected Begin:	Fall 2009		
Current Budget Amt:	\$0			Est. Completion:	Winter 2015		
Total Expenditures:	\$0						
Projected Balance:	\$0						
<b>Appro/Expenditure Plan</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design	35,000				200,000	200,000	435,000
Acquisition							0
Construction	315,000				2,300,000	2,300,000	4,915,000
Other							0
<b>Total</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>5,350,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts	350,000				2,500,000	2,500,000	5,350,000
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>5,350,000</b>
<b>Operating Budget Impact</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel		33,810	35,500	37,275	39,139		145,724
Operating Expense		3,215	1,500	1,575	1,654		7,944
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>37,025</b>	<b>37,000</b>	<b>38,850</b>	<b>40,793</b>	<b>0</b>	<b>153,668</b>
<p><b>Operating Budget Impacts:</b> Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</p>							
<small>List</small>							
<b>Department/Division Impacted</b>	<b>Explanation: How &amp; Why</b>						
<b>Public Building</b>	During renovation, the efficiencies of the electrical, mechanical, and plumbing systems will be improved. Therefore, a reduction in operating expenses may be anticipated. When the renovation is complete in 09-10, the city plans to hire one employee to be stationed at the front of the building.						

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2009-2014  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> General Services				<b>Project Title:</b> Park Development			
<b>PROJECT DESCRIPTION:</b> Development of approximately six neighborhood parks and one skateboard park within the City of Sanford.							
<b>PROJECT JUSTIFICATION:</b> Citizens of Sanford are continuing to demand more quality of life services be provided by the City. The development of these parks addresses this request.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
<b>IMPACT IF CANCELLED OR DELAYED:</b>							
<b>PROJECTED STATUS</b> as of JUNE 30, 2009:				<b>PROJECTED DATES:</b>			
<b>2009 Appropriation:</b>		\$0		Projected Begin: July, 2009			
Current Budget Amt:	\$0			Est. Completion: June, 2014			
Total Expenditures:	\$0						
Projected Balance:	\$0						
<b>Appro/Expenditure Plan</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design	7,500	20,000	20,000	20,000	20,000		87,500
Acquisition							0
Construction	67,500	180,000	180,000	180,000	180,000		787,500
Other							0
<b>Total</b>	<b>75,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>875,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund	75,000	200,000	200,000	200,000	200,000		875,000
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>75,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>875,000</b>
<b>Operating Budget Impact</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel	5,000	10,000	15,000	20,000	25,000	30,000	105,000
Operating Expense	1,750	3,500	5,250	7,000	8,750	10,500	36,750
Capital Outlay (Minus Revenues)							0
<b>Net Operating Effect</b>	<b>6,750</b>	<b>13,500</b>	<b>20,250</b>	<b>27,000</b>	<b>33,750</b>	<b>40,500</b>	<b>141,750</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>	<b>Explanation: How &amp; Why</b>						
<b>Department/Division Impacted</b>							
<b>Public Building</b>	Parks average 3/4 of an acre in size. It currently cost approximately \$9,000 an acre annually to maintain each park the city has. Total cost to maintain six city parks would cost approximately \$40,500 per year.						

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2009-2014  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Public Works/ Engineering		<b>Category:</b> Water		<b>Project Title:</b> Clearwell Rehabilitation			
<b>PROJECT DESCRIPTION:</b> Renovation of existing clearwell to include cover replacement and baffling.							
<b>PROJECT JUSTIFICATION:</b> The interior of the existing clearwell cover has experienced significant deterioration and needs replacement to correct.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	No	<b>Service Related:</b>	Yes		
<b>IMPACT IF CANCELLED OR DELAYED:</b>							
<b>PROJECTED STATUS</b> as of JUNE 30, 2009:				<b>PROJECTED DATES:</b>			
<b>2009 Appropriation:</b>		\$0		Projected Begin:		Fall 2009	
Current Budget Amt:		\$0		Est. Completion:		Fall 2010	
Total Expenditures:		\$0					
Projected Balance:		\$0					
<b>Appro/Expenditure Plan</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design	95,300						95,300
Acquisition							0
Construction	2,190,300						2,190,300
Other	240,400						240,400
<b>Total</b>	<b>2,526,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,526,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund							0
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)	2,526,000						2,526,000
Prior Year Balance							0
<b>Total</b>	<b>2,526,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,526,000</b>
<b>Operating Budget Impact</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>	<b>Explanation: How &amp; Why</b>						
<b>Department/Division Impacted</b>	No impact is anticipated on operating budget. This project is simply an inkind replacement. No additional expenses or revenues are anticipated.						
<b>Water Treatment Plant</b>							

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2009-2014  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Water Capital				<b>Project Title:</b> West Landing Subdivision Pressure Improvement			
<b>PROJECT DESCRIPTION:</b> This project requires installation of approximately 2,000 feet of waterline.							
<b>PROJECT JUSTIFICATION:</b> When fire hydrants are in use in portions of West Landing, the residual pressure falls below 20 psig. The state has set 20 psig as the minimum pressure to protect the distribution system from contamination. This project will shift a section of the water distribution system from the low pressure zone to the high pressure zone.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	Yes		
<b>IMPACT IF CANCELLED OR DELAYED:</b>							
<b>PROJECTED STATUS</b> as of JUNE 30, 2009:			<b>PROJECTED DATES:</b>				
<b>2009 Appropriation:</b>		\$0	Projected Begin:		July, 2009		
Current Budget Amt:	\$0	Est. Completion:		June, 2010			
Total Expenditures:	\$0						
Projected Balance:	\$0						
<b>Appro/Expenditure Plan</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design	8,000						8,000
Acquisition							0
Construction	72,000						72,000
Other							0
<b>Total</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund	80,000						80,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>
<b>Operating Budget Impact</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel							0
Operating Expense							0
Capital Outlay (Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>	<b>Explanation: How &amp; Why</b>						
<b>Department/Division Impacted</b>							
<b>Water Capital</b>	Two thousand feet of waterline does require maintenance activities. However, due to the small scope of the project, these costs are anticipated to be minimal in nature.						

**CITY OF SANFORD  
CAPITAL IMPROVEMENT PROGRAM 2009-2014  
PROJECT SUMMARY FORM**

<b>Responsible Dept:</b> Engineering / Public Works				<b>Project Title:</b> Wastewater Treatment Facility Expansion			
<b>PROJECT DESCRIPTION:</b> Expansion of the existing facility from 6.8 mgd to 12 mgd.							
<b>PROJECT JUSTIFICATION:</b> At the current rate of growth, it is anticipated the existing facility will reach its capacity prior to 2015. State requirements demand that at 90% of permit capacity, construction be underway. It will take in excess of three years to design, permit and construct the new facility.							
<b>Externally Mandated:</b>	No	<b>Growth Related:</b>	Yes	<b>Service Related:</b>	No		
<b>IMPACT IF CANCELLED OR DELAYED:</b> The city would not be capable of providing wastewater service for anticipated growth. A moratorium would be applied.							
<b>PROJECTED STATUS</b> as of JUNE 30, 2009:				<b>PROJECTED DATES:</b>			
<b>2009 Appropriation:</b>		<b>\$0</b>		Projected Begin:	September, 2007		
Current Budget Amt:	\$3,573,000			Est. Completion:	January, 2013		
Total Expenditures:	\$888,508						
Projected Balance:	\$2,684,492						
<b>Appro/Expenditure Plan</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Planning/Design	1,600,000	400,000	400,000	284,492			2,684,492
Acquisition							0
Construction	11,000,000	22,000,000	22,000,000	11,000,000			66,000,000
Other							0
<b>Total</b>	<b>12,600,000</b>	<b>22,400,000</b>	<b>22,400,000</b>	<b>11,284,492</b>	<b>0</b>	<b>0</b>	<b>68,684,492</b>
<b>Financing Plan (to be completed by Finance Dept.)</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
General Fund							0
Utility Fund							0
Revenue Bonds	12,600,000	22,400,000	22,400,000	11,284,492			68,684,492
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
<b>Total</b>	<b>12,600,000</b>	<b>22,400,000</b>	<b>22,400,000</b>	<b>11,284,492</b>	<b>0</b>	<b>0</b>	<b>68,684,492</b>
<b>Operating Budget Impact</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Remaining Yrs</b>	<b>Total</b>
Personnel					56,000	168,000	224,000
Operating Expense					8,400	8,400	16,800
Capital Outlay (Minus Revenues)							0
<b>Net Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,400</b>	<b>176,400</b>	<b>240,800</b>
<b>Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how &amp; why).</b>							
<b>List</b>	<b>Explanation: How &amp; Why</b>						
<b>Department/Division Impacted</b>							
<b>WWTP</b>	Expanded plant will require an additional mechanic in the first year, than two additional operators (depending on how quickly volumes increase). Operating expenses will increase with additional flows (unable to anticipate at this time). The operating expense shown is due to the addition of a 4,200 square foot administrative building.						

**CITY OF SANFORD CAPITAL/GRANT BUDGETS**

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

Following is a summary of ongoing project activity:

<b>APPROPRIATION</b>	<b>PROJECT/ PROGRAM</b>	<b>FY 07-08 ACTIVITY</b>	<b>PRIOR YRS. ACTIVITY</b>	<b>TOTAL ACTIVITY</b>
<b>SPECIAL REVENUES</b>				
<b>Community Development</b>				
Revenues	4,892,692	836,174	3,118,415	3,954,589
Expenditures	4,892,692	493,202	2,921,846	<u>3,415,048</u>
Project Fund Balance				<u>\$ 539,541</u>
<b>UTILITY CAPITAL PROJECTS</b>				
<b>Water &amp; Sewer Capital Improvements</b>				
Revenues	4,644,976	3,076,750	754,463	3,831,213
Other financing sources	20,561,531	6,089,632	14,471,899	20,561,531
Expenditures	25,206,507	5,400,646	13,243,861	<u>18,644,507</u>
Project Fund Balance				<u>\$ 5,748,237</u>

**2009-2010  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>GOVERNING BODY (9)</b>		
Mayor	1	*
City Council Members	7	*
City Clerk/Asst. to City Manager	1	\$42,508 - \$64,680
<b>DEPARTMENT OF ADMINISTRATION (2)</b>		
City Manager	1	*
Staff Assistant	1	\$28,640 – 43,579
<b>DEPARTMENT OF HUMAN RESOURCES (5)</b>		
<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
<b>DEPARTMENT OF LEGAL (2)</b>		
City Attorney	1	\$69,668 - \$106,007
Paralegal	1	\$33,210 - \$50,533
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT (22)</b>		
<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.

**2009-2010  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (22)</b>		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$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
<b>DEPARTMENT OF INFORMATION SYSTEMS (2)</b>		
Information Systems Director	1	\$63,098 - \$96,012
Program Analyst/Webmaster	1	\$44,661 - \$67,957
<b>SANFORD GOLF COURSE (6)</b>		
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

**2009-2010  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF POLICE (102)</b>		
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	10	\$38,505 - \$58,590
Narcotics Agent	4	\$38,505 - \$58,590
Police Officer III	32	\$36,664 - \$55,789
Police Officer II	10	\$34,899 - \$53,104
Police Officer I	6	\$33,210 - \$50,533
Telecomm. Supervisor	1	\$36,664 - \$55,789
Telecommunicator	12	\$30,101 - \$45,803
Receptionist	4	\$23,498 - \$35,756
<b>DEPARTMENT OF FIRE (53)</b>		
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	10	\$34,899 - \$53,104
Firefighter III/Inspector	1	\$34,899 - \$53,104
Firefighter III/Driver Operator	9	\$34,899 - \$53,104
Firefighter II	7	\$33,210 - \$50,533
Firefighter I	8	\$31,600 - \$48,084
Firefighter Trainee	3	\$30,101 - \$45,803

**2009-2010  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF FINANCIAL SERVICES (18)</b>		
	<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
Senior Accountant	1	\$40,455 - \$61,557
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

**2009-2010  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF PUBLIC WORKS (129)</b>		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$73,172 - \$111,339
Public Works Administrator	1	\$42,508 - \$64,680
Administrative Support Asst.	1	\$31,600 - \$48,084
<i>STREET</i>		
Street Superintendent	1	\$46,922 - \$71,398
Crew Supervisor II	0	\$34,899 - \$53,104
Crew Supervisor I	3	\$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	4	\$24,692 - \$37,571
Maintenance Worker I	1	\$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	8	\$25,940 - \$39,471
Equipment Operator I	1	\$24,692 - \$37,571
Lead Maintenance Worker	1	\$25,940 - \$39,471
Maintenance Worker II	2	\$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

**2009-2010  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF PUBLIC WORKS CON'T (129)</b>		
<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	2	\$30,101 - \$45,803
Engineering Technician	1	\$34,899 - \$53,104
Construction Inspector	2	\$34,899 - \$53,104
<i>SEWER CONST. &amp; MAINT.</i>		
Sewer Utilities Superintendent	1	\$46,922 - \$71,398
Crew Supervisor I	1	\$31,600 - \$48,084
Utility Maint. Worker II	4	\$24,692 - \$37,571
Utility Maint. Worker I	3	\$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. &amp; 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

**2009-2010  
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

<b>POSITION TITLES</b>	<b>BUDGETED POSITIONS</b>	<b>SALARY RANGE</b>
<b>DEPARTMENT OF PUBLIC WORKS CON'T (129)</b>		
<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	2	\$31,600 - \$48,084
WWTP Operator II	2	\$28,640 - \$43,579
WWTP Operator I	2	\$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
<i>GENERAL SERVICES</i>		
General Services Director	1	\$63,098 - \$96,012
Staff Assistant	1	\$28,640 - \$43,579

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

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
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**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
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**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
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**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
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**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
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**

<b>SUBJECT</b>	<b>EFFECTIVE DATE</b>	<b>NUMBER</b>
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**

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

**PURPOSE**

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

**RESPONSIBILITY**

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

**PORTFOLIO DIVERSIFICATION**

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

Diversification by Instrument:

Percent of Portfolio

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

Diversification by Financial Institution:

**Bankers' Acceptance (BAs):**

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

**Commercial Paper:**

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

**Repurchase Agreements:**

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

**Certificates of Deposit (CDs)**

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

Maturity Scheduling:

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

Under	1 year	80%
Under	2 years	100%

**CITY OF SANFORD, NC**

**FINANCE PROCEDURE**

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

**A. Strategy**

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

**B. Market Trading Procedures**

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

**C. Collateralization of Deposits**

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

**D. Third-Party Safekeeping**

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

**REPORTING REQUIREMENTS**

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

Extracted from Comprehensive Annual Financial Report

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

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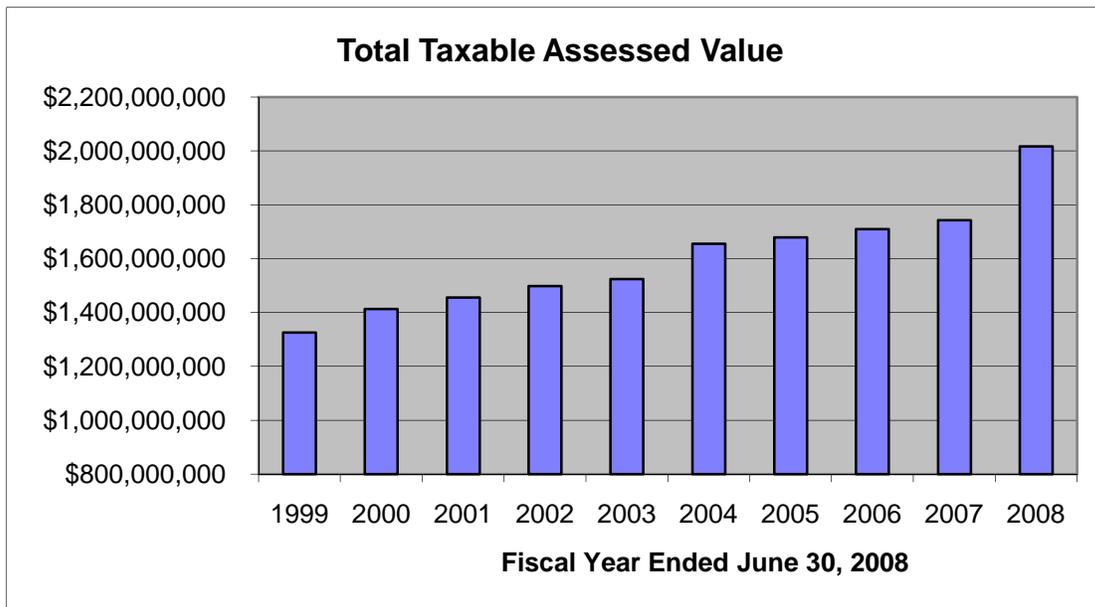
Calendar Year	Population	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
1999	21,518	\$ 553,184,744	\$ 25,708	35.79	8,502	3.5%
2000	22,310	574,259,400	25,740	35.94	8,504	3.7%
2001	23,330	622,444,400	26,680	36.01	8,604	6.0%
2002	23,409	631,645,047	26,983	36.07	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	651,813,141	23,471	36.40	9,021	5.4%
2007	29,053	N/A	N/A	38.00	9,125	5.1%
2008	N/A	N/A	N/A	N/A	9,304	7.0%

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
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%
2008	1,520,181,596	441,051,810	56,121,257	2,017,354,663	0.61	100.00%



CITY OF SANFORD, NORTH CAROLINA  
 PRINCIPAL PROPERTY TAX PAYERS  
 JUNE 30, 2008 COMPARED TO JUNE 30, 1999

Taxpayer	2008			1999		
	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	2.58%	\$ 33,229,674	4	2.58%
Simpson & Simpson	49,493,983	2	2.45%			
Moen, Inc.	34,772,463	3	1.72%	33,943,872	3	2.64%
Frontier Spinning Mills	29,010,023	4	1.44%	45,408,449	1	3.53%
Magneti Marelli USA, INC.	26,903,701	5	1.33%	21,598,994	5	1.68%
Alltel Carolina, Inc.	24,654,040	6	1.22%	32,342,229	7	2.51%
Static Control	22,303,186	7	1.11%			
AMI/Central Carolina Hospital	21,340,839	8	1.06%			
The Oaks	20,124,400	9	1.00%			-
Tyson Foods	16,411,676	10	0.81%	19,421,981	6	1.51%
Parkdale America LLC	-		-	36,612,491	2	2.84%
Wachovia Capital Markets	-		-	18,185,800	8	1.41%
Avondale Mills, Inc.	-		-	17,543,706	9	1.36%
Amisbus of NC	-		-	15,105,203	10	1.17%
<b>Total</b>	<b>\$ 296,996,114</b>		<b>14.72%</b>	<b>\$ 273,392,399</b>		<b>21.23%</b>

Source: Lee County Tax Office

CITY OF SANFORD, NORTH CAROLINA  
 PRINCIPAL EMPLOYERS  
 LAST FISCAL YEAR

Employer	2008		
	Employees	Rank	Percentage of Total Lee County Employment
Static Control	1,400	1	5.17%
Coty	900	2	3.33%
Magnetti Marelli	585	3	2.16%
Tyson	560	4	2.07%
Moen	490	5	1.81%
Frontier Spinning	425	6	1.57%
J.T. Davenport	347	7	1.28%
Pentair	215	8	0.79%
Hanes Brand	150	9	0.55%
Parkdale Mills	115	10	0.43%
Total	<u>5,187</u>		<u>19.17%</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.

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

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

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

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

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

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

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

**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.

**COBRA** – Consolidated Omnibus Budget Reconciliation Act

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**ESTC** – Emergency Service Training Center

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for social security, and the various pension, medical and life insurance plans.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside or commit funds for future expenditures.

**Enterprise Fund** - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in Sanford are established for services such as water and sewer and golf course.

**EPA** – Environmental Protection Association

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the City Council.

**Expenditure** - This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

**Expenses** - Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

**FLSA** – Fair Labor Standards Act

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as they relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - The time period designating the beginning and ending period for recording financial transactions. The City of Sanford's fiscal year begins July 1st and ends June 30th.

**Fixed Assets** - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**FMLA** – Family and Medical Leave Act

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

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

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

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

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

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

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

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

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

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

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

**GFOA** – Government Finance Officers Association

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

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

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

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

**Infrastructure** – The basic facilities, equipment, and installations needed for the functioning of a system.

**Interfund Activity** - Amounts transferred from one fund to another. Transfer from General Fund to Special Tax District (\$50,000) in support of Streetscape.

**Interfund Reimbursements** – Funds due from one fund to another as a result of charges for services shared. (Sewer Const. \$65,000; Water Const. \$65,000; Utility Fund Administration \$269,500)

**Intergovernmental Revenue** - Revenue received from another government for a specified purpose.

**Internal Service Fund** - Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

**Inventory** - A detailed listing of property currently held by the government.

**Investment Revenue** - Revenue earned on investments with a third party. The City uses a pooled cash system. We pool all funds' cash and invest it in total. The interest earned is then allocated back to individual funds by average cash balance in that fund.

**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.

**NFPA** – National Fire Protection Association

**Objectives** - A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objective should imply a specific standard of performance for a given program.

**Object Code** - An expenditure category, such as salaries, supplies or vehicles.

**Operations** - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as supplies, utilities, materials and travel. Generally, all expenses that do not meet the personal services and capital outlay criteria.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, service fees, interest earnings and/or grant revenues. Operating revenues are used to pay for day to day services.

**Operating Expenses** – The cost for personnel, materials and equipment required for a department, function or cost center.

**OSHA** – Occupational Safety and Hazard Administration

**Other Post Employment Benefits (OPEB)** – Benefits that are provided to retired employees beyond those provided by their pension plans. Such benefits may include medical, prescription drug, life, dental, vision, disability, and long-term care insurance.

**PASS** – Personal Alert Safety System

**Pay-as-you-go Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Measures** - Descriptions of a programs effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

**Personal Services** - General category that includes salaries and wages, pensions, health insurance and other fringe benefits.

**PLC** – Programmable logic controller

**Powell Bill Funds** - Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**Productivity** - A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**Program** - An organized set of related work activities which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**Property Tax** - Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**RAS** – Return activated sludge

**Reappropriation** - Appropriations which are not expended at the end of a fiscal year that were earmarked for a specific purpose and are funded in the subsequent year.

**Reclassification** - Change in a position title and /or the associated pay range based on changes in the job skills required for a given position.

**Requisition** - A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

**Restricted Reserve** - An account used to 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.

**RIT** – Rapid Intervention Team

**SCBA** – Self Contained Breathing Apparatus

**Service Level** - Services(s) or product(s) which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Special Assessment** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund** - A fund used to account for the revenues from specific sources which are to be used for legally specified expenditures.

**TMA** – Tax Management Associates – the firm hired by the County to audit business inventories as they relate to their tax assessments.

**Tax Base** - The assessed valuation of all taxable real and personal property within the City's corporate limits.

**Transfers** - All interfund transactions except loans or advances, quasi-external transactions and reimbursements.

**URP** – Urgent Repair Program

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**User Charges** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**USERRA** – Uniform Services Employment and Re-employment Rights Act

**WTP** – Water Treatment Plant

**WWTP** – Waste Water Treatment Plant

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