



GOVERNING BODY

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COUNCIL MEMBER LEOPOLD I. COHEN

**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, 2011

Linda C. Danton *Jeffrey R. Egan*

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, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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CITY OF SANFORD HISTORY

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

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

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

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

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

During fiscal year 2004-05 the city purchased the county water system from Lee County. The city now provides water to more than 17,000 city and county residents as well as sewer service to approximately 9,200 city residents. The city is currently expanding the Wastewater Treatment Plant which will boost capacity from the current 6.8 to 12 million gallons daily by 2014.

Community Profile

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

Lee is one of 100 counties in North Carolina situated in the geographic center of North Carolina. It is on the divide of the Coastal Plains to the east and the Piedmont to the west. The City of Sanford (Lee County Seat) is approximately forty-five (45) miles south of Raleigh and Durham. Approximately one hundred fifty (150) miles to the east is the Atlantic Ocean, and one hundred sixty (160) miles to the west are the Appalachian Mountains. It is an economically diverse community.

Current Population

Official as of July 2009

City of Sanford	29,141
Town of Broadway	1,301
Lee County	61,835

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 2008-09)	
Lee County (including Sanford and Broadway)	\$512.8 million

Bond Rating for City of Sanford

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

Bond Rating for Lee County

- Standard & Poor's A+
- Moody's A1

Family Income

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

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

Education

Public High Schools	3
Public Middle Schools	3
Public Elementary Schools	7
Private K-12 Schools	3
Montessori Schools	1
Central Carolina Community College	

Access available to:

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

Hospital

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

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

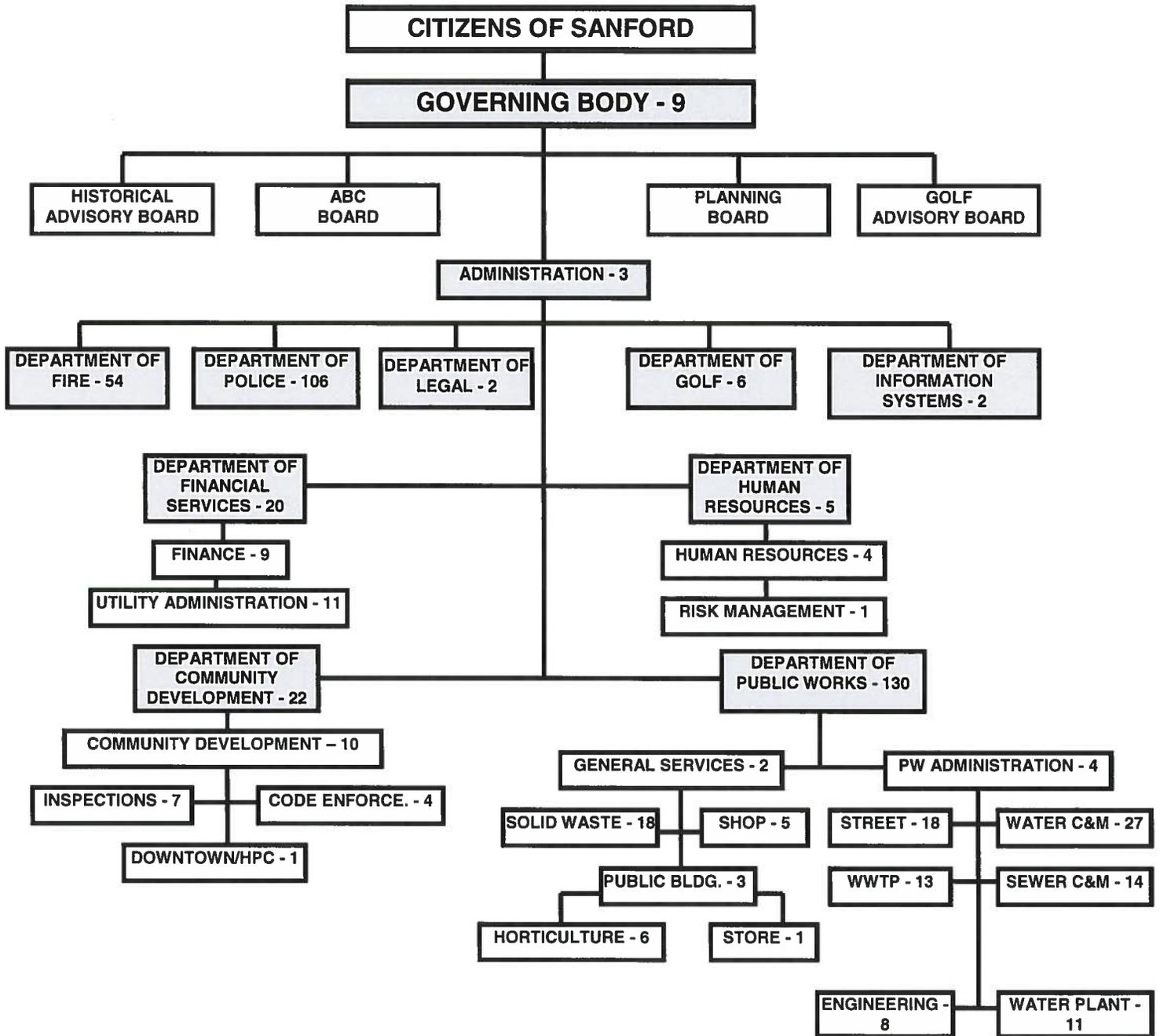
Sanford	6,800,000 gallons per day
Broadway	145,000 gallons per day

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 2012-2013 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.

Long term goals involve expanding the city's tax base and creating new jobs by assisting private developers and economic development allies with difficulties that may occur in the development process.

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 11-12 ACCOMPLISHMENTS

The accomplishments of the City of Sanford are highlighted below to give the reader some insight as to how the major goals provide direction to all areas of municipal service.

SECURITY

Inspections

- ◇ Continued plan review and issuance of all building and trade permits as related to the state building codes
- ◇ Continued site inspections for all new construction projects to ensure compliance with state building codes and the Unified Development Ordinance

Fire

- ◇ Received Federal Assistance to Firefighters Grant (AFG) for \$260,000 to replace all Self Contained Breathing Apparatus (SCBA)
- ◇ Replaced a thermal imaging camera that could not be repaired with a new ISG camera
- ◇ Awarded a bid on a new equipment truck to C.W. Williams for a Rosenbauer built body on an International Chassis
- ◇ Continued five year replacement of turnout gear (NFPA)
- ◇ Due to the new FCC mandate for narrow banding, 21 new portable radios have been ordered
- ◇ Continued training staff at the Emergency Services Training Center for more in depth and realistic training
- ◇ Replaced the sewer line in the bay at Central Fire Station due to the collapse of the line in the middle of the bay floor
- ◇ Hired a part-time level III fire inspector to assist in compliance of the inspection schedule mandated by the North Carolina Fire Prevention Code

Risk Management

- ◇ Conducted site safety committee meetings and job site and/or facility inspections
- ◇ Safety or risk management related classes coordinated and conducted with departments
- ◇ Maintained compliance with safety standards to include training, hearing conservation program, reporting, HAZCOM, etc.
- ◇ Risk Management has taken more of the role of closing property and liability claims in lieu of turning over to city insurance; successfully resolved four property and liability claims internally recouping approximately \$9,000 in repairs
- ◇ Successfully implemented the city's first defibrillator program with training and AED device
- ◇ Managed the reduction in the number of Workers' Compensation and Property and Liability claims: FY 09-10: 68 claims; FY 10-11: 58 claims; FY 11-12: 52 claims

MASTER PLANNING AND ZONING

Code Enforcement

- ◇ Conducted voluntary preoccupancy inspections with landlords on rental properties
- ◇ Assisted Lee County tax office with condemned property assessment in the city

Community Development

- ◇ Continued administration of Community Development Block Grant Projects-
 - Housing Demonstration Infrastructure Project for Autumn Oaks multi-family tax credits complex
 - Maple Avenue Community Revitalization Project

- ◇ Continued administration of the Unified Development Ordinance (UDO) and related land development activities, including issuance of all zoning clearances, and amendments to the UDO as warranted based on land use needs
- ◇ Processed and prepared staff reports for numerous rezonings and Board of Adjustment cases for Sanford, Lee County, and the Town of Broadway

Long Range and Strategic Planning

- ◇ Continued work on the Endor Iron Furnace restoration and efforts toward a skate park site
- ◇ Managed efforts toward widening of NC 42/Broadway Road to funding authorization by North Carolina Department of Transportation

GIS

- ◇ Added elevation data in FIRM layer to break up creeks and rivers
- ◇ Created new NC house layer to follow North Carolina State re-districting boundaries
- ◇ Completed fire district analysis merging areas within 5 to 6 miles of a fire station to a rated district; this brings all of Lee County within a rated district
- ◇ Created new mineral rights layer adding additional 6,200 acres of severed mineral rights to tax database
- ◇ Created new cemetery layer adding an additional 55 cemeteries (total of 79)
- ◇ Completed time study analysis of 9,538 Emergency Management System (EMS) calls; these calls were within a 15 month period between January 1, 2011 and March 31, 2012
- ◇ Created 966 unique maps for the public and city / county departments
- ◇ Completed 446 parcel splits and mergers

Downtown / HPC

- ◇ Held 5th annual Fall Festival – Jubilee
- ◇ Held 11th annual Christmas Tree Lighting
- ◇ Held 6th annual Holiday Open House
- ◇ Held 4th annual Spring Fling Open House for downtown businesses
- ◇ Continued the “Screen on the Green” movie series
- ◇ Continued the “Function at the Junction” Depot Park summer concert series
- ◇ Implemented the “Third Thursday Event” where local merchants stay open late the third Thursday of the month
- ◇ Began design of construction documents for Chatham Street parking lot and streetscape of Steele Street
- ◇ Awarded NC Main Street Energy Grant for replacement of stage lighting at the Temple Theatre
- ◇ Awarded NC Department of Energy Grant for the replacement of HVAC system and lighting at the Federal Building in downtown which houses planning and code enforcement staff

TRANSPORTATION AND PUBLIC WORKS

Solid Waste

- ◇ Hauled loads of leaves and limbs to compost facility
- ◇ Continued contract mowing of NC Department of Transportation right-of-ways and city right-of-ways

Street

- ◇ Street markers, stop signs, and lighting established for new phases of developments on Wilkins Drive, Currie Drive, and Wicker Street
- ◇ Drainage repair at Oakwood Avenue
- ◇ Bridge repair on Hill Avenue

Fleet Maintenance

- ◇ Continued to buy compact trucks/cars to increase fuel mileage and lower initial costs
- ◇ Continued scrutiny of vehicular use in an attempt to maximize conformance of fleet vehicle replacement program

UTILITIES

Public Works

- ◇ Completed the annual wastewater report for North Carolina's Division of Water Quality; the City of Sanford did not have any reportable waste water spills during this fiscal year; a copy of this report was provided to each city water customer
- ◇ Participated in the annual Touch-A-Truck community event and fundraiser that allowed local families the opportunity to learn about and explore the Public Works vehicles and how they help our community
- ◇ Continued support of regional partnership for water supply planning and potential joint use of the B. Everett Jordan Reservoir; the purpose of the year's study, *The Jordan Lake Partnership Potable Water Interconnection Study*, was to develop a proactive regional approach to planning interconnections that increase the reliability and sustainability of drinking water by using widely and cooperatively
- ◇ Promoted high Public Works employee moral through a National Public Works Week lunch with awards recognition to include "Employee of the Year"
- ◇ Continued to keep public informed of Big Buffalo Waste Water Treatment Plant Expansion progress by hosting meetings and tours for industrial representatives from pretreatment programs and the Economic Development Corporation Board
- ◇ Visited local schools during National Public Works Week and provided demonstrations with the leaf vac, bucket truck, salt spreader, sewer vac and pothole patcher; employees discussed the importance of recycling with students; these visits helped raise awareness and understanding of Public Works functions within the city

Engineering

- ◇ Installed a new generator at Kelly Drive and Lemon Springs lift stations. Installed the portable generator with automatic transfer switch at Jackson Heights lift station. The work completed an overall project to provide automatic on-site power backup at all of the city's lift stations.
- ◇ Replaced small diameter sewer lines in various areas throughout the city that could not be renewed by using cured in place lining techniques.
- ◇ Completed various water line replacement projects which took out of service a number of small diameter water lines and replaced them with 6" diameter lines. This project increased flow and pressure to residents.
- ◇ Replaced antiquated electrical system at Carr Creek lift station. The old motor control center was obsolete and it was difficult to obtain spare parts.
- ◇ Cleaned and television surveyed 3.3 miles of large diameter sewer line outfalls.
- ◇ Worked in conjunction with the developer to install water, sewer, and sidewalk infrastructure as part of the Autumn Oaks development project in Jonesboro. Approximately 1,000 linear feet of sidewalk was installed along Woodland Avenue.
- ◇ Construction of the Big Buffalo Waste Water Treatment Plant Expansion continued. This will increase treatment capacity from 6.8 million gallons per day to 12 million gallons per day. The work has exceeded 50% of the contract and the contractors feel they will complete the project before the May 2014 contract completion date.
- ◇ Replaced 1,035 linear feet of sidewalk in various areas throughout the city.

General Services Department

- ◇ Responded to council, city manager, and citizen requests, inquiries, and complaints in a timely and efficient manner

- ◇ Maintained safety in all departments of general services throughout the year and assured compliance with all reporting
- ◇ Continued renovations at city hall
- ◇ Continued design and plan of skate park
- ◇ Maintained and submitted proper FEMA documentation for April 2011 tornado
- ◇ Continued to acquire and access information on special projects including but not limited to playgrounds and LED lighting

Water Treatment Plant (WTP)

- ◇ Exceeded all state / federal regulations for drinking water
- ◇ Continued education opportunities to enable staff to receive certifications of equipment allowing knowledge necessary to trouble shoot and resolve performance issues
- ◇ Partnering with Central Carolina Community College, the WTP allowed a Bio-Process Technology major to receive his internship (320 hours) working at the plant; in addition to fulfilling the required work study which led to graduation, the intern was able to develop real world experience working in a laboratory and industrial process
- ◇ The Water Plant was recognized by the NC Department of Labor for sixteen consecutive years with no loss time accidents
- ◇ The Water Plant received recognition from the NC Department of Environment and Natural Resources Public Water Supply Section for turbidity removal for the 2010-2011 years; the plant received a certificate of optimization under the umbrella of the state administered Area Wide Optimization Program
- ◇ The Water Plant completed a project in the removal of a CAT diesel engine and replaced with a Cummins diesel engine for pump #4; the engine is for emergency power supply to pump water in the event of an electrical outage; this installation project provides the necessary redundancy for water supply to our customers

Wastewater Treatment Plant (WWTP)

- ◇ Updated Process Safety Management Procedures to ensure compliance with OSHA standards
- ◇ Installed new return activated sludge pump
- ◇ Repaired buss bars on the motor control centers, repaired grit augers, and replaced the main breakers for motor disconnects at the Wastewater Treatment Plant
- ◇ Reissued new permits for the Pretreatment Program
- ◇ Serviced all generators for the plant to ensure operation of plant equipment during a power failure
- ◇ Hauled residual bio-solids from aeration tank number one to EarthTec, an environmental firm that handles non-hazardous contaminated soil
- ◇ Land applied six million gallons of bio-solids to permitted farms to maintain the Land Application Program
- ◇ Continued construction of the Wastewater Treatment Plant expansion to increase capacity from 6.8 to 12 million gallons daily
- ◇ Installed plant back flow preventer for water system
- ◇ Maintained laboratory certification

Sewer Construction and Maintenance

- ◇ Improved right-of-way access points and creek crossings
- ◇ Removed trees from cross-country right-of-ways for better access
- ◇ Cleaned 22% of the city's collection system lines
- ◇ Staff responded to 271 stoppage complaints, jetted 55 miles of sewer main, mowed 33 miles of right-of-way easements, inspected 64 miles of priority lines, and inspected 52 miles of the collection system
- ◇ Treated 5,500 linear feet of sewer main with root control
- ◇ Vacuumed all wet wells and cleaned all build up and solids
- ◇ Televised 4,784 linear feet of sewer line
- ◇ Improved stock of spare parts to decrease downtime of lift stations

- ◇ Performed 62 retaps
- ◇ Two employees attended the AWWA Pipe and Meter School to obtain NC state certifications

Water Construction and Maintenance

- ◇ Maintained 575 miles of distribution lines, and 2,243 of hydrants
- ◇ Repaired 143 major water lines and 69 minor water lines
- ◇ Made 103 new water taps and 184 water retaps
- ◇ Installed 2 new water meters and replaced 277 old meters
- ◇ Tested 23 large water meters and 5 small water meters
- ◇ Read 225,607 water meters
- ◇ Inspected 18 city owned backflow devices and 475 privately owned backflow devices
- ◇ Removed 413,100 gallons of grease containing fluids and inspected 87 (of 178) grease traps
- ◇ Inspected 3,104 valves

FINANCIAL PLANNING

Utility Fund Administration

- ◇ 14,887 payments were collected on-line for a total of \$935,600
- ◇ The city's Debt Set Off Program continues to be successful in the collection of delinquent accounts; \$38,500 was collected in outstanding bills

Finance

- ◇ Received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the city's June 30, 2011 Comprehensive Annual Financial Report; this is the 31st straight year the city has received this honor
- ◇ Received a Distinguished Budget Presentation Award from the Government Finance Officers' Association for the city's Annual Operating Budget ending June 30, 2012; this is the 26th straight year the city has received this honor
- ◇ Continued the contract in which the City of Sanford provides accounting services to a smaller area municipality; this arrangement provides the smaller unit with increased internal controls without hiring additional personnel

DEVELOPMENT OF STAFF AND TECHNOLOGIES

Information Systems

- ◇ Installed a new domain controller server to minimize system downtime and expand capabilities
- ◇ Provided many updates on our social networking sites on Facebook and Twitter to keep citizens informed
- ◇ Managed project to convert paper agendas to electronic agendas on iPad tablets for Law and Finance and City Council meetings
- ◇ Upgraded mobile connections to the Inspections Department vehicles with Energov mobility software
- ◇ Received state grant for operation of the Government Access Channel Sanford TV11
- ◇ Managed project to upgrade video production hardware and software for our television station
- ◇ Created the video that helped the city win the 2011 National Night Out award as well as producing several informational videos for city services on Sanford TV11 and the website
- ◇ Enhanced an employee intranet for employees to stay connected with Human Resources and Risk Management information while they are at work or home
- ◇ Maintained, repaired, and supported 215 computer systems / users on 9 local area networks at 10 remote sites with 40 networked printers
- ◇ Purchased and distributed 40 personal computers for the Employee Computer Purchase Program
- ◇ Updated network managed anti-virus system and mail server software for more functionality

- ◇ Installed/managed new software packages, service pack upgrades, and security patches for personal computers and servers on the city's LAN and WAN networks

Human Resources

- ◇ Over \$2.8 million paid in medical claims/fixed costs under our BCBSNC group health care plan resulting in a loss ratio of 94.56%; down from 98% for plan year 2010-2011 and 101% for plan year 2009-2010 and 117% for plan year 2008-2009; claims costs increased approximately \$250,000 from prior year
- ◇ A rate increase of 6.5% for plan year 2012-2013 was recommended to cover expected medical claims, fixed and health care reform costs, however, the city elected to make changes to plan copayments and deductibles rather than increase premiums; a less expensive health option was recommended and approved by council to be implemented in plan year 2012-2013; employees now have the option of choosing between a PPO and CDHP; only 4 employees elected the CDHP with HSA
- ◇ Successfully re-negotiated rates for life, accidental death and dismemberment, and short term disability resulting in no rate increase
- ◇ Received reimbursement of approximately \$81,000 from the Early Retiree Reinsurance Program (ERRP) administered by the Department of Health and Human Resources (HHS)
- ◇ Implemented a new 457 Plan on July 1, 2012 administered by Prudential Retirement
- ◇ Successfully re-negotiated rates with the city's flexible spending account plan provider with no administrative rate change for 2012-2013 plan year
- ◇ Re-negotiated dental rates resulting in an increase of 9.7% for plan year 2012-2013
- ◇ Successfully implemented a new process for benefits open enrollment for plan year 2012-2013; new on-line enrollment for FSA (enrollment and re-enrollment) and no enrollment for other benefits unless making changes
- ◇ Wellness Program continues to be successful; increased participation noted in all programs
- ◇ Coordinated successful health and wellness fair to include health screenings
- ◇ The Sanford Census, an all employee newsletter which was previously published and distributed to employees, is now available on-line via the HR intranet
- ◇ Successfully coordinated the benefits open enrollment program via primary use of the HR intranet for communication and enrollment purposes
- ◇ Recruited, hired, conducted new employee orientation, and processed 22 new employees; 26 employees or board / commission members separated employment and were processed out; processed 5 new board / commission members and 2 new council members
- ◇ Coordinated a second employee opinion survey through the Employment Security Commission in October 2011; participation level decreased and results indicated a slight increase in the positive response rate for almost all categories

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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 23, 2012

SUBJECT: Proposed Annual Operating Budget Fiscal Year 2012-2013

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 2012-2013. Much like the last four years, the persistent effects of the recession continue to hinder our revenue growth. Our healthy reserves, minimal debt, and other pro-active, expenditure-reduction steps have enabled us to continue to offer consistent, uninterrupted services to our citizens. While I remain optimistic about the future, revenue constraints will hamper our ability to further enhance our services and to enter into any new endeavors.

In the 2012-2013 Budget, we narrowly avoided a change in the sales tax distribution methodology that was requested by some members of the Lee County Board of Commissioners. A change in the sales tax methodology would have resulted in a reduction of recurring revenues of approximately \$1.3 million per year for perpetuity. In order to offset such a loss of revenue, we would have had to examine all possible options including an increase in taxes, a reduction in service, or the elimination of some services altogether. We need to remain cognizant that, each year, the Board of County Commissioners could change the distribution under their authority granted by law.

Lee County has also expressed concern over the equity of the interlocal agreements that we share. As the composition of legislative bodies changes due to elections, there is often pressure to dissolve long-standing relationships, renegotiate agreements, and to explore self-provision options. I believe that an open dialogue is critical to the success of our relationship. We should strive for a win/win relationship to insure that all Lee County citizens receive the most timely and efficient service without the duplication of services.

Every year, we face a challenge on how we can absorb rising healthcare costs for our employees and their dependents. This year we tackled the problem early and crafted a plan to provide a more affordable option for our employees who insure dependents. Employees now have the option of utilizing a Health Savings Account (HSA) in lieu of our traditional Preferred Provider Organization (PPO) plan. This plan allows for lower monthly premiums in exchange for a more direct pay-as-you-go method; furthermore, the HSA continues to protect employees by keeping their total out-of-pocket expenses at the same limits as the traditional PPO plan.

As with any service industry, our employees continue to be our greatest asset. Maintaining a competitive pay plan is a strategic priority for the City which enables us to attract, recognize, and retain valuable workers. As the economy improves, there will be real challenges to retain, develop, or find the skilled staff needed for essential services. There is a need to examine pay disparities, compression, and the competitiveness of the pay rate to the labor market.

GENERAL FUND OVERVIEW

In the General Fund, our two main sources of revenue include ad valorem and sales tax revenue. These two revenue sources make up 74 percent of the total revenue collected in this fund. The General Fund revenues will decrease this year by \$1,156,080 or 4.7 percent mainly due to installment purchase proceeds in FY 2011-2012 and to the near completion of a police grant for four officers. We must continue to keep additional costs down in the General Fund by adding only the minimal required positions. We are continuing to freeze four positions: two positions in the Inspections Department, one in Solid Waste, and one in the Human Resources Department.

A new facility scheduled for construction this year is the Downtown Jonesboro Parking Lot. The facility will encompass approximately 24 parking spaces, sidewalk, curb and gutter, and improvements to drainage. Enhancing parking accessibility and improving safety for businesses and pedestrians will be assets for the Jonesboro area. This facility is funded at \$150,000.

This is the third consecutive year that I am recommending a budget that does not include the annual contribution necessary to fund our street repair and maintenance at a level necessary to maintain the current level of service. Even though we borrowed \$950,000 for street maintenance and repair activities in FY 2011-2012, I remain concerned that we are not funding our maintenance needs consistently. In the short term, it is easy to delay maintenance work on streets; however, delaying public infrastructure maintenance projects will carry a hidden and possibly greater cost for our citizens in the future. After the completion of the \$950,000 street improvement project funded by loan proceeds, the budget will include a street assessment and condition survey to evaluate our maintenance needs for the future.

GENERAL FUND REVENUES

General Fund revenues are budgeted to be \$23,417,947 for Fiscal Year 2012-2013. A fund balance appropriation of \$1,120,501 is included for the purpose of funding capital expenditures. The available fund balance on June 30, 2011 was \$9,386,394 or

37.8 percent of General Fund expenditures. It should be noted that, with the projected use of fund balance in the current Fiscal Year 2011-2012 Budget, the anticipated available fund balance on June 30, 2012 would be 8,265,893 or 33.7 percent. Positive trends are evident in our ad valorem tax which is projected to increase by \$221,840 or 1.9 percent. Sales tax revenues are projected to increase \$151,427 from the Fiscal Year 2011-2012 Budget or 2.9 percent.

A rate increase is also recommended in our facilities' fee schedule for compost products and delivery charges. Our compost facility generates approximately \$45,000 a year in fees from the purchase of materials. A fee increase reflected on this year's fee schedule correlates to a \$15,000 revenue increase totaling \$60,000 per year.

GENERAL FUND- FUND BALANCE

The City of Sanford's fund balance level has been a frequent topic of conversation for the media and political campaigns. Our current fund balance remains healthy; however, we have utilized significant amounts of fund balance over the last two years and anticipate utilizing more at the completion of FY June 2012. As depicted in the chart below, our fund balance at the end of FY 2011 was 37.8 percent or \$9,386,394. The state weighted fund balance average percentage for populations of our size is 40.9 percent, and the average for all cities in North Carolina is 39.4. We are no longer higher than our group's average or the state's average. As we do every year, fund balance is only budgeted to cover capital items and not recurring expenditures. We need to be very conscious in the future to guard against our fund balance becoming too low. The City of Sanford does not currently have a formal fund balance policy, but I believe we should strive for a fund balance to parallel the average fund balance of cities our size (the group's weighted average).

City of Sanford Historic Fund Balance

(FBA) Fund Balance Available in Dollars	2011	2010	2009	2008	2007	2006
	\$9,386,394	10,756,922	10,956,925	11,350,750	9,698,506	7,590,494
FBA as a % of GF Net Expenditures						
Unit FBA %	37.86	46.26	47.33	52.64	49.33	39.46
Group Weighted Average FBA %	49.77	44.27	41.08	43.40	40.43	38.05
State Weighted Average Non- Electric Group	40.91	38.70	37.89	36.66	37.39	37.38
State weighted average FBA %	39.42	37.47	37.03	36.34	36.54	36.96

***Source: North Carolina Department of State Treasurer**

GENERAL FUND EXPENDITURES

Our annual budget ordinance segregates governmental functions within the General Fund into five categories. They are General Government, Public Safety, Transportation, Sanitation, and Community Development. The significant changes in the General Fund expenditures are listed below.

General Government – This category of expenditures includes Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Systems, Legal, Public Building, General Services, Central Office, Other Contributions, Fleet Maintenance, and Horticulture.

There are several operating transfers and contributions to specific organizations included in the General Fund. These contributions include \$20,000 to the Temple Theatre; \$3,000 to the Lee County Arts Council; and \$3,000 to the Railroad House Association. The Railroad House Association has specifically requested additional funds from the city for the painting of the locomotive in Depot Park and the installation of a fence around the locomotive. The estimated cost of these additional projects is approximately \$28,000. Our budget continues to include the funding of interlocal contracts with Lee County regarding Sanford/Lee County Economic Development Corporation, Strategic Services, Animal Control, and Tax Collection. The Sheriff's Department is providing an exceptional service to our citizens since they took over animal control last year. Complaints about animal control issues are very minimal and the Sheriff's Department has remained very responsive to all of our needs. Lee County is requesting an increase in funding totaling \$100,000 to cover expenditures associated with animal control. In 2010-2011, our annual contribution to Lee County for additional leash law enforcement in the city was \$50,000 a year. When the county agreed to fund sworn deputy positions for animal control enforcement, they requested additional compensation and funding for training required for deputies versus non-law enforcement officers. We agreed to additional compensation for this effort, but did not agree to provide compensation for capital items needed in the enforcement such as vehicles. This budget recommends an increase again this year of approximately 9 percent over last year to pay for the increase in operating expenses in the department totaling \$70,535. This is not the full amount the county has requested because there is no basis in any of the prior local agreements to accommodate their request without amending the agreement or without specific council approval.

The City of Sanford's Administration and Police Department have occupied its current location since 1981. City Hall housed approximately 71 employees in 1981 and currently houses approximately 158 employees. Employees are located at two other facilities-- one located on Carthage Street and the other on Woodland Avenue. The possibility exists that if a new police facility was constructed, additional space could be provided to return offsite employees to City Hall. I am recommending a space-needs study, at a cost of \$35,000, be performed to determine the future needs of our facilities.

The Sanford Rotary Club has requested that the City of Sanford participate in a memorial trailhead as an addition to the Endor Iron Greenway near the trail's northern end-point in the Douglas Drive area. The project includes a gazebo, water fountain, access trail, and small parking lot. The Rotary Club has committed \$50,000 and is seeking additional assistance from the City of Sanford. I have included \$30,000 for a water line extension to be funded out of the Utility Fund, as well as \$25,000 out of the

General Fund to assist with a parking facility and access trail from the parking lot to the existing greenway.

In 2006-2007, the City of Sanford converted to new software for utilities, financial services, and human resources because we had simply outgrown the current software's capabilities. The Munis software package is the very heart of all our financial data, history, and transactions. In order for us to remain as efficient as possible, it is extremely vital that the software performs and that problems associated with the software are remedied very quickly. Our utility system continues to grow and we now have over 16,000 customer accounts. I feel it is prudent, at this time, to add an additional employee to meet the growing demand and complexity and to shore up any vulnerabilities that we may have from financial and systems' fraud. This position is currently budgeted in the Finance Department, but I am still evaluating the scope and duties of the position and in which department it will ultimately reside. I anticipate that 75 percent of the time of this position will be initially devoted to the Utility Fund and 25 percent to the General Fund. This will have a minimal impact on the General Fund at approximately \$12,000 per year.

In General Government, one position that remains open will continue to be frozen in the Human Resources Department to minimize recurring expenditures.

Public Safety – This category of expenditures includes Police, Fire, and Inspection budgets. The Public Safety category is projected to increase by \$8,444 or 0.1 percent compared to the prior year's budget.

In the Police Department, major capital expenditures anticipated include the replacement of thirteen patrol vehicles at a cost of \$334,971. Capital purchases in the Police Department are large and account for over half of all total capital proposed in the General Fund. At a cost of \$142,337, the budget also includes a forensic evidence collection vehicle that will greatly enhance crime scene analysis capabilities. Except for \$65,519 remaining of the grant, this is the first full year that we are required to fully fund the salaries of the four additional police officers that were added in FY 2009 under the COPS Hiring Recovery Program. We were awarded \$650,860 in 2009 to hire four police officers for thirty-six months and must retain all four positions for a minimum of twelve months at the end of the thirty-six month period. As of last year, we were able to fully equip all of our patrol and community police vehicles with mobile data terminals (laptops). It is also necessary to replace four of our aging mobile data terminals at a cost of \$24,000.

I am recommending the continued freezing of two positions in the Inspections Department -- one clerical and one field inspector. During the Fiscal Year 2011-2012, we purchased laptop computers and the remaining features of a software package that would enable us to provide mobile inspections in real time. The efficiencies gained through the implementation of the remaining two components of the EnerGov software will allow us to hold off filling these vacancies until demand increases substantially.

Public Safety also includes the acquisition of \$68,895 worth of equipment in the Fire Department including the purchase of new portable radios, control points, and mobile repeaters to meet the narrow band Federal Communication Commission's (FCC) requirements that go into effect January 2013. The Fire Department's capabilities will be further enhanced with the purchase of software and equipment that will allow for real time interconnection between responding units and our Computer Aided Dispatch (CAD)

data base. Responding units will have more information provided via computer as a secondary source of communication to our dispatch center.

Transportation – This category includes Street Maintenance and Street Capital Improvements and its overall decrease in expenditures is \$714,011 or 22.8 percent from last year’s budget. This is the third consecutive year that I am requesting that we temporarily suspend our street lighting enhancement program until we begin to see a clear trend toward revenue improvement.

Sanitation – This category of expenditures includes our Solid Waste Division, curbside garbage collection, recycling, and disposal. Capital outlay recommended in the Solid Waste Division includes the replacement of a front-end compost loader at a cost of \$149,000. Our five-year contract with Waste Management ends June 30, 2013, and we will be soliciting requests for proposals on our residential collection of solid waste and recycling services. We anticipate evaluating the proposals Midyear 2012 and enter into a new contract by July 1, 2013. Our current contract with Waste Management for this budget year requires a 3.3 percent cost-of-living adjustment over the prior year. There is also one position in the Solid Waste Division recommended to stay unfilled.

Community Development – This category includes Community Development, Code Enforcement, and Downtown/Historic Preservation. The overall decrease in this category is \$51,512 or 3.9 percent versus the Fiscal Year 2011-2012 Budget. Every year, housing improvements in our historic district areas remind us of how important the districts are to the city. It is necessary to visually brand the East Sanford Historic District area to recognize this district with the placement of five historic district entry signs to be located along the district gateways. One additional sign, that was previously omitted, will be erected in the Lee Avenue Historic District area, and sign inserts will be replaced in all other existing historic district areas so that there will be conformity. Additionally, there are funds to erect eight Welcome to Sanford signs that will be placed at our gateways along our highway corridors.

UTILITY FUND OVERVIEW

This is the fifth consecutive year of rate adjustments necessary to accommodate the debt service for our planned capital improvements in the Utility Fund. We anticipate water and wastewater revenues to increase this year due to rate adjustments calculated through our utility rate model. We need to continue to adjust our rates in order to retain a strong bond rating, adequate reserves, and debt coverage necessary to meet our obligations. This year’s rate adjustment will finally merge the district and outside water rates into one rate. This will eliminate confusion for staff, the public, and all of our outside-city customers.

UTILITY FUND REVENUES

Utility Fund revenues are estimated at \$18,807,419 which reflects a decrease of approximately 2.5 percent or \$478,427 over the Fiscal Year 2011-2012 Budget. This budget includes a water rate increase of 2 percent and a wastewater rate increase of 2 percent effective August 1, 2012. The average monthly impact on a city water/sewer account will be \$1.33 per month.

UTILITY FUND EXPENSES

Utility Fund expenses will increase \$2,023,996 or approximately 10.7 percent from last year's budget. This year we are continuing our effort to meet our capital needs in our water and wastewater infrastructure by committing half a million dollars for water system rehabilitation and half a million dollars toward wastewater system rehabilitation. At our annual retreat, I expressed the need to improve product development of industrial sites in the county. A more complete and attractive industrial park will enable us to remain more competitive and increase the likelihood of attracting quality industry. An investment of \$2 million is budgeted to be utilized for water and wastewater infrastructure improvements and the potential purchase of wastewater infrastructure from Lee County. This investment will ultimately result in a shovel-ready, complete, and attractive industrial park. This investment will only reach fruition with the support from Lee County and existing property owners in the industrial park. The final details will need to be negotiated and approved by the Lee County Board of Commissioners and the City Council.

Until 2009, a crew supervisor in the Solid Waste Division served a part-time role as a safety officer. When the individual holding the position retired, the safety aspect of the position's responsibilities was shifted to other supervisors and the City's Risk Management Officer as a cost-saving measure. This change was successful in the short term, but resulted in the deterioration of the overall effectiveness of our safety program. In order to remain current on all applicable safety requirements and to ensure the safest possible working environment for our employees, I am recommending this position be recreated. This position will be funded with 90 percent of expenses from the Utility Fund and the remaining 10 percent from the General Fund. Also, to avoid additional expenses, there are two positions in the Engineering Department that will remain unfilled.

GOLF FUND

At the golf course in the last two years, we have seen revenue exceed our expectations. We introduced new carts in Midyear 2011-2012 and increased the fees of cart rental when they were placed into service. This year, I am recommending another fee increase that is anticipated to generate an additional \$21,000 in revenue based on our existing volume. A combination of these two rate increases should generate \$65,087 more in revenue in this budget over the 2011-2012 year. In 2012-2013 we will be relieved of the debt payment associated with the course renovations completed in 2002.

SPECIAL TAX DISTRICT

The proposed Special Tax District budget for Fiscal Year 2012-2013 is \$59,465 which reflects a 41.4 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 remain the same.

SUMMARY

This budget continues to preserve our overall fiscal health while maintaining the quality of services we provide. Our revenue stream will continue to limit any bold endeavors without additional revenue. Sound financial decisions made in the past by the City Council and staff continue to enable us to add minimal enhancements to the services we provide, even in light of slow revenue growth.

I am recommending that our tax rate remain unchanged at \$.54 per \$100 assessed valuation, and an adjustment to our utility rate structure of 2 percent for water and 2 percent for sewer. I am also recommending that we provide a cost-of-living adjustment of 2.5 percent effective with the first pay date in the 2012-2013 Fiscal Year.

This budget includes two new positions—a software application specialist and a safety position in Public Works. Both positions will be funded primarily out of the Utility Fund and will minimally affect the General Fund which has the least amount of flexibility in terms of revenue. Both positions are critical because one is critical to the safety of our employees and the other is critical to the safety of our financial system.

I always ask that when you examine this budget, you do not consider it for just one fiscal year. Consider the budget as a small snapshot of the city at this point in time and realize that decisions made will have repercussions that will last for many years. As the city continues to grow and expand, we must consider future demands that could be very costly.

I would like to thank the Mayor and City Council for their leadership and financial stewardship during this lingering, 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 2012-2013 Budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Hal Hegwer', with a large loop at the end of the signature.

Hal Hegwer, City Manager

FY 12-13 Changes To Budget Ordinance from Originally Presented to Council

<i>GENERAL FUND</i>	<i>AMOUNT PRESENTED TO COUNCIL</i>	<i>STAFF OR COUNCIL RECOMM.</i>	<i>NET CHANGE</i>	<i>DESCRIPTION</i>
REVENUES				
Fund Balance Appropriation	1,120,501	1,155,772	35,271	Items paid with fund balance
TOTAL REVENUE ADJUSTMENTS			<u><u>\$ 35,271</u></u>	
EXPENDITURES				
Finance	\$ 767,765	\$ 772,750	\$ 4,985	New actuarial provider
Street Capital	338,873	329,141	(9,732)	Reduce debt payment for street resurfacing
Downtown/HPC	119,620	117,120	(2,500)	Cut sign inserts
Sanitation	1,288,420	1,330,938	42,518	Include 3.3% CPI
TOTAL EXPENDITURE ADJUSTMENTS			<u><u>\$ 35,271</u></u>	

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**ANNUAL BUDGET ORDINANCE
FOR FISCAL YEAR 2012-2013**

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, 2012 and ending June 30, 2013 according to the following summary and schedules.

<u>SUMMARY</u>	<u>REVENUES</u>	<u>APPROPRIATIONS</u>
General Fund	\$24,573,719	\$24,573,719
Enterprise Fund	21,606,230	21,606,230
Special Tax District	<u>59,465</u>	<u>59,465</u>
TOTAL BUDGET	<u>\$46,239,414</u>	<u>\$46,239,414</u>

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

SCHEDULE A: GENERAL FUND

(Includes Interfund Reimbursements)

GENERAL GOVERNMENT

Governing Body	256,785
Administration	206,131
Human Resources	264,820
Risk Management	52,652
Elections	0
Finance	772,750
Information Systems	262,498
Legal	140,983
Public Building	629,395
General Services	170,501
Central Office	21,958
GF Contributions	1,030,529
Fleet Maintenance	1,341,977
Horticulture	562,863

PUBLIC SAFETY

Police	7,886,466
Dispatching Services	942,624
Police – 911 Surcharge	272,777
Fire	3,985,674
Inspections	417,703

STREET

Street	2,075,838
Street Capital Imp.	329,141

SANITATION

Solid Waste	1,332,578
Sanitation	1,330,938

COMMUNITY DEVELOPMENT

Community Development	879,289
Code Enforcement	279,783
Downtown / Historic Preservation	117,120

SUBTOTAL GENERAL FUND EXPENDITURES	25,563,773
Less Departmental Charges (Fleet Maintenance)	(990,054)
TOTAL GENERAL FUND EXPENDITURES	24,573,719

TAXES- AD VALOREM

Current Year Taxes	11,756,894
Prior Year Taxes	230,000
Penalties Less Discounts	50,000
Payments in Lieu of Taxes	25,000

OTHER TAXES

Privilege License	2,350
Cable Franchise – Video Programming	228,030
Cable Franchise - Public Education Channel	31,500
Disposal Tax	21,000
Local Sales Tax – Article 39	2,232,168
Local Sales Tax – Article 40	1,065,291
Local Sales Tax – Article 44	924,141
Local Sales Tax – Article 42	1,116,084

LICENSE AND PERMITS

City Permits	189,957
County Permits	120,788
Broadway Permits	3,760

INVESTMENT INCOME

Interest Income	60,000
Interest on Assessments	2,000

INTERGOVERNMENTAL REVENUES

UNITED STATES OF AMERICA

Build America Bonds Rebate	2,501
U.S. Department of Justice Grant	65,519

STATE OF NORTH CAROLINA

Utility Franchise Tax	1,469,635
Beer and Wine Tax	67,000
Drug Forfeiture	46,500
N.C. DOT Mowing Agreement	29,372
Powell Bill	780,600

OTHER LOCAL GOVERNMENTS

Consolidated Planning Services	399,801
911 Surcharge Reimbursement	272,777
911 Dispatch	202,678
Lee County Inspection Contract	51,801
Financial Services – Broadway	4,000
Clearwater Drive Fire Service	36,000

SALES AND SERVICE

Sale of Materials	3,000
Sale of Compost Materials	60,000
Sale of Fixed Assets	75,000
Waste Mgmt. User Fees	1,100,000

OTHER

Court Cost Fees	10,000
ABC Revenue	140,000
Street Charges	340,000
Rental Income	15,000
Parking Revenue	20,000
Miscellaneous	150,000
Civil Violations	4,600
Animal Control	1,200
Assessments	4,000
Tower Consultant Fee	8,000

APPROPRIATED FUND BALANCE	1,155,772
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TOTAL GENERAL FUND REVENUE 24,573,719

SCHEDULE B: ENTERPRISE FUND

UTILITY FUND

DEBT SERVICE

Debt Service 5,722,183

OTHER

Utility Fund Contributions 364,544

PUBLIC UTILITIES

UF Administration 1,674,998

Utility Billing 0

Engineering 514,057

UF PW Administration 348,302

Sewer Const. & Maint. 1,722,208

Water Const. & Maint. 2,891,003

Water Plant 2,393,925

Wastewater Plant 1,669,625

Water Capital Imp. 1,180,000

Sewer Capital Imp. 2,250,000

Warehouse 311,408

SUBTOTAL UTILITY FUND EXPENSES

21,042,253

Less Departmental Charges (Warehouse)

(185,000)

TOTAL UTILITY FUND EXPENSES

20,857,253

USER CHARGES

Water Charges 10,300,000

Sewer Charges 6,900,000

INVESTMENT INCOME

Interest Income 45,000

Interest on Assessments 1,500

OTHER

Taps and Connections 135,000

Sewer Surcharge 8,100

Sludge Charge 35,000

Monitoring Fee 87,000

Charges on Past Due Accounts 150,000

Oil and Grease Fees 20,000

Sales Other Funds 30,000

Sale of Fixed Property 15,000

Miscellaneous	10,000
Meter Rental	2,500
Rental Income	95,181
Non-Compliance Fees	2,000
After Hours Fees	3,000
NSF Charges	6,000

INTERGOVERNMENTAL REVENUES

UNITED STATES OF AMERICA

Build America Bonds Rebate	962,138
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RETAINED EARNINGS	2,049,834
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TOTAL UTILITY FUND REVENUE	20,857,253
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GOLF FUND

OTHER

Golf Fund	748,977
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TOTAL GOLF FUND EXPENSES	748,977
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GOLF USER CHARGES

Green Fees Annual	90,280
Green Fees Daily	187,807
Cart Fees	250,000
Driving Range	16,000
Brick Tournament Fees	11,000

OTHER

Concession	35,000
Pro Shop	52,000
Contribution from General Fund	106,890

TOTAL GOLF FUND REVENUE	748,977
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TOTAL ENTERPRISE FUND	21,606,230
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SCHEDULE C: SPECIAL TAX DISTRICT FUND

OTHER

Special Tax District Fund 59,465

TOTAL SPECIAL TAX DISTRICT EXPENSES 59,465

TAXES AD VALOREM

Current Year Taxes 53,091
Prior Year Taxes 1,000
Penalties Less Discounts 300

INVESTMENT INCOME

Interest Income 125

OTHER

Parking Revenues 1,900
Contribution from General 0

APPROPRIATED FUND BALANCE 3,049

TOTAL SPECIAL TAX DISTRICT REVENUE 59,465

TOTAL ALL FUNDS 46,239,414

Section 4: There is hereby levied for the fiscal year ending June 30, 2013, the following rate of taxes on each \$100 assessed valuation of taxable property as listed as of January 1, 2012 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, 2013, 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, 2012 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.

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. Water and wastewater rates are effective August 1, 2012. All other fees and rates are effective July 1, 2012.

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 19th day of June, 2012.



Cornelia P. Olive, Mayor

ATTEST:



Bonnie D. White, City Clerk



Susan C. Patterson, City Attorney

CITY OF SANFORD
RATE SCHEDULE FOR FISCAL YEARS 2012-2013
RATES EFFECTIVE AUGUST 1, 2012

Water Utility Rates

Residential			Non-Residential		
Monthly Consumption Level	Inside City	Outside City	Monthly Consumption Level	Inside City	Outside City
Minimum Charge for up to 3 ccf (\$ / month)	\$14.04	\$28.08	Minimum Charge for up to 3 ccf (\$ / month)	\$14.04	\$28.08
Over 3 ccf (\$ / ccf)	\$4.25	\$8.49	3 ccf to 8 ccf (\$ / ccf)	\$4.25	\$8.49
			Over 8 ccf (\$ / ccf)	\$2.76	\$5.52

1 ccf = 100 cubic feet = 748 gallons

Sewer Utility Rates

Monthly Consumption Level	Inside City	Outside City
Minimum Charge for up to 3 ccf (\$ / month)	\$15.00	\$22.50
Over 3 ccf (\$ / ccf)	\$5.00	\$7.50

1 ccf = 100 cubic feet = 748 gallons

Sewer Only Rates

Monthly Consumption Level	Inside City	Outside City
Flat Fee	\$31.00	\$45.05

Industrial Surcharge Rates

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

CITY OF SANFORD
RATE SCHEDULE FOR FISCAL YEARS 2012-2013
RATES EFFECTIVE JULY 1, 2012

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

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

Waste Management Fee	
Annually	\$125.00

CITY OF SANFORD

BEER AND WINE FEES FOR FISCAL YEARS 2012-2013

RATES EFFECTIVE JULY 1, 2012

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

**Building Construction
Fee Schedule**

2012-2013

www.sanfordnc.net

CITY OF SANFORD / LEE COUNTY / TOWN OF BROADWAY

North Carolina

COMMUNITY DEVELOPMENT DEPARTMENT

Inspections Division

Construction Permit Fee Schedule

**BUILDING PERMIT FEES
RESIDENTIAL**

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

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

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

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

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

**BUILDING PERMIT FEES
COMMERCIAL**

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

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

**BUILDING PERMIT FEES
COMMERCIAL (continued)**

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

OTHER COMMERCIAL CONSTRUCTION	Includes all Commercial Renovations, Repairs, and Other Commercial Construction not listed elsewhere.	
Building Permit Fee:	Permit Fee is Calculated based on Applicants Estimated Cost of Construction. (Bid, quote, or estimate must be provided with permit application). Building permit fee shall be calculated by: \$2.00 per \$1,000 of Applicants Estimated Cost of Construction. Minimum Building Permit Fee is \$40.00.	

**BUILDING PERMIT FEES
MISCELLANEOUS**

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

ELECTRICAL PERMIT FEES

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

MECHANICAL PERMIT FEES

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

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

PLUMBING PERMIT FEES

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

FIRE PREVENTION PERMIT FEES

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

RECORD RESEARCH

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

TECHNOLOGY FEE

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

1. FAILURE TO SECURE PERMIT

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

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

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

2. ISSUANCE OF PERMITS

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

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

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

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

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

BUILDING PERMITS

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

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

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

OR

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

OR

- To an individual when a general contractor's license is not required. The cost of the undertaking cannot exceed thirty thousand dollars (\$30,000). Permits will be issued personally to the license holder of record only. A bonafide employee of the licensee will be allowed to obtain permits upon submittal of the "Authorization for Permit Application by Employee of Licensed Contractor Form".

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

HOMEOWNER RECOVERY FUND:

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

ELECTRICAL PERMITS

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

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

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

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

Temporary Service Poles

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

MECHANICAL PERMITS

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

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

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

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

Grease Canopy Hoods do not require a licensed contractor.

MANUFACTURED HOME PERMITS

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

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

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

MODULAR PERMITS

A building permit is required for modular homes.

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

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

NO TEMPORARY SERVICE WILL BE AUTHORIZED FOR ANY MODULAR CONSTRUCTION.

PLUMBING PERMITS

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

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

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

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

RENTAL PROPERTY

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

- **Rental Property – Building Permits**

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

- **Rental Property – Electrical Permits**

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

- **Rental Property – Mechanical Permits**

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

- **Rental Property – Plumbing Permits**

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

RENEWING EXPIRED PERMITS:

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

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

PERMIT REFUNDS

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

POSTING BONDS

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

3. POSTING OF PERMIT CARDS:

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

4. INSPECTIONS

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

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

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

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

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

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

Priorities for daily inspections will be as follows:

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

RE-INSPECTION FEES

The Inspections Department will perform one follow-up inspection to ensure that corrections have been made. Additional inspections shall be termed "re-inspections". A fee of \$50.00 shall be paid prior to any re-inspection trip. Temporary service poles not inspected in conjunction with footing or foundation inspections will be considered a re-inspection. There will be a \$50.00 re-inspection fee charge if a scheduled inspection is not ready when the inspector arrives on the jobsite.

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

- **1st Inspection Trip – No Charge. Door Hanger will be left instructing owner to schedule an inspection.**
- **2nd Inspection Trip, and subsequent trip will result in a \$50 Re-Inspection Fees per Re-Inspection Trip until Inspection is approved. Contractor will be responsible for paying Re-Inspection Fees prior to any Re-Inspections.**

FEE SCHEDULE, PLANNING & DEVELOPMENT

City Planning Board

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

City Board of Adjustment

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

Ordinances

Unified Development Ordinance	\$40
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Site Plan Review

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

Subdivision Plats

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

Annexations and Street Closings

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

**Compost Facility Fee Schedule
FY 2012-2013**

Material	Price Per Pickup Load	Price per 2 ½ Cu. Yd. Loader Bucket for Larger Truck Loads
Woodchips	\$15.00*	\$25.00*
Leaf Compost	\$15.00	\$25.00
Screened Leaf Compost	\$25.00 when available	\$45.00 when available

Delivery by the City of Sanford will be \$40.00 per truckload within the city limits and \$65.00 per truckload outside the city limits but within the county. These charges are in addition to material cost.

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

Septage Hauler Policy

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

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

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

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

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

The following are the septage hauler prices for the **2012-2013 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 2012-2013 Fee Schedule**

Daily Rates

	<u>Ride</u>	<u>Walk</u>
Daily Rates:		
Monday – Friday	\$24.00	\$13.50
Saturday and Sunday	\$29.00	\$15.50
Afternoon Special:		
Monday – Friday	\$22.00	
Saturday and Sunday	\$26.00	
9 Hole Rates:		
Monday – Friday	\$14.00	\$6.50
Saturday and Sunday	\$17.00	\$9.50
Winter Rates (December 1 – February 28)		
Monday – Friday	\$22.00	
Saturday and Sunday	\$28.00	
Senior Rates (Ages 55 and up)		
Monday thru Thursday	\$20.00	
Junior Rates		
Monday – Friday		\$6.00
Saturday and Sunday		\$9.00

Annual Membership Rates

	<u>In City</u>	<u>Outside City</u>
1 Person	\$450	\$480
2 Persons	\$570	\$600
Full Family	\$640	\$690
Single LTD	\$380	\$420
Double LTD	\$495	\$540
Junior	\$165	\$195

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

LTD – Limited Play - Monday – Friday – excluding Holidays

Corporate Membership Rates

	<u>Fee</u>
1 Person	\$420
2 Persons	\$500
Full Family	\$600

**City of Sanford FY 12-13 Rates for the
Installation of Hydrant Meters for Contractors**

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

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

**City of Sanford FY 2012-2013
Water and Sewer Tap Rates**

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

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

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

CITY OF SANFORD FINANCIAL POLICIES

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

Operating Budget Policies

Pursuant to the North Carolina General Statutes Article 159-11 the city will adopt a balanced budget, which provides a work program and an operational plan for the ensuing year. The city will maintain a program of budgetary controls to ensure adherence to the budget. Monthly financial statements will be prepared for department heads and management with quarterly reports prepared for the City Council to assist in the monitoring of actual revenues, expenditures and budgeted amounts. Comprehensive financial data will be compiled to include user rate studies, capital improvement programs and forecasting or projections of financial status. These reports are imperative for long-term financial planning.

The city will retain an independent accounting firm to perform an annual financial and compliance audit in accordance with general accepted accounting practices as outlined by the Governmental Accounting, Auditing, and Financial Reporting (GAAFR). In conjunction with the independent audit an internal audit will be conducted to determine if the city is managing and utilizing its resources in an economical and efficient manner. The internal audit will also determine if the desired program goals are being achieved and if the objectives established by the City Council are being met.

Revenue Policy

The city will maintain a diversified and stable revenue program to protect it from short-term fluctuations of any one-revenue source. As a part of the normal budget process, the city will review and estimate revenues in an objective and realistic manner. The city discourages the use of one-time revenue for ongoing expenditures. Attempts will be made to secure additional revenue sources to offset any reductions of federal or local funding. The city will re-evaluate annually all user charges at a level related to the cost of providing these services. The Enterprise Fund will adhere to the full utility concept, which allows each user to contribute revenues proportional to the level of service received. This concept requires that income be sufficient to maintain a self-supporting financial status. The General Fund will be compensated by the Utility Fund for general and administrative services provided such as finance, personnel as well as repairs to city streets.

Investment Policy

The city will continue to monitor the cash flow of all funds on a regular basis to insure maximum investment of idle cash. The criteria for selecting an investment will include safety, liquidity and yield. The city will invest only in quality issues that comply with the North Carolina Budget and Fiscal Control Act and the city's Investment Policy adopted by the Governing Body. A copy of the city's Investment Policy can be found in the supplementary section of this document. Each month an investment report will be prepared for review by the finance director and administration.

Reserve Policy

The city will maintain operating reserves categorized as appropriated contingency and revenue reserve. The appropriated contingency will not exceed five percent of all other appropriations within the same fund. General Fund contingency appropriation totals \$100,000 and Utility Fund is \$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, 2011 was \$11,922,943. General Fund balance available for appropriation was \$7,942,215 or 32.0% 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.

As the city continues with the expansion of the Wastewater Treatment Plant, rate adjustments will be necessary. A water rate increase of 2% and a wastewater rate increase of 2% will be implemented August 1, 2012. Future rate increases may be minimized due to the city receiving American Recovery and Reinvestment Act funding of up to \$2,500,000 for a clearwell rehabilitation project at the water treatment plant. The Utility Fund shows a net income before capital contributions and transfers of \$2,999,855 for the year compared with a net income before capital contributions of \$3,373,568 for the prior year. The Utility Fund continues to operate profitably. Bulk water contracts with surrounding local governments and the purchase of the Lee County water system in 2004-05 have strengthened the financial position of this fund. Revenue bonds were issued in December of 2010 to expand the Wastewater Treatment Plant capacity from 6.8 to 12 million gallons daily. The anticipated completion date of this project is 2014.

Debt Policy

The city takes a planned approach to the management of its long-term outstanding debt and makes an effort toward funding from internally generated capital, when appropriate. The city will consider the use of long-term debt financing only when it meets the following criteria:

- The financing period is no longer than the estimated life of the improvement.
- The cost of the improvement including the interest is positive.
- The improvement will benefit both current and future citizens of the city.

The city will limit the total of all general obligation bonds issued to no more than eight percent of the total assessed valuation. The city will follow a policy of full disclosure on every financial report and bond prospectus.

The city may utilize the authority granted within the General Statutes for lease or installment purchases when deemed appropriate. Specific procedures and policies will be adhered to.

Capital Improvement Policy

The city will maintain a Capital Improvement Program, which will be reviewed and updated annually. Since capital improvements involve large sums of capital and long-term commitments, each capital project will be carefully analyzed before it becomes a component of the program. The city takes a systematic approach to capital improvement programming to ensure that any personnel services or operating costs affected by capital spending decisions are included in the appropriate operating budget. The city will protect and maintain its capital investments in order to reduce replacement cost.

Performance Measurement Policy

The City shall create / revise a Strategic Plan that identifies the priorities of the city for the next five years. Annually, each department shall develop departmental performance measures that support achieving successful results with the City Manager's office. Goals should be related to core services of the department and should reflect customer needs. The measures should include effectiveness, efficiency, demand and workload. Department directors shall establish performance measures for each division or program within their department to monitor and project program performance. The City's strategic business planning and budgeting decisions will be based on a number of advanced statistical analyses and economic and financial modeling.

Other Post Employment Benefits (OPEB) Funding Policy

The city has established an OPEB funding policy with an initial investment of \$1,175,500 into the State Treasurer's OPEB trust fund. This funding is based on the annual required contribution (ARC) normal cost provided by the actuary for fiscal year ended June 30, 2011. In subsequent fiscal years the city plans to fund 10% of the ARC normal cost in addition to the pay-as-you-go-amount for current retirees as of June 30, 2011. Funding for the OPEB trust will occur when funds are available from the general and utility funds based on the number of employees (per budgeted positions) in each fund for the year of funding.

BUDGET PROCESS

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

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

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

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

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

FORMULATE HISTORICAL DATA

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

CAPITAL IMPROVEMENT BUDGET

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

PREPARATION OF DEPARTMENTAL REQUEST

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

CONSOLIDATE PRELIMINARY BUDGET

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

EVALUATE SERVICE PRIORITIES AND OBJECTIVES

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

BALANCE PROPOSED BUDGET

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

LEGISLATIVE REVIEW

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

BUDGET ADOPTION

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

AMENDING ADOPTED BUDGET

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

City Of Sanford Budget Preparation Calendar

December 13, 2011	CIP	Memo/instructions and CIP form transmitted to departments
January, 2012	Retreat	Prepare and finalize retreat informational packets
January 20, 2012	FY 11-12 Budget	Year end revenue estimates consolidated and reviewed
January 20, 2012	Year End Estimates	Memo/MUNIS budget worksheet program transmitted to departments
January 12, 2012	CIP	CIP request forms due from department managers
January 30, 2012	Year End Estimates	Year end estimates due from department managers (year end expenditure estimates entered into the MUNIS worksheet program by departments)
February 10, 2012	FY 11-12 Budget	Year end departmental expenditure estimates consolidated and reviewed
February 13, 2012	FY 12-13 Budget	Prepare and transmit FY 12-13 departmental request information to department heads
February 15, 2012	CIP	Finalize prioritization of projects and assignment of revenues
March 12, 2012	FY 12-13 Budget	Departmental budget requests for FY 12-13 due from departments
March 30, 2012	FY 12-13 Budget	Finalize 12-13 revenue projections
April 2, 2012	FY 12-13 Budget	Need insurance estimate numbers from HR
April 3, 2012	FY 11-12 Budget	Present cleanup amendment to council for FY 11-12
April 9, 2012	FY 12-13 Budget	City manager and department heads begin review of department requests
April 12, 2012	FY 12-13 Budget	Need final insurance numbers from HR
April 19, 2012	FY 12-13 Budget	Budget must be balanced by this date to allow finance staff time to prepare presentation at May 15 th council meeting
May 15, 2012	FY 12-13 Budget	Present to council at regular meeting and publish public hearing notice (publish at least ten days prior to public hearing)
May 23, 2012	FY 12-13 Budget	Special Meeting - May 15, 2012 council meeting recessed and reconvened at 1 PM to hold budget work session (if necessary)
May 30, 2012	FY 12-13 Budget	Regular Law & Finance - May 15, 2012 council meeting recessed and reconvened at 1 PM to hold budget work session (if necessary)
June 5, 2012	FY 12-13 Budget	Public hearing and adopt budget (first scheduled meeting in June)
June 19, 2012	Year End Estimates	Present FY 11-12 year end cleanup budget amendment to council
June 27, 2012	Year End Estimates	Alternate date to present cleanup budget amendment to council (regular L & F meeting)
July 1, 2012	FY 12-13 Budget	Present adopted budget to departments prior to this date
July 11, 2012	FY 12-13 Budget	Finalize input and/or transfer of new budgets in the MUNIS System

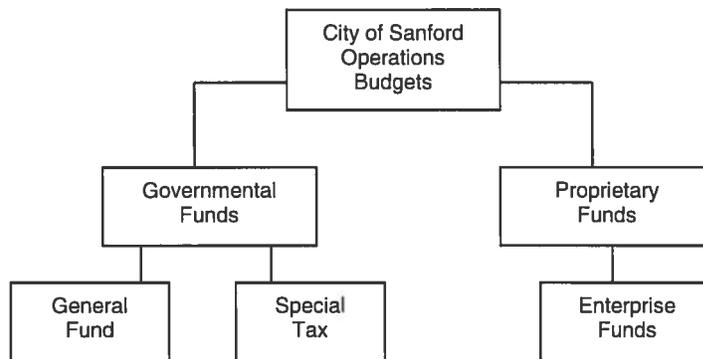
BUDGET FORMAT

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. It includes most tax revenues and such services as public safety, general government, streets, sanitation, and community development.

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

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.



Departments by Fund

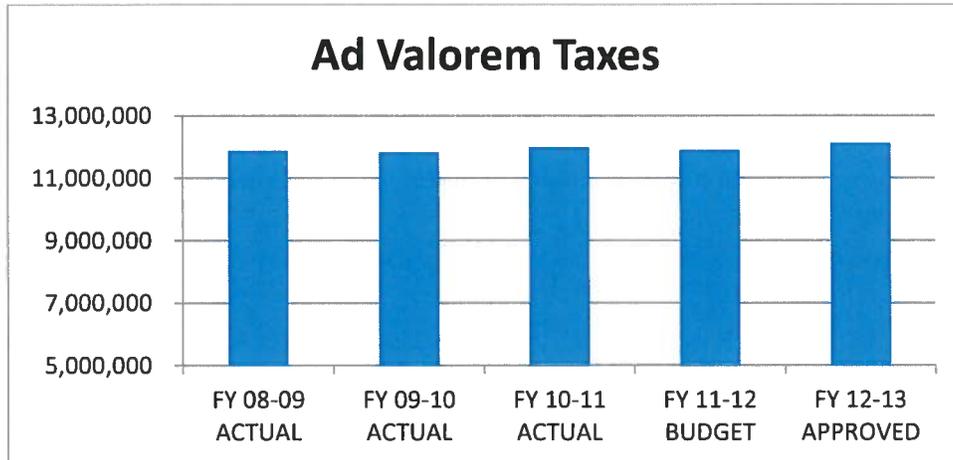
Department	Fund
Administration	General
Billing	Utility
Central Office	General
Code Enforcement	General
Community Development	General
Debt Service	Utility
Downtown/HPC	General
Elections	General
Engineering	Utility
Finance	General
Fire	General
Fleet Maintenance	General
General Fund Contributions	General
General Services	General
Golf	Golf
Governing Body	General
Horticulture	General
Human Resources	General
Information Systems	General
Inspections	General
Legal	General
Police	General
Public Building	General
Public Works Administration	Utility
Risk Management	General
Sanitation	General
Sewer Capital Improvements	Utility
Sewer Construction & Maintenance	Utility
Solid Waste	General
Special Tax	Special Tax
Street	General
Street Capital	General
Utility Fund Administration	Utility
Utility Fund Contributions	Utility
Warehouse	Utility
Wastewater Treatment Plant	Utility
Water Capital Improvements	Utility
Water Construction & Maintenance	Utility
Water Plant	Utility

REVENUES

Revenues are shown by sources and by funds. Accurate revenue estimates are dependent upon correct classification because factors, which affect individual revenues, do not affect each source uniformly. Revenue projections can be made more accurately when revenues are segregated by source and controlled accordingly. The economy, weather, and other factors play a part in revenues received. Management reviews historical data and projects revenues based on facts, however, some factors are unpredictable.

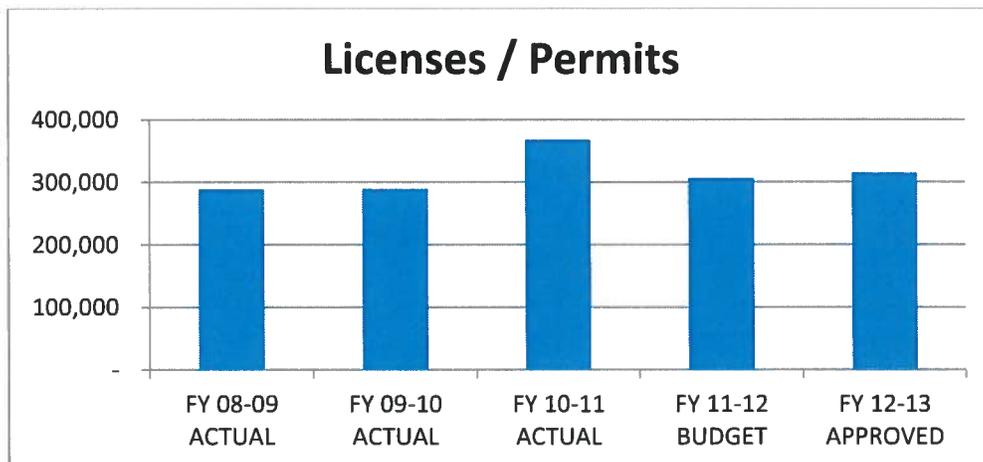
The major revenues by source are as follows:

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

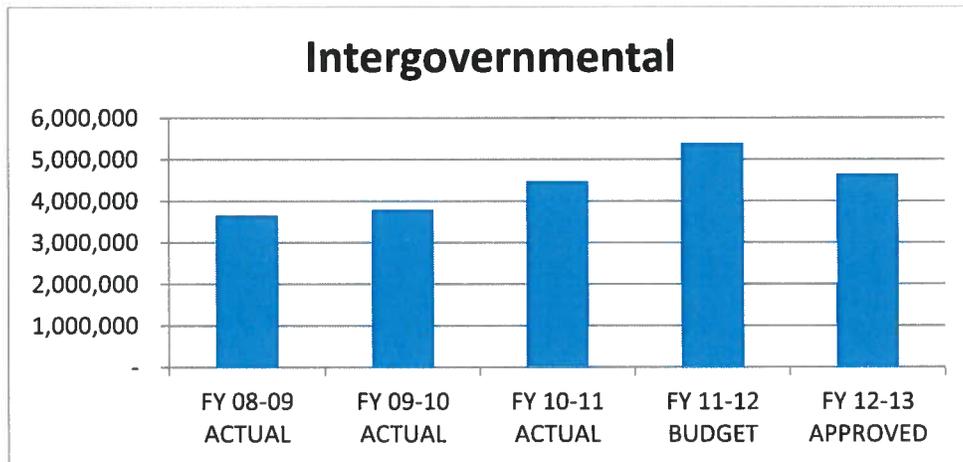


Penalties Less Discounts – Interest on delinquent taxes; late listing penalties; and other costs of collecting delinquent taxes.

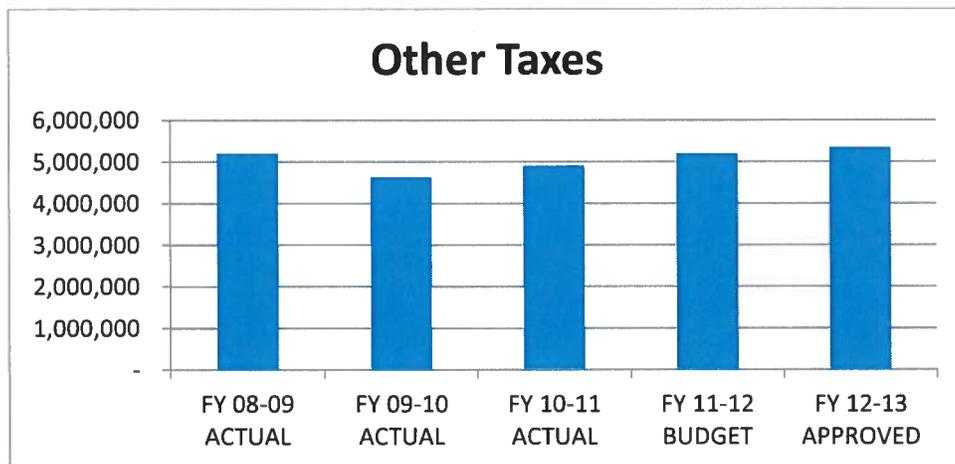
Licenses and Permits – Building permits; inspection penalties; inspection fees; and code enforcement.



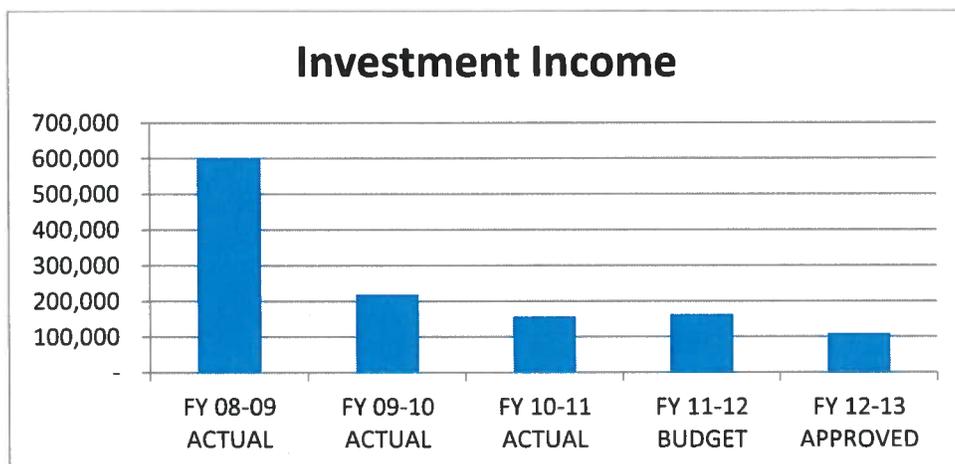
Intergovernmental - Federal, State, and local financial assistance; retail inventory taxes; utility franchise tax; beer & wine tax; and Powell Bill funds.



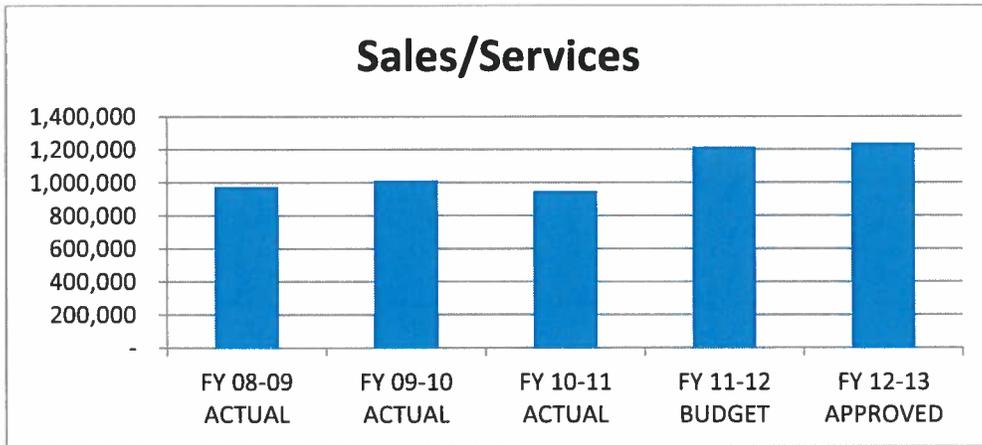
Other Taxes - Collections of the one percent local options sales tax and the one-half of one percent local option sales taxes (Articles 39, 40, 42, and 44); privilege license; and cable franchise tax.



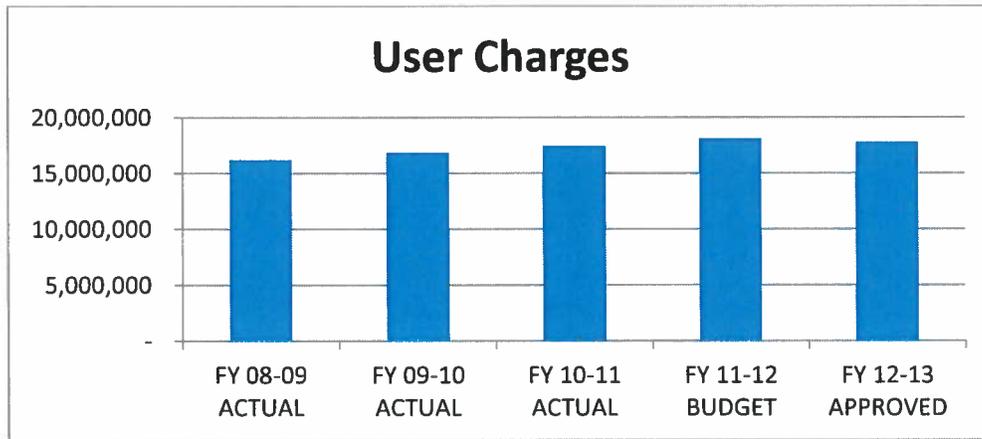
Investment Income – Interest earned.



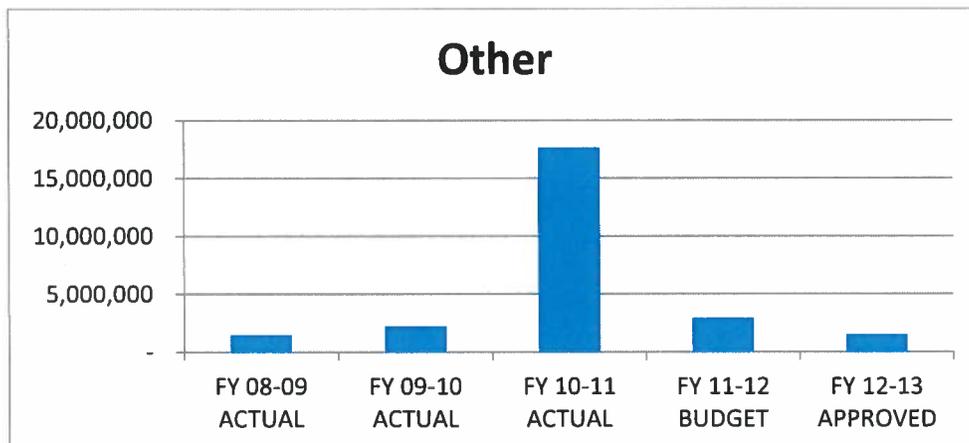
Sales and Service – Sale of materials; sale of compost; sale of fixed assets; sale of land; and waste management fees.



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



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

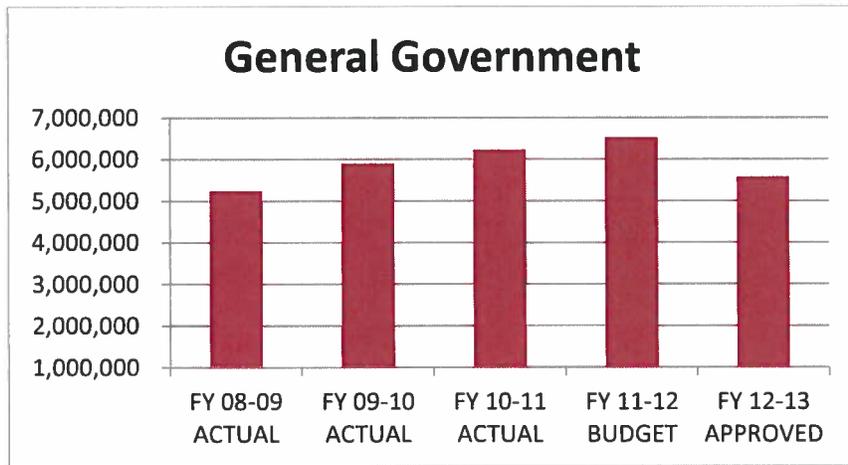


EXPENDITURES BY FUNCTION

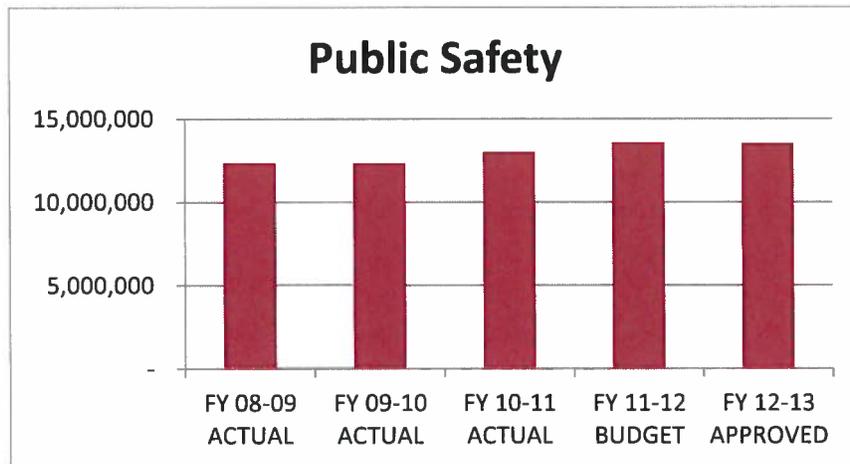
Expenditures are shown in the budget classified by funds from which they are paid, by departments spending the money, by the functions for which the expenditures are made and by the object of expenditures, which provides greater detail for controlling expenditures. Funds are appropriated at adequate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

The major expenditures by function are shown as follows:

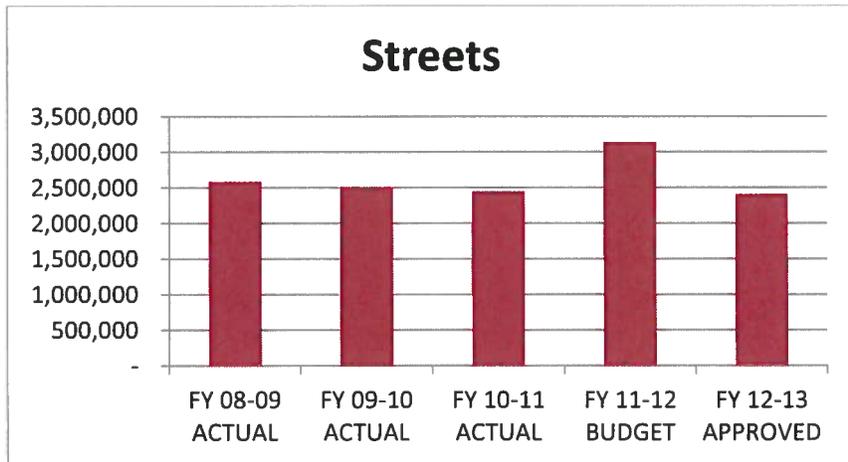
General Government - Expenditures for the Governing Body, Administration, Human Resources, Risk Management, Elections, Finance, Information Systems, Legal, Public Building, General Services, Central Office, GF Contributions, Fleet Maintenance, and Horticulture.



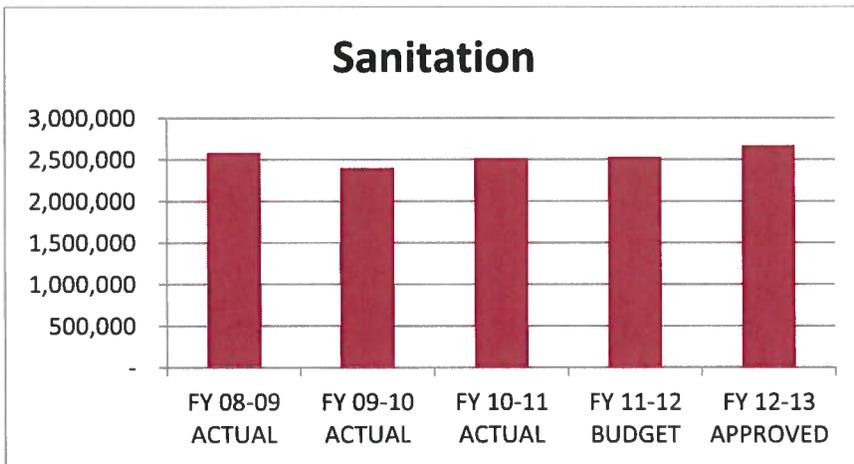
Public Safety - Expenditures for Police, Fire, and Inspections.



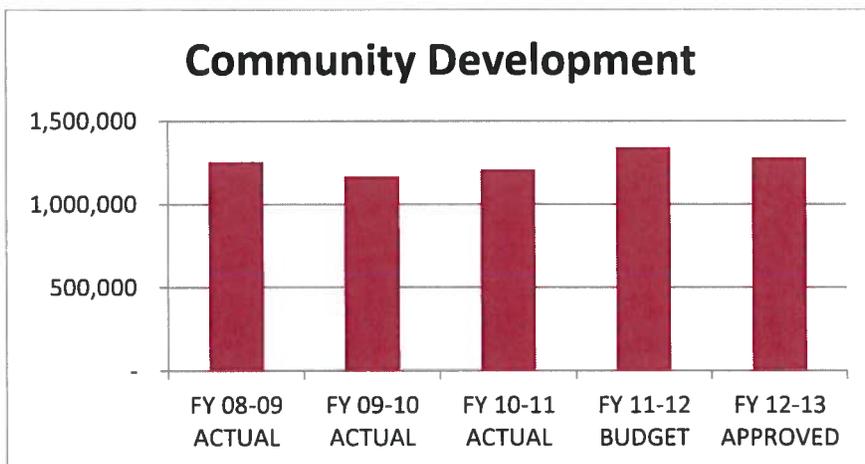
Streets - Expenditures for Street Maintenance and Street Capital Improvements.



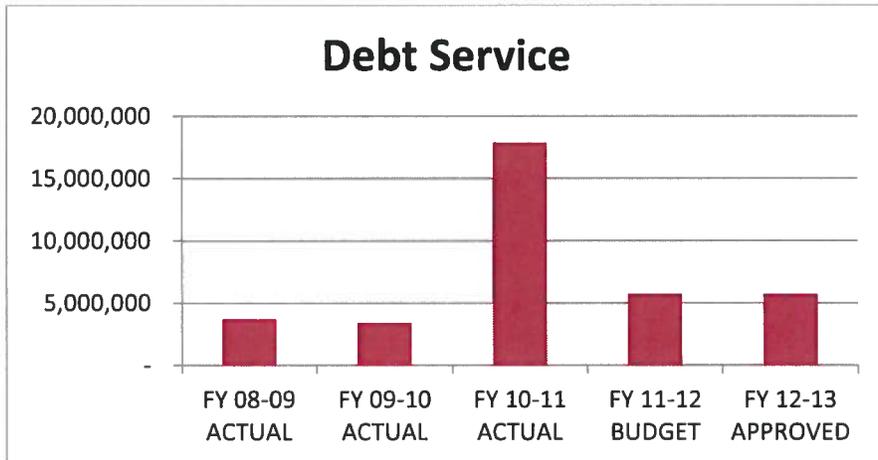
Sanitation - Expenditures for Solid Waste and Sanitation.



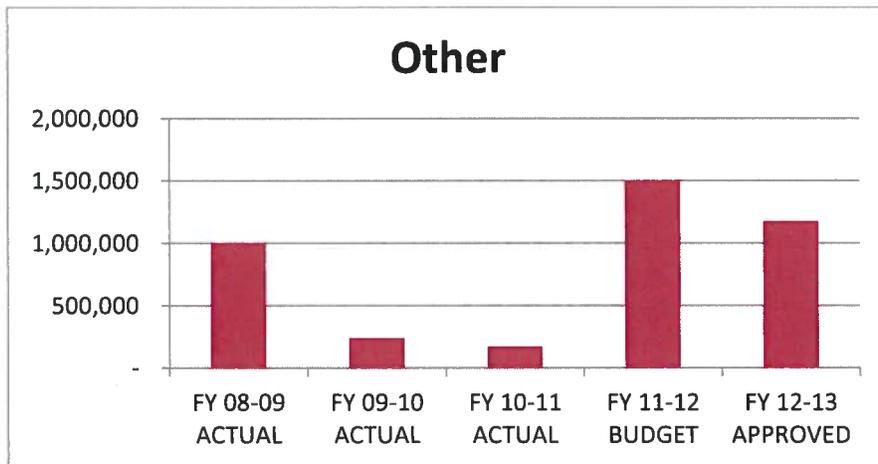
Community Development – Expenditures for Community Development, Community Enhancement – Code Enforcement, and Community Enhancement – Downtown / HPC.



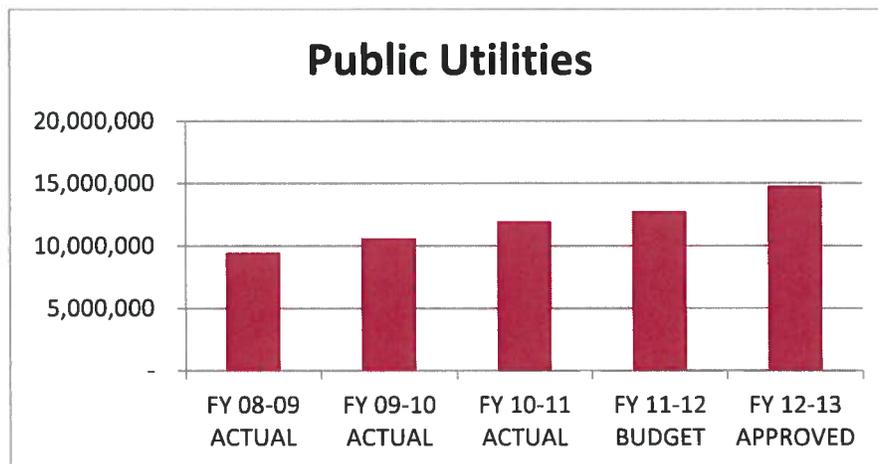
Debt Service - Principal; interest; and fees paid or accrued on bonds and notes.



Other - Expenditures for operating transfers, Golf Fund, and Special Tax Fund.



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

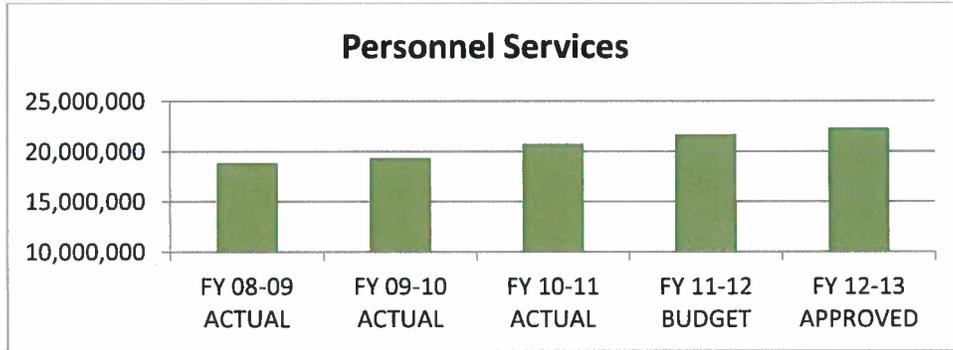


EXPENDITURES BY CATEGORY

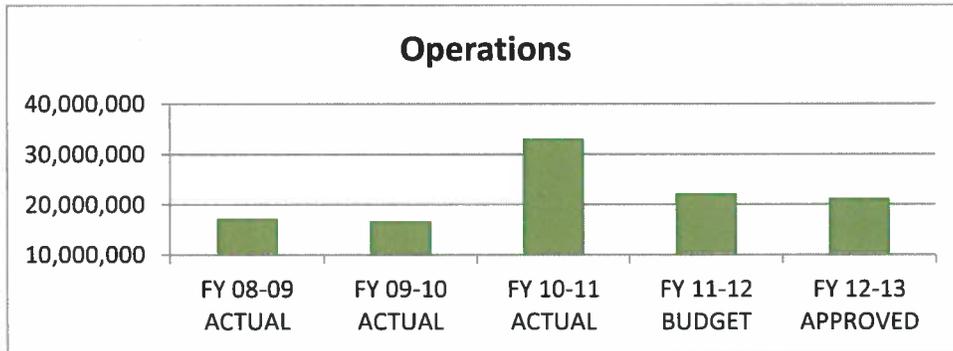
Expenditures by object are divided into three major categories - personnel services, operating expenses and capital outlays.

These categories are summarized below:

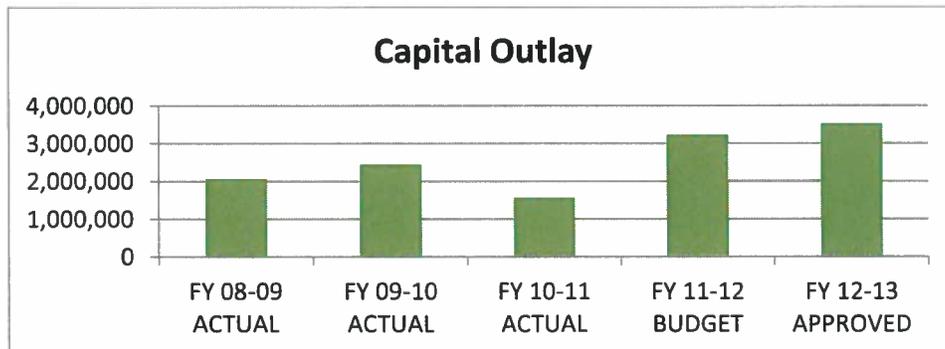
Personnel Services - Expenses, which can be directly attributed to the individual employee. These expenses would include salaries, group insurance, retirement, 401K expense and FICA. The cost of group insurance, retirement, 401K expenses and FICA has been budgeted within each operating department, which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



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



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



CITY OF SANFORD

REVENUE ASSUMPTIONS

Certain methods, techniques and approaches have been used to aid the city in estimating future revenues. By 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 2012-2013 Budget.

REVENUE	FORECAST RATIONALE
ABC Revenue	The city receives a portion of the net operating revenue derived from the operation of the local liquor stores and a contractual agreement with the ABC Board to provide certain regulatory officer support. Appropriation--General Fund \$140,000
Ad Valorem Taxes	Property valuations are established by the Lee County Tax Assessor from which the tax rate is set. The General Fund tax rate is fifty-four cents per one hundred dollars of valuation. Projections of assessed valuations are based on preliminary tax information received from the County of Lee. The Special Tax district rate is set at thirteen cents per one hundred dollars of valuation. Projections of assessed valuations are based on information provided by the County of Lee. Prior year taxes are based on accounts receivable balances as they relate to anticipated collections. Appropriation--General Fund \$11,986,894 Special Tax \$54,091
After Hours	Fees charged to customers for after hour service calls. Appropriation—Utility Fund \$3,000
Animal Control	Revenue received for animal violations. Appropriation—General Fund \$1,200
Appropriated Fund Balance	The source of this revenue is fund balance. The amount appropriated is dependent on current reserve limitations and requirements of funds to balance projected revenues to expenditures as well as funding needed for capital items. Appropriation--General Fund \$1,155,772 Utility Fund \$2,049,834 Special Tax \$3,049
Beer & Wine Tax	The state levies a tax shared by the city on wholesale sales of both beer and wine. Revenue estimates were established based on information received from the NC League of Municipalities. Appropriation--General Fund \$67,000
Brick Tournament Fees	Fees are collected and segregated for this annual golf tournament event. Appropriation--Golf Fund \$11,000

REVENUE

FORECAST RATIONALE

Build American Bonds Rebate

Revenue received from the Internal Revenue Service for a 35% interest rebate pertaining to the Build American Bonds loan the city received to purchase the 911 communication console system. This loan originated in November of 2009; the city will receive this rebate for five years. **Appropriation--General Fund \$2,501 Utility Fund \$962,138**

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 next year. **Appropriation--General Fund \$189,957**

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 \$120,788**

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 \$3,760**

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 \$228,030, \$31,500**

Cart Fees

Fees are collected for rental of golf carts with projections based on trend analysis. **Appropriation--Golf Fund \$250,000**

Charges on Past Due Accts.

Charges assessed against accounts that are paid after the due date. **Appropriation—General Fund \$0; Utility Fund \$150,000**

Civil Violations

Fines are levied by the city for violations of the city's ordinances. Projections are based on historical trends. **Appropriation--General Fund \$4,600**

REVENUE

FORECAST RATIONALE

Clearwater Fire Protection

Lee County contracts with the city for fire protection of property located outside the city limits on Clearwater Drive. **Appropriation--General Fund \$36,000**

Concessions

Revenue received for sale of concessions at the golf course. Projections are based on historical trends. **Appropriation--Golf Fund \$35,000**

Contribution from General Fund

This contribution represents the General Fund support of the golf course. **Appropriation--Golf Fund \$106,890**

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 \$10,000**

Disposal Tax

The state levies a tax on disposal of waste. The city's portion is based on per capita share. **Appropriation—General Fund \$21,000**

Driving Range

Fees are collected for use of golf course driving range. Revenues are estimates based on anticipated use. **Appropriation—Golf Fund \$16,000**

Green Fees Annual

An annual fee is available for unlimited play at the Municipal Golf Course. Revenues are projected based on historical trends. **Appropriation--Golf Fund \$90,280**

Green Fees Daily

Fees are collected for daily play at the Municipal Golf Course. Estimates are based on historical data. **Appropriation--Golf Fund \$187,807**

Installment Purchase Proceeds

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

Interest Income

Funds received for the investment of idol cash. Interest income revenues are projected on the basis of estimated average available cash balances at an anticipated rate of return. **Appropriation--General Fund \$60,000 Utility Fund \$45,000 Special Tax \$125**

Interest on Assessments

Interest received is based on special assessments past due. Projections are computed from actual accounts receivable data and additions for new projects. **Appropriation-- General Fund \$2,000 Utility Fund \$1,500**

REVENUE

FORECAST RATIONALE

Local Option Sales Tax

The State collects and distributes the proceeds from the locally levied tax on retail sales. Revenue projections are based on anticipated retail sales and historical trends. G.S.105, Article 39 or 1% rate was established whereby counties and municipalities receive the net proceeds of the tax collections within the county less the cost to the state of collecting and administering the tax (point of sale). The net proceeds are distributed based on a per capita basis according to the total population of the taxing county and municipalities. G.S. 105, Article 40 or 1/2 of 1% rate and G.S.105, Article 42 or 1/2 of 1% was established with net proceeds placed in a statewide pool. Net proceeds are distributed on a per capita basis. Lee County adopted a ¼ cent additional tax effective July 2010. Also, as part of the swap of reimbursements for new sales tax, the state will honor a hold harmless guarantee. **Appropriation--General Fund \$5,337,684**

Meter Rental

Revenue received from contractors for rental of meters placed on hydrants for temporary water access. **Appropriation-- Utility Fund \$2,500**

Miscellaneous

This revenue includes revenue sources not otherwise classified. Projections are based on comparisons of past operating data. **Appropriation--General Fund \$150,000 Utility Fund \$10,000**

Non-Compliance Fines

Fees are assessed for sewer not in compliance with discharge permits. **Appropriation--Utility Fund \$2,000**

NSF Charges

Charges assessed against customers for non-sufficient funds of returned checks. **Appropriation--Utility Fund \$6,000**

Oil and Grease Fees

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

OPEB Distribution

Anticipated market gains from Other Post Employment Benefit (OPEB) Trust fund. The city began making contributions into this fund in 2008 and continues to contribute annually as funds are available. **Appropriation—General Fund \$0 Utility Fund \$0**

Parking Revenues

Proceeds projected for parking fines and parking space rentals. **Appropriation—General Fund \$20,000 Special Tax \$1,900**

Payment in Lieu of Taxes

The Sanford Housing Authority makes an annual payment in lieu of taxes for housing projects located within the corporate limits. Projections are based on historical data, which reflects no significant change in receipts over the last several years. **Appropriation--General Fund \$25,000**

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—General Fund \$50,000 Special Tax \$300**

Police Grant

Revenue received from the COPS Hiring Recovery Grant to fund the final year of four patrol positions. **Appropriation--General Fund \$65,519**

Powell Bill

1 3/4 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: 135.13 miles of street times \$1,579 and population 28,178 times \$20.13. **Appropriation--General Fund \$780,600**

Pre-Treatment Monitoring Fee

The industrial monitoring fee was established to recover monitoring costs for the city's pre-treatment and enforcement management program. Revenues are based on actual planned occurrences. **Appropriation--Utility Fund \$87,000**

Privilege License

Privilege licenses are levied by the city on certain businesses. Projections are based on actual establishments and the appropriate license schedule. COUNCIL REPEALED THE PRIVILEGE LICENSE TAX IN JANUARY, 2010. **Appropriation--General Fund \$2,350**

Pro Shop Sales

Revenue received thru sales at the golf course pro shop. **Appropriation--Golf Fund \$52,000**

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 \$51,801**

Receipt Other Governments-
State

The state will pay for mowing right-of-ways through negotiated contract. **Appropriation--General Fund \$29,372**

REVENUE

FORECAST RATIONALE

Receipt Other Local Governments-
Lee County and Broadway

The city provides certain services for the County of Lee and Town of Broadway for which it is reimbursed. The total cost for 911 dispatching is shared on a 19.02% calls ratio (\$202,678). The county's cost of the merged community development department is projected to be \$391,801. 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 \$272,777. **Appropriation--General Fund \$391,801, \$272,777, \$202,678, \$8,000, \$4,000**

Rental Income

To account for rental of office spaces at the Federal Building by county agencies and cell tower rental on the city's water tanks. **Appropriation--General Fund \$15,000 Utility Fund \$95,181**

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 \$60,000**

Sale of Fixed Property

Funds are generated from the sale of surplus properties and/or equipment. **Appropriation--General Fund \$75,000 Utility Fund \$15,000**

Sale of Materials

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

Sales Other Funds

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

Sales Tax Refund

Per G.S. 105-164.14(c), revenue received for governmental entity claim for refund of state and county sales and use tax. **Appropriation--General Fund \$0**

Sewer Charges

Proceeds are received for the collection and treatment of wastewater. Projections are based on historical user trends. **Appropriation--Utility Fund \$6,900,000**

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 \$8,100**

REVENUE

FORECAST RATIONALE

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 \$35,000**

Special Assessments

Charges are levied against particular properties to pay for public improvements that specifically benefit those properties. Revenues are derived from accounts receivable data and additions for new projects. **Appropriation—General Fund \$4,000**

State Drug Enforce. Proceeds

State funds received for drug forfeiture. **Appropriation--General Fund \$46,500**

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 \$340,000**

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 \$135,000**

Tower Rental

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

Utility Franchise Tax

The city shares in the franchise tax levied by the state on various utilities. Revenues are based on estimated receipts from the N.C. Dept. of Revenue and historical models. Each city's share is based on the actual receipts from electric, telephone, and natural gas services within their municipal boundaries, as a proportion of total statewide receipts. Any significant local rate increases or decreases approved during the year will cause receipts to change. The weather also plays an important part in revenue received. **Appropriation--General Fund \$1,469,635**

Waste Management Fees

Proceeds are received for landfill disposal. These charges are based on actual needs. Fees are assessed uniformly (\$125 annually) to all residential property owners on the tax bill. **Appropriation--General Fund \$1,100,000**

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 \$10,300,000**

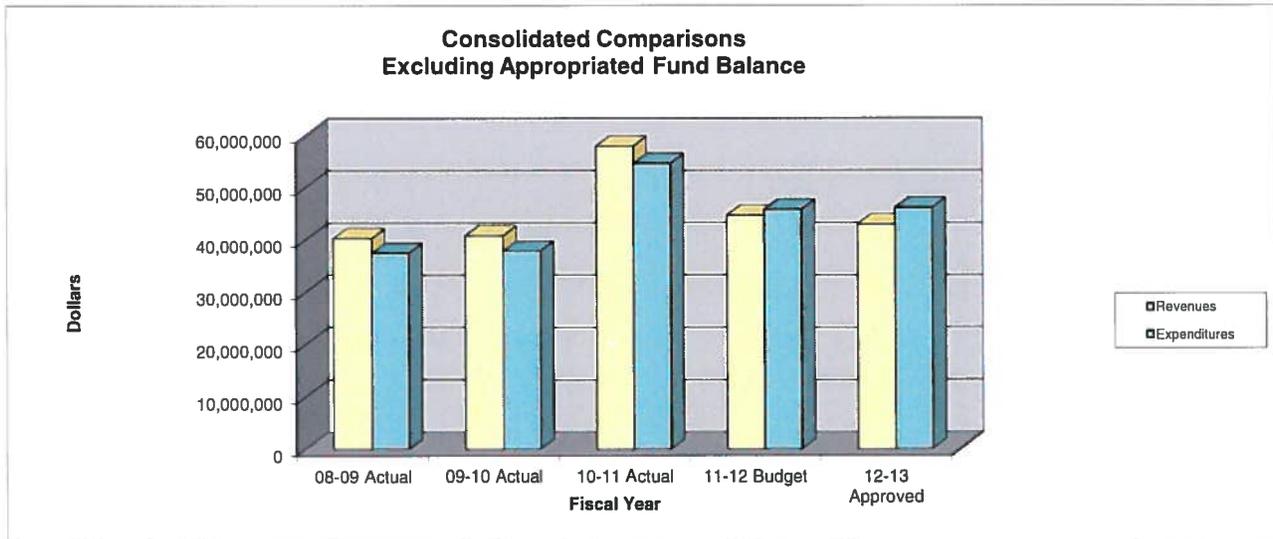
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**CONSOLIDATED BUDGET
FUND SUMMARIES**

	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
REVENUES								
General Fund	23,486,700	23,354,307	23,470,284	24,704,634	23,417,947	23,417,947	-1,286,687	-5%
Enterprise Fund	16,702,834	17,344,726	34,360,874	20,345,312	19,556,396	19,556,396	-788,916	-4%
Special Tax District	110,295	107,248	74,844	86,018	56,416	56,416	-29,602	-34%
SUB-TOTAL	40,299,830	40,806,281	57,906,002	45,135,964	43,030,759	43,030,759	-2,105,205	-5%
Appropriated Fund Balance	-13,595	0	0	1,156,056	3,172,524	3,208,655	2,052,599	178%
Less Interfund Activity	-50,000	-50,000	-20,000	-512,191	-106,890	-106,890	405,301	-79%
TOTAL BUDGET	40,236,234	40,756,281	57,886,002	45,779,829	46,096,393	46,132,524	352,695	1%
EXPENDITURES								
General Fund	23,372,580	23,651,520	24,646,163	26,297,792	27,256,977	24,573,719	-1,724,073	-7%
Enterprise Fund	14,063,911	14,170,072	29,943,198	19,892,723	18,101,135	21,606,230	1,713,507	9%
Special Tax District	109,710	92,277	52,096	101,505	58,605	59,465	-42,040	-41%
SUB-TOTAL	37,546,201	37,913,869	54,641,457	46,292,020	45,416,717	46,239,414	-52,606	0%
Less Interfund Activity	-50,000	-50,000	-20,000	-512,191	-106,890	-106,890	405,301	-79%
TOTAL BUDGET	37,496,201	37,863,869	54,621,457	45,779,829	45,309,827	46,132,524	352,695	1%

GRAPHIC REPRESENTATION

Illustrated below are revenues as they relate to expenditures.



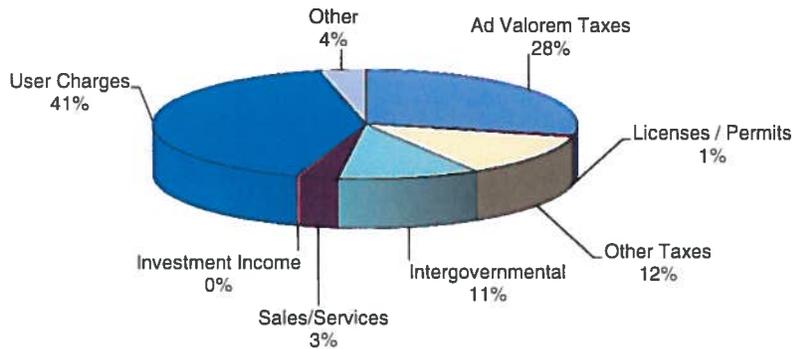
**CONSOLIDATED BUDGET
REVENUE SUMMARIES**

	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
REVENUES								
Ad Valorem Taxes	11,877,737	11,826,260	11,984,965	11,894,052	12,116,285	12,116,285	222,233	2%
Licenses / Permits	288,166	289,050	367,185	305,530	314,505	314,505	8,975	3%
Other Taxes	5,197,957	4,621,691	4,902,504	5,188,557	5,340,034	5,340,034	151,477	3%
Intergovernmental	3,657,733	3,789,446	4,471,894	5,389,400	4,649,352	4,649,352	-740,048	-14%
Sales/Services	975,060	1,011,554	948,775	1,213,948	1,238,000	1,238,000	24,052	2%
Investment Income	600,737	218,532	156,112	162,284	108,625	108,625	-53,659	-33%
User Charges	16,207,499	16,812,255	17,437,183	18,071,854	17,755,087	17,755,087	-316,767	-2%
Other	1,494,941	2,237,493	17,637,385	2,910,339	1,508,871	1,508,871	-1,401,468	-48%
SUB-TOTAL	40,299,830	40,806,281	57,906,002	45,135,964	43,030,759	43,030,759	-2,105,205	-5%
Appropriated Fund Balance	-13,595	0	0	1,156,056	3,172,524	3,208,655	2,052,599	178%
Less Interfund Activity	-50,000	-50,000	-20,000	-512,191	-106,890	-106,890	405,301	-79%
TOTAL BUDGET	40,236,234	40,756,281	57,886,002	45,779,829	46,096,393	46,132,524	352,695	1%

GRAPHIC REPRESENTATION

The relative value of major revenue sources are shown below. Taxes Ad-Valorem and User Charges represent 69% of the revenues received by the city.

FY 2012-2013 Approved Budget Revenue Sources

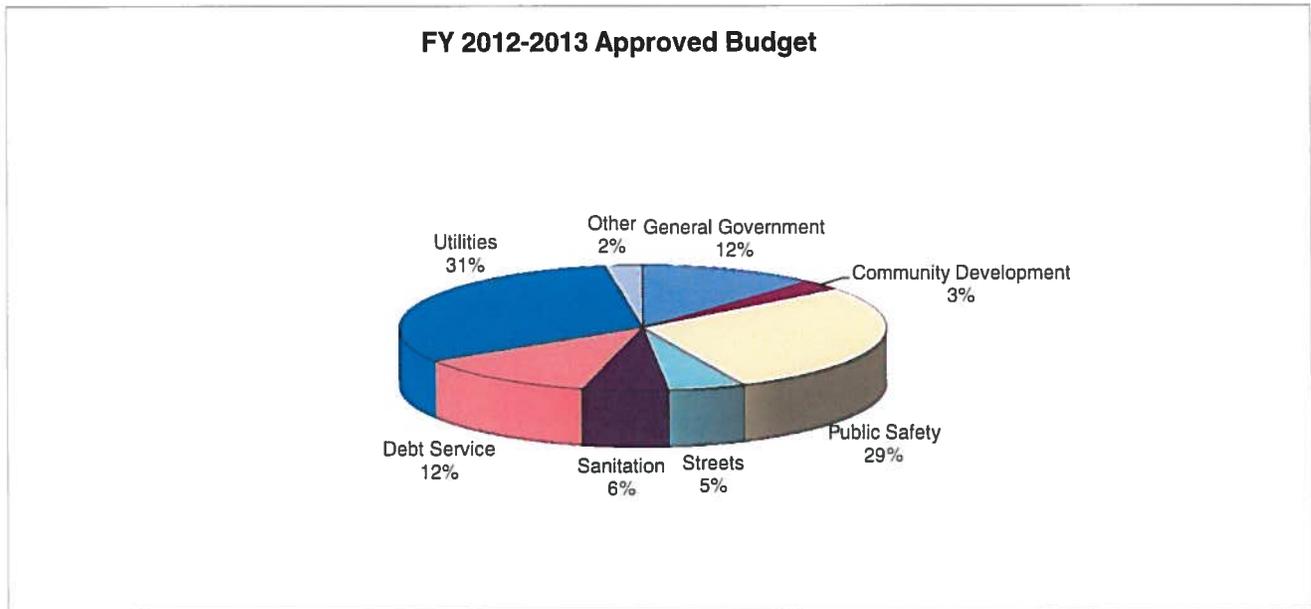


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
FUNCTIONS								
General Government	5,231,715	5,892,817	6,224,541	6,523,253	6,047,677	5,571,672	-951,581	-15%
Community Development	1,251,782	1,165,067	1,206,556	1,340,204	1,279,502	1,276,192	-64,012	-5%
Public Safety	12,328,727	12,335,938	13,022,764	13,567,057	14,332,067	13,505,244	-61,813	0%
Streets	2,582,825	2,503,097	2,441,139	3,134,622	3,199,203	2,404,979	-729,643	-23%
Sanitation	2,578,442	2,398,121	2,510,662	2,527,320	2,687,395	2,663,516	136,196	5%
Debt Service	3,706,501	3,399,451	17,870,154	5,740,068	5,722,183	5,722,183	-17,885	0%
Utilities	9,472,138	10,623,002	11,954,400	12,756,332	11,357,380	14,770,526	2,014,194	16%
Other	994,982	239,896	170,739	1,497,828	1,080,177	1,172,986	-324,842	-22%
SUB-TOTAL	38,147,112	38,557,389	55,400,954	47,086,684	45,705,584	47,087,298	614	0%
Less Interfund Activity	-50,000	-50,000	-20,000	-512,191	-106,890	-106,890	405,301	-79%
Interfund Reimbursement	-600,911	-643,520	-759,497	-794,664	-288,867	-847,884	-53,220	7%
TOTAL BUDGET	37,496,201	37,863,869	54,621,457	45,779,829	45,309,827	46,132,524	352,695	1%

GRAPHIC REPRESENTATION

Expenditures classed by function reflect cost as it relates to total spending. Public safety and utilities represent 60% of the city's total appropriations.

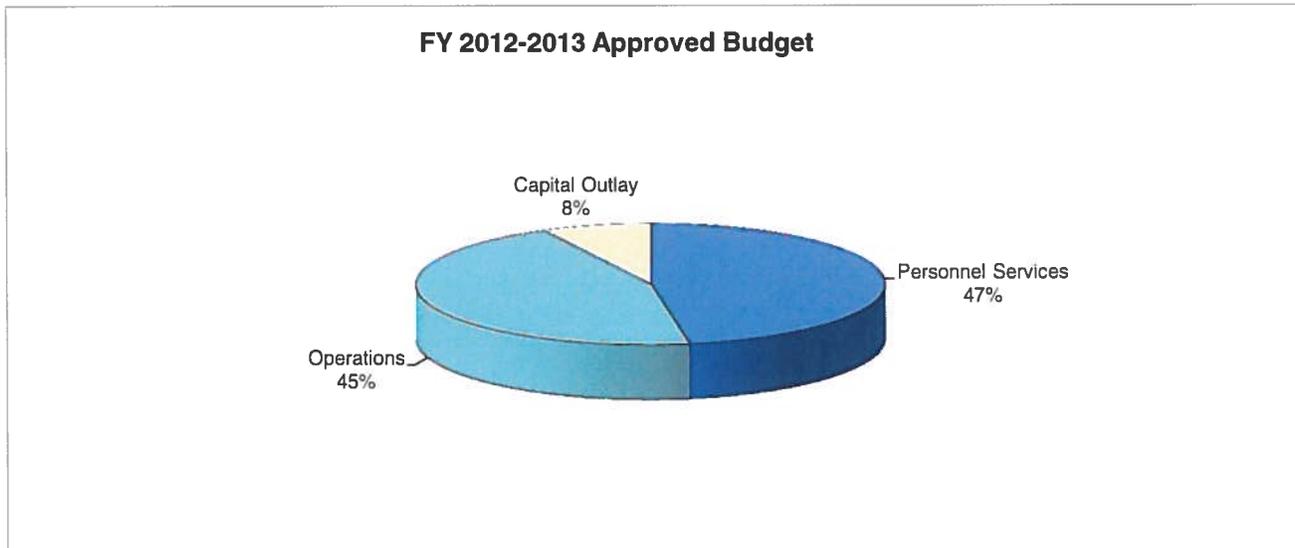


**CONSOLIDATED BUDGET
EXPENDITURE SUMMARIES**

	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
EXPENDITURES								
Personnel Services	18,842,386	19,359,783	20,761,674	21,675,664	20,125,881	22,307,982	632,318	3%
Operations	17,240,232	16,754,559	33,075,843	22,193,040	21,831,269	21,257,028	-936,012	-4%
Capital Outlay	2,064,494	2,443,047	1,563,437	3,217,980	3,748,434	3,522,288	304,308	9%
SUB-TOTAL	38,147,112	38,557,389	55,400,954	47,086,684	45,705,584	47,087,298	614	0%
Less Interfund Activity	-50,000	-50,000	-20,000	-512,191	-106,890	-106,890	-405,301	-79%
Interfund Reimbursement	-600,911	-643,520	-759,497	-794,664	-288,867	-847,884	-53,220	7%
TOTAL BUDGET	37,496,201	37,863,869	54,621,457	45,779,829	45,309,827	46,132,524	352,695	1%

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 359 employees. Operating costs include major expenditures for utilities, debt service, chemicals, and contractual services. Capital is shown in detail at the departmental level.



GENERAL FUND REVENUE

REVENUE SOURCES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Prior	300,157	207,247	183,909	200,000	230,000	230,000	30,000	15%
Current	11,412,358	11,472,282	11,668,499	11,568,054	11,756,894	11,756,894	188,840	2%
Payment in Lieu of Taxes	22,892	22,006	31,209	22,000	25,000	25,000	3,000	14%
Penalties Less Discounts	84,033	69,781	48,642	50,000	50,000	50,000	0	0%
Total Ad Valorem Taxes	11,819,440	11,771,316	11,932,260	11,840,054	12,061,894	12,061,894	221,840	2%
Local Sales Tax - Article 39	2,057,646	1,962,140	2,066,640	2,232,563	2,232,168	2,232,168	-395	0%
Local Sales Tax - Article 40	997,440	929,237	973,287	1,000,073	1,065,291	1,065,291	65,218	7%
Local Sales Tax - Article 44	869,408	760,110	866,295	837,339	924,141	924,141	86,802	10%
Local Sales Tax - Article 42	987,348	927,711	992,527	1,116,282	1,116,084	1,116,084	-198	0%
Privilege License	284,339	41,350	3,685	2,300	2,350	2,350	50	2%
Past Due	1,776	1,143	70	0	0	0	0	#DIV/0!
Total Other Taxes	5,197,957	4,621,691	4,902,504	5,188,557	5,340,034	5,340,034	151,477	3%
City Permits	146,454	203,392	206,275	198,050	189,957	189,957	-8,093	-4%
County Permits	136,944	77,614	156,887	100,480	120,788	120,788	20,308	20%
Broadway Permits	4,767	8,044	4,023	7,000	3,760	3,760	-3,240	-46%
Total Licenses / Permits	288,166	289,050	367,185	305,530	314,505	314,505	8,975	3%
Interest Income	299,366	115,691	69,969	75,000	60,000	60,000	-15,000	-20%
Interest on Assessments	2,905	2,640	1,769	2,000	2,000	2,000	0	0%
Interest Income - Police Grants	0	0	18	164	0	0	-164	-100%
Total Investment Income	302,271	118,331	71,756	77,164	62,000	62,000	-15,000	-20%
Green Fees Annual	74,517	69,794	66,325	0	0	0	0	#DIV/0!
Green Fees Daily	157,904	147,285	180,714	0	0	0	0	#DIV/0!
Cart Fees	205,910	189,208	234,499	0	0	0	0	#DIV/0!
Tournament	8,905	12,000	12,525	0	0	0	0	#DIV/0!
Driving Range	15,503	14,700	18,766	0	0	0	0	#DIV/0!
Total Golf User Charges	462,739	432,987	512,828	0	0	0	0	#DIV/0!
Intergovernmental Revenues								
United States of America								
FEMA Proceeds-Federal	0	0	97,482	0	0	0	0	#DIV/0!
Federal ARRA	0	0	0	134,193	0	0	-134,193	-100%
Firefighters Grant	0	0	0	234,701	0	0	-234,701	-100%
Police Grants	44,150	324,469	193,906	221,993	65,519	65,519	-156,474	-70%
Build American Bonds Rebate	0	0	4,840	3,696	2,501	2,501	-1,195	-32%
Federal Drug Forfeiture	11,649	0	2,479	0	0	0	0	#DIV/0!
State of North Carolina								
Utility Franchise Tax	1,465,659	1,511,780	1,445,370	1,523,880	1,469,635	1,469,635	-54,245	-4%
Beer & Wine Tax	61,237	19,829	62,252	59,880	67,000	67,000	7,120	12%
Powell Bill	831,724	746,466	760,294	759,843	780,600	780,600	20,757	3%
State Drug Forfeiture	54,039	3,294	712	30,000	46,500	46,500	16,500	55%
Rec. Other Gov.-State	21,619	18,160	28,806	28,911	29,372	29,372	461	2%
Shared Cable	218,870	204,134	193,194	213,400	228,030	228,030	14,630	7%
Court Cost Fees	10,711	7,848	15,184	7,000	10,000	10,000	3,000	43%
Disposal Tax	12,508	19,132	18,784	18,830	21,000	21,000	2,170	12%
State Grant	0	0	20,725	0	0	0	0	#DIV/0!
FEMA Proceeds-State	0	0	32,494	0	0	0	0	#DIV/0!
Sales Tax Refund	6,803	5,546	2,408	0	0	0	0	#DIV/0!
Other Local Governments								
Rec. Other Gov.-Local	2,617	0	2,035	0	0	0	0	#DIV/0!
Clearwater Fire Protection	0	0	0	36,000	36,000	36,000	0	0%
Rec. Lee Co. - Tornado Security	0	0	0	129,159	0	0	-129,159	-100%
Consolidated Planning Services	376,454	373,571	385,108	397,798	399,801	399,801	2,003	1%
911 Surcharge Reimbursement	304,784	327,183	505,989	288,255	272,777	272,777	-15,478	-5%
911 Dispatch	157,156	189,501	208,548	209,279	202,678	202,678	-6,601	-3%
Rec. Local Inspections Contract	71,716	34,533	17,970	74,390	51,801	51,801	-22,589	-30%
Financial Services - Broadway	4,800	4,000	4,000	4,000	4,000	4,000	0	0%
Total Intergovernmental	3,656,496	3,789,446	4,002,580	4,375,208	3,687,214	3,687,214	-687,994	-16%

GENERAL FUND REVENUE

REVENUE SOURCES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Sale of Materials	3,601	8,618	1,813	3,500	3,000	3,000	-500	-14%
Sale of Compost Materials	42,700	46,091	43,375	45,000	60,000	60,000	15,000	33%
Sale of Fixed Assets	44,173	70,788	37,640	90,448	75,000	75,000	-15,448	-17%
Waste Mgmt. User Fees	884,586	886,057	865,947	1,075,000	1,100,000	1,100,000	25,000	2%
Total Sales and Service	975,060	1,011,554	948,775	1,213,948	1,238,000	1,238,000	24,052	2%
Concession	35,488	32,026	38,853	0	0	0	0	#DIV/0!
Miscellaneous	-3,314	150	190	0	0	0	0	#DIV/0!
Pro Shop Sales	52,782	47,177	56,833	0	0	0	0	#DIV/0!
Total Golf Other	84,956	79,353	95,876	0	0	0	0	#DIV/0!
Installment Purchase Proceeds	0	397,000	0	950,000	0	0	-950,000	-100%
Transfer in Capital Projects	2,476	821	1	0	0	0	0	#DIV/0!
ABC Revenue	165,000	215,000	170,000	140,000	140,000	140,000	0	0%
Street Charges	223,511	300,742	328,979	350,000	340,000	340,000	-10,000	-3%
Rental Income	30,510	30,510	24,942	15,000	15,000	15,000	0	0%
Parking Revenue	28,404	18,865	21,291	20,000	20,000	20,000	0	0%
Code Enforcement	92,797	0			0	0	0	#DIV/0!
Animal Control	3,391	2,643	1,297	1,200	1,200	1,200	0	0%
Cable Franchise Fees	41,508	23,261	30,640	52,000	31,500	31,500	-20,500	-39%
Miscellaneous	93,471	223,227	44,831	152,775	150,000	150,000	-2,775	-2%
Civil Violations	15,375	7,070	3,898	4,600	4,600	4,600	0	0%
Contribution-Other	0	0	0	5,598	0	0	-5,598	-100%
Tower Rental	0	4,000	4,200	8,000	8,000	8,000	0	0%
License Tag	0	60		0	0	0	0	#DIV/0!
Special Assessments	3,174	7,240	2,641	5,000	4,000	4,000	-1,000	-20%
MLK Donations	0	10,140	3,800	0	0	0	0	#DIV/0!
Total Other	699,616	1,240,579	636,520	1,704,173	714,300	714,300	-989,873	-58%
SUB-TOTAL GENERAL FUND	23,486,700	23,354,307	23,470,284	24,704,634	23,417,947	23,417,947	-1,286,687	-5%
Appropriated Fund Balance	-13,595	0	0	1,593,158	1,120,501	1,155,772	-437,386	-27%
TOTAL GENERAL FUND	23,473,105	23,354,307	23,470,284	26,297,792	24,538,448	24,573,719	-1,724,073	-7%

GENERAL FUND EXPENDITURES

DEPARTMENT	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Governing Body	258,390	278,407	291,208	333,708	270,300	323,803	-9,905	-3%
Administration	188,631	195,769	204,259	236,206	229,570	253,138	16,932	7%
Human Resources	261,140	269,980	268,051	298,356	276,485	326,643	28,287	9%
Risk Management	68,331	74,494	79,133	94,223	80,104	86,495	-7,728	-8%
Elections	0	20,584	0	35,058	0	0	-35,058	-100%
Finance	841,901	834,453	853,587	960,045	854,532	1,015,848	55,803	6%
Information Systems	226,737	282,404	296,787	319,742	304,030	326,121	6,379	2%
Legal	211,254	248,211	242,966	252,743	242,950	244,893	-7,850	-3%
Public Building	897,266	1,388,178	1,361,040	1,076,090	716,840	787,680	-288,410	-27%
General Services	141,141	164,380	171,886	184,367	167,024	185,203	836	0%
Central Office	65,338	21,644	19,520	37,775	25,128	23,628	-14,147	-37%
GF Contributions	952,398	687,150	906,447	1,748,691	995,397	1,030,529	-718,162	-41%
Golf	659,164	653,194	722,530	0	0	0	0	#DIV/0!
Fleet Maintenance	955,858	981,888	1,148,574	1,390,197	1,392,120	1,394,882	4,685	0%
Less Fleet Maintenance Charges	-899,859	-636,904	-796,999	-960,479	0	-990,054	-29,575	3%
Horticulture	404,026	428,985	455,552	516,531	493,197	562,863	46,332	9%
General Government	5,231,715	5,892,817	6,224,541	6,523,253	6,047,677	5,571,672	-951,581	-15%
Police	7,511,257	6,345,363	7,111,476	7,151,465	7,716,778	7,886,466	735,001	10%
Police - 911 Surcharge	304,920	327,283	551,116	288,255	0	272,777	-15,478	-5%
Police - Dispatching	0	1,208,608	898,551	959,945	923,075	942,624	-17,321	-2%
Police Grants	68,401	337,428	197,706	226,583	0	0	-226,583	-100%
Fire	4,009,913	3,758,989	3,860,962	4,267,462	5,303,237	3,985,674	-281,788	-7%
Fire Grant	0	0	0	260,778	0	0	-260,778	-100%
Inspection	434,236	358,268	402,952	412,569	388,977	417,703	5,134	1%
Public Safety	12,328,727	12,335,938	13,022,764	13,567,057	14,332,067	13,505,244	-61,813	0%
Street	2,046,179	1,936,439	2,038,004	1,987,622	2,349,203	2,075,838	88,216	4%
Street Capital Imp.	536,646	566,658	403,135	1,147,000	850,000	329,141	-817,859	-71%
Streets	2,582,825	2,503,097	2,441,139	3,134,622	3,199,203	2,404,979	-729,643	-23%
Solid Waste	1,356,706	1,174,366	1,262,002	1,245,985	1,398,975	1,332,578	86,593	7%
Sanitation	1,221,736	1,223,755	1,248,660	1,281,335	1,288,420	1,330,938	49,603	4%
Sanitation	2,578,442	2,398,121	2,510,662	2,527,320	2,687,395	2,663,516	136,196	5%
Community Development	775,513	803,756	824,845	958,765	776,750	879,289	-79,476	-8%
Comm. Enhance.-Code Enforce.	335,416	252,920	284,916	278,102	300,730	279,783	1,681	1%
Comm. Enhancement-Downtown	140,853	108,391	96,795	103,337	202,022	117,120	13,783	13%
Community Development	1,251,782	1,165,067	1,206,556	1,340,204	1,279,502	1,276,192	-64,012	-5%
SUB-TOTAL GENERAL FUND	23,973,491	24,295,040	25,405,660	27,092,456	27,545,844	25,421,603	-1,670,853	-6%
Interfund Reimbursements	-600,911	-643,520	-759,497	-794,664	-288,867	-847,884	-53,220	7%
TOTAL GENERAL FUND	23,372,580	23,651,520	24,646,163	26,297,792	27,256,977	24,573,719	-1,724,073	-7%

UTILITY FUND REVENUE

REVENUE SOURCES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Water Charges	9,378,332	9,809,234	10,097,230	10,498,922	10,300,000	10,300,000	-198,922	-2%
Sewer Charges	6,366,428	6,570,034	6,827,124	7,082,932	6,900,000	6,900,000	-182,932	-3%
Total User Charges	15,744,760	16,379,268	16,924,354	17,581,854	17,200,000	17,200,000	-381,854	-2%
								#DIV/0!
Interest Income	290,906	91,355	80,913	80,000	45,000	45,000	-35,000	-44%
Interest on Assessments	6,912	8,464	3,189	5,000	1,500	1,500	-3,500	-70%
Interest on Judgements	0	3	15	0	0	0	0	#DIV/0!
Total Investment Income	297,818	99,822	84,117	85,000	46,500	46,500	-38,500	-45%
								#DIV/0!
Taps and Connections	113,646	158,172	116,058	140,000	135,000	135,000	-5,000	-4%
Sewer Surcharge	45,767	20,164	11,678	8,100	8,100	8,100	0	0%
Meter Rental	1,845	1,745	3,168	0	2,500	2,500	2,500	#DIV/0!
Sludge Charge	32,490	34,950	35,662	30,000	35,000	35,000	5,000	17%
Non Compliance Fines	4,650	2,112	2,255	2,000	2,000	2,000	0	0%
Monitoring Fee	88,512	88,704	87,114	85,000	87,000	87,000	2,000	2%
Charges on Past Due Accounts	143,671	138,325	150,289	150,000	150,000	150,000	0	0%
Oil and Grease Fees	18,571	18,916	20,217	18,500	20,000	20,000	1,500	8%
Sales Other Funds	38,546	40,726	36,243	40,000	30,000	30,000	-10,000	-25%
Service Other	0	1,360	0	0	0	0	0	#DIV/0!
Sale of Fixed Property	10,741	63,828	0	25,000	15,000	15,000	-10,000	-40%
Special Assessments	72,359	0	0	0	0	0	0	#DIV/0!
After Hours	4,800	3,425	4,620	3,000	3,000	3,000	0	0%
NSF Charges	7,978	5,747	4,708	4,000	6,000	6,000	2,000	50%
Miscellaneous	-5,685	93,508	12,667	15,000	10,000	10,000	-5,000	-33%
Contribution - Capital Project	0	110,311	16,308,691	0	0	0	0	#DIV/0!
Contribution - Customer	0	0	5,225	275	0	0	-275	-100%
Rental Income	81,127	83,643	84,496	84,200	95,181	95,181	10,981	13%
Total Other Revenue	659,019	865,636	16,883,090	605,075	598,781	598,781	-6,294	-1%
Sales Tax Refund	1,237	0	0	0	0	0	0	#DIV/0!
FEMA Proceeds-Federal	0	0	33,277	27,990	0	0	-27,990	-100%
Federal ARRA Grant	0	0	0	14,734	0	0	-14,734	-100%
FEMA Proceeds-State	0	0	11,092	9,330	0	0	-9,330	-100%
Build American Bonds Rebate	0	0	424,944	962,138	962,138	962,138	0	0%
Total Intergovernmental	1,237	0	469,313	1,014,192	962,138	962,138	-52,054	-5%
SUB-TOTAL UTILITY FUND	16,702,834	17,344,726	34,360,874	19,286,121	18,807,419	18,807,419	-478,702	-2%
Appropriated Fund Balance	0	0	0	-452,589	2,049,834	2,049,834	2,502,423	-553%
TOTAL UTILITY FUND	16,702,834	17,344,726	34,360,874	18,833,532	20,857,253	20,857,253	2,023,721	11%

UTILITY FUND EXPENSES

DEPARTMENT	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Debt Service	3,706,501	3,399,451	17,870,154	5,740,068	5,722,183	5,722,183	-17,885	0%
UF Contributions	885,272	147,619	118,644	337,132	364,544	364,544	27,412	8%
Other	885,272	147,619	118,644	337,132	364,544	364,544	27,412	8%
Warehouse	244,430	296,912	290,982	310,320	301,503	311,408	1,088	0%
Less Warehouse Charges	-184,576	-184,215	-186,352	-185,000	-185,000	-185,000	0	0%
UF Administration	1,016,218	1,165,653	1,311,446	1,467,679	779,344	1,674,998	207,319	14%
Utility Billing	231,794	219,173	233,921	244,945	0	0	-244,945	-100%
Engineering	423,640	467,670	502,165	536,169	478,732	514,057	-22,112	-4%
UF Public Works Administration	261,387	250,577	250,090	293,305	313,463	348,302	54,997	19%
Sewer Const.	1,171,216	1,481,748	1,254,541	1,635,365	1,734,962	1,722,208	86,843	5%
Water Const.	2,305,281	2,488,179	2,684,813	2,833,230	2,760,700	2,891,003	57,773	2%
Water Plant	1,878,549	1,923,482	1,993,316	2,278,898	2,215,990	2,393,925	115,027	5%
Wastewater Plant	1,627,137	1,628,271	1,678,752	1,701,090	1,557,686	1,669,625	-31,465	-2%
Water Capital Imp.	37,438	331,128	881,064	972,806	900,000	1,180,000	207,194	21%
Sewer Capital Imp.	459,623	554,424	1,059,662	667,525	500,000	2,250,000	1,582,475	237%
Public Utilities	9,472,138	10,623,002	11,954,400	12,756,332	11,357,380	14,770,526	2,014,194	16%
TOTAL UTILITY FUND	14,063,911	14,170,072	29,943,198	18,833,532	17,444,107	20,857,253	2,023,721	11%

GOLF FUND REVENUE

DEPARTMENT	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Green Fees Annual	0	0	0	73,000	90,280	90,280	17,280	24%
Green Fees Daily	0	0	0	170,000	187,807	187,807	17,807	10%
Cart Fees	0	0	0	220,000	250,000	250,000	30,000	14%
Tournament	0	0	0	11,000	11,000	11,000	0	0%
Driving Range	0	0	0	16,000	16,000	16,000	0	0%
Total Golf User Charges	0	0	0	490,000	555,087	555,087	65,087	13%
Concession	0	0	0	35,000	35,000	35,000	0	0%
Pro Shop Sales	0	0	0	52,000	52,000	52,000	0	0%
Contribution from General Fund	0	0	0	482,191	106,890	106,890	-375,301	-78%
Total Golf Other	0	0	0	569,191	193,890	193,890	-375,301	-66%
TOTAL GOLF FUND	0	0	0	1,059,191	748,977	748,977	-310,214	-29%

GOLF FUND EXPENSES

DEPARTMENT	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Golf	0	0	0	1,059,191	657,028	748,977	-310,214	-29%
Total Other	0	0	0	1,059,191	657,028	748,977	-310,214	-29%
TOTAL GOLF EXPENSES	0	0	0	1,059,191	657,028	748,977	-310,214	-29%

SPECIAL TAX FUND REVENUE

REVENUE SOURCES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Current Year Taxes	54,870	53,535	51,871	53,298	53,091	53,091	-207	0%
Prior Year Taxes	2,694	983	479	550	1,000	1,000	450	82%
Penalties Less Discounts	733	426	356	150	300	300	150	100%
Total Ad Valorem Taxes	58,297	54,944	52,705	53,998	54,391	54,391	393	1%
Interest Income	648	379	238	120	125	125	5	4%
Total Investment Income	648	379	238	120	125	125	5	4%
Parking Revenues	1,350	1,925	1,900	1,900	1,900	1,900	0	0%
Contribu. From General	50,000	50,000	20,000	30,000	0	0	-30,000	-100%
Total Other	51,350	51,925	21,900	31,900	1,900	1,900	-30,000	-94%
SUB-TOTAL SPEC. TAX	110,295	107,248	74,844	86,018	56,416	56,416	-29,602	-34%
Appropriated Fund Balance	0	0	0	15,487	2,189	3,049	-12,438	-80%
TOTAL SPECIAL TAX	110,295	107,248	74,844	101,505	58,605	59,465	-42,040	-41%

SPECIAL TAX FUND EXPENDITURES

DEPARTMENT	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 12-13 REQUESTED	FY 12-13 APPROVED	VARIANCE	% CHG.
Special Tax	109,710	92,277	52,096	101,505	58,605	59,465	-42,040	-41%
Total Other	109,710	92,277	52,096	101,505	58,605	59,465	-42,040	-41%
TOTAL SPECIAL TAX	109,710	92,277	52,096	101,505	58,605	59,465	-42,040	-41%

Staffing Comparison

Department	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Approved
Governing Body - Elected	9	9	9	9	9
Administration	2	2	2	3	3
Human Resources	4	4	4	4	4
Risk Management	1	1	1	1	1
Finance	8	8	8	8	9
Information Systems	2	2	2	2	2
Legal	2	2	2	2	2
Public Building	3	3	3	3	3
General Services	2	2	2	2	2
Golf	6	6	6	0	0
Fleet Maintenance	5	5	5	5	5
Horticulture	6	6	6	6	6
TOTAL GENERAL GOVERNMENT	50	50	50	45	46
Police	102	106	106	106	106
Fire	53	53	53	54	54
Inspections	7	7	7	7	7
TOTAL PUBLIC SAFETY	162	166	166	167	167
Street	18	18	18	18	18
TOTAL STREET	18	18	18	18	18
Solid Waste	18	18	18	18	18
TOTAL SANITATION	18	18	18	18	18
Community Development	10	10	10	10	10
Code Enforcement	4	4	4	4	4
Downtown/HPC	1	1	1	1	1
TOTAL COMMUNITY DEVELOPMENT	15	15	15	15	15
TOTAL GENERAL FUND	263	267	267	263	264

Includes permanent part-time position

Includes frozen position(s)

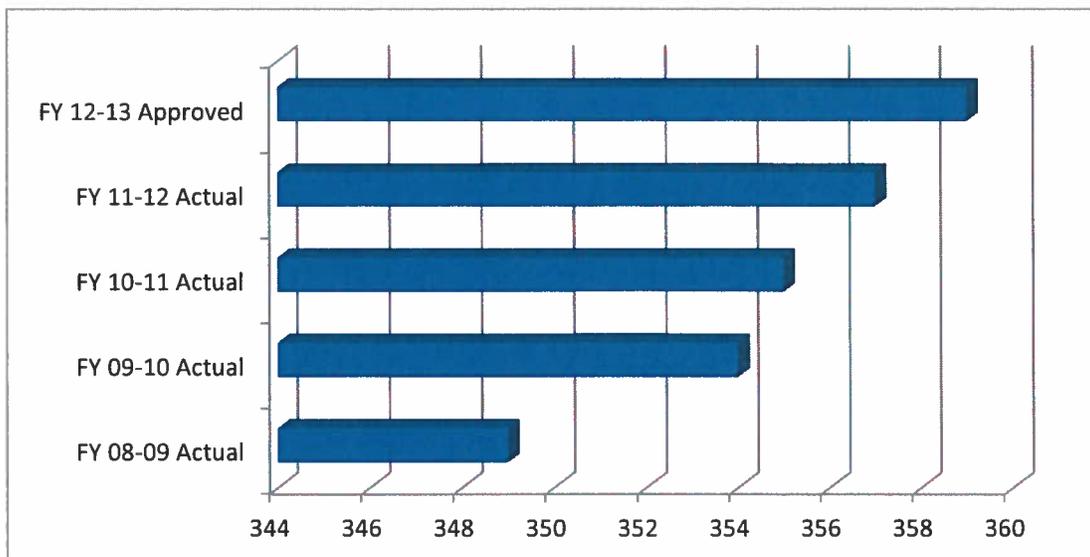
Staffing Comparison

Department	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Approved
Warehouse	1	1	1	1	1
UF Administration	7	8	9	9	11
Utility Billing	2	2	2	2	0
Engineering	8	8	8	8	8
Public Works Administration	3	3	3	3	4
Sewer Construction & Maintenance	13	13	14	14	14
Water Construction & Maintenance	28	28	27	27	27
Water Plant	11	11	11	11	11
Wastewater Treatment Plant	13	13	13	13	13
TOTAL PUBLIC UTILITIES	86	87	88	88	89
TOTAL UTILITY FUND	86	87	88	88	89
TOTAL GOLF FUND	0	0	0	6	6
TOTAL ENTERPRISE FUND	86	87	88	94	95
GRAND TOTAL	349	354	355	357	359

Includes permanent part-time position

Includes frozen position(s)

Total Budgeted Employees



GENERAL FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Accounts payable printer	Finance	\$ 3,500		\$ 3,500
1	Digital sound processor	Information Systems	3,200		3,200
1	CAD server	Police-E911	30,263		30,263
1	Message switch	Police-E911	12,256		12,256
1	Records management server	Police	15,660		15,660
4	Mobile data terminals	Police	24,000		24,000
	Subtotal Computers and Equipment		\$ 88,879	\$ -	\$ 88,879
	Four bay metal storage building	Fire		\$ 370,000	\$ -
	Renovation at #2 station	Fire	639,585		-
1	Jonesboro parking lot	Street Capital		150,000	150,000
	Subtotal Major Capital Construction		\$ 639,585	\$ 520,000	\$ 150,000
	Rubber roof at central	Fire	\$ 60,000		\$ -
	Ceiling/lighting replacement	Fleet Maintenance	15,000		15,000
	Greenway parking lot	Public Building		25,000	25,000
	Improvements at city hall	Public Building	40,000		20,000
1	Monument sign	Downtown/HPC	80,000		-
	Welcome to Sanford signs	Downtown/HPC	10,000		-
	Subtotal Other Construction		\$ 205,000	\$ 25,000	\$ 60,000
	Radio equipment	Fire	87,800		68,895
1	Thermal imaging camera	Fire	12,000		12,000
1	Rescue air lift bag set	Fire		5,100	5,100
1	Roller	Street	45,000		-
1	16' utility/bobcat trailer	Horticulture	3,290		3,290
1	Zero turn commercial mower	Horticulture	10,300		10,300
	Subtotal Other Equipment		\$ 158,390	\$ 5,100	\$ 99,585
1	Tahoe	Fire	31,175		-
13	Patrol vehicles	Police	334,971		334,971
1	Evidence collection vehicle	Police		142,337	142,337
1	Low speed vehicle	Police		17,516	17,516
1	1/2 ton 4X4 truck	Solid Waste	19,000		-
5	1/2 ton trucks	Street	77,500		15,500
1	1 ton truck	Street	29,000		-
	Subtotal Vehicles		\$ 491,646	\$ 159,853	\$ 510,324
1	Mini pumper / brush truck	Fire	131,000		-
1	Dump truck	Street	75,000		-
1	Backhoe	Street	80,000		-
1	Leaf vac truck	Solid Waste	138,000		-
1	Compost loader	Solid Waste	149,000		149,000
	Subtotal Heavy Equipment		\$ 573,000	\$ -	\$ 149,000
1	Land acquisition for #4 fire station	Fire		500,000	-
	Subtotal Land Acquisition		\$ -	\$ 500,000	\$ -
	Subtotal General Fund		\$ 2,156,500	\$ 1,209,953	\$ 1,057,788
	Less E-911 Equipment				(42,519)
	TOTAL GENERAL FUND		\$ 2,156,500	\$ 1,209,953	\$ 1,015,269

UTILITY FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Backhoe	Sewer C & M	81,000		81,000
1	Dump truck	Water C & M	75,000		75,000
1	Dump truck	Sewer C & M	75,000		-
1	Electric motor control center	WTP	90,000		90,000
1	HVAC and components	WTP	88,750		88,750
	Subtotal Heavy Equipment		\$ 409,750	\$ -	\$ 334,750
1	Turf mower	Sewer C & M	11,500		11,500
1	Portable compressor	Water C & M	11,850		11,850
	Subtotal Other Equipment		\$ 23,350	\$ -	\$ 23,350
	Greenway waterline extension	Water Capital		30,000	30,000
	Outdoor storage building	WTP	4,400		4,400
	Relocate generator to raw water station	WTP		20,500	20,500
	Subtotal Other Construction		\$ 4,400	\$ 50,500	\$ 54,900
	Utility improvements	Water Capital		250,000	250,000
	Utility improvements	Sewer Capital		250,000	250,000
	Industrial park utility purchase	Sewer Capital		1,500,000	1,500,000
	Subtotal Major Capital Construction		\$ -	\$ 2,000,000	\$ 2,000,000
1	1/2 Ton 4X4 truck	WTP	19,000		-
1	Ford Fusion	WTP	16,500		16,500
2	1/2 Ton truck	Sewer C & M	31,000		-
1	3/4 Ton 4X4 truck	Sewer C & M	22,000		-
5	1/2 Ton trucks	Water C & M	77,500		-
1	1 Ton utility truck	Water C & M	29,000		-
	Subtotal Vehicles		\$ 195,000	\$ -	\$ 16,500
	TOTAL UTILITY FUND		\$ 632,500	\$ 2,050,500	\$ 2,429,500

GOLF FUND CAPITAL OUTLAY

QTY	ITEM	DEPARTMENT	REQUESTED		APPROVED
			REPLACE	NEW	
1	Fairway mower	Golf	30,000		30,000
1	HVAC for pro shop	Golf	5,000		5,000
Total Golf			35,000	0	35,000

DEBT SERVICE

The North Carolina General Statutes are very specific about the amount of general long term debt that can be issued by local governments. The statutes state that long-term debt, net of debt issued for specific enterprise activities, cannot exceed eight percent of the assessed valuation of the governmental unit. The legal debt limit of the City as of June 30, 2011 is as shown in the following table.

Assessed Valuations	<u>\$ 2,193,760,514</u>
Debt limit 8% of assessed valuations	\$ 175,500,841
Amount of debt applicable to debt limit	-
Outstanding debt not evidenced by bonds:	
Notes	19,430,904
Installment purchase contracts	331,630
Capital leases	-
Annexation liability for fire protection	<u>5,958</u>
	19,768,492
Less deduction allowed by G.S. 159.55(a)(2) and G.S. 159.55(b)-Utility debt	<u>-</u>
Net Debt	<u>19,768,492</u>
LEGAL DEBT MARGIN	<u>\$ 155,732,349</u>

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

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

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

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

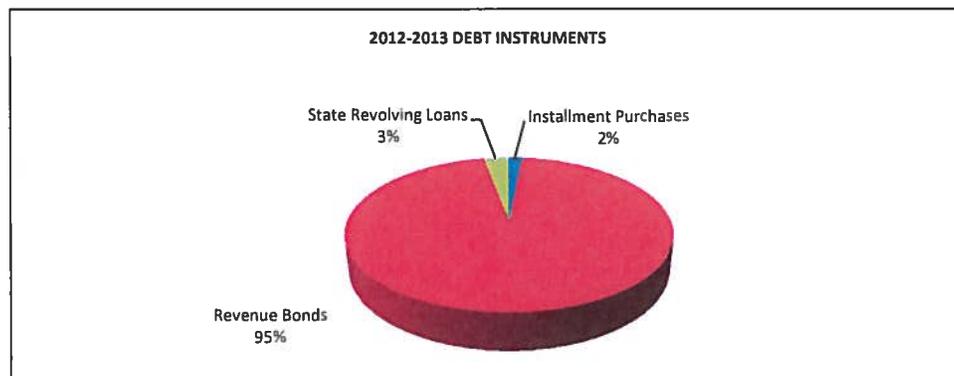
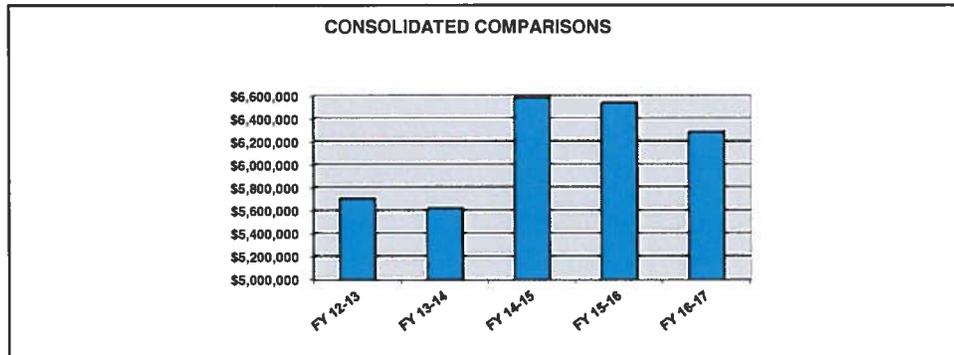
The debt service coverage ratio calculation for the year ended June 30, 2011 is as follows:

Operating revenues	\$ 18,058,603
Operating expenses	<u>(14,182,458)</u>
Operating income	3,876,145
Non-operating revenues (expenses)*	(876,290)
Income before transfers and capital contributions	2,999,855
Adjustments:	
Depreciation and amortization expense	3,546,212
Interest expense	<u>912,543</u>
Income available for debt service	<u>\$ 7,458,610</u>
Parity debt service (Revenue bonds only)	\$ 2,017,309
Parity debt service coverage ratio	3.65
G.O., Subordinate, and all other indebtedness	<u>2,274,434</u>
Total debt service	<u>\$ 4,291,742</u>
Total debt service coverage ratio	1.72

*Per rate covenants, this does not include revenue bond interest paid of \$1,297,309.

SCHEDULE OF DEBT SERVICE

DESCRIPTIONS	FY 12-13 REQ.	FY 13-14 REQ.	FY 14-15 REQ.	FY 15-16 REQ.	FY 16-17 REQ.	FY 17-35 REQ.	TOTAL
Installment Purchases							
Police Dept.; 911 Communications Console; dated 11/03/09; 5 years; outstanding \$286,630	\$ 88,666	\$ 88,666	\$ 44,275	\$ -	\$ -	\$ -	\$ 221,607
	\$ 88,666	\$ 88,666	\$ 44,275	\$ -	\$ -	\$ -	\$ 221,607
Revenue Bonds							
Revenue Bonds Series 2010; issued 12/22/10; 3.51% interest; outstanding \$52,095,000	5,444,103	5,362,603	5,281,603	5,280,853	5,031,853	59,162,589	85,563,604
	\$ 5,444,103	\$ 5,362,603	\$ 5,281,603	\$ 5,280,853	\$ 5,031,853	\$ 59,162,589	\$ 85,563,604
State Revolving Loans							
Water Imp.; 2.6% interest; issued 11/1/00; due annually to 2022; outstanding \$1,072,500	122,850	120,315	117,780	115,245	112,710	525,525	1,114,425
Water Treatment Plant; 0% interest; issued 1/29/10; due annually to 2030; outstanding \$858,404	45,179	45,179	45,179	45,179	45,179	587,329	813,224
WWTP SRF Loan; 2.22% interest; issued 10/4/2010; 20 years; outstanding \$17,500,000	-	-	1,093,099	1,093,099	1,093,099	18,683,642	21,962,938
	\$ 168,029	\$ 165,494	\$ 1,256,058	\$ 1,253,523	\$ 1,250,988	\$ 19,796,496	\$ 23,890,587
TOTAL DEBT SERVICE	\$ 5,700,798	\$ 5,616,763	\$ 6,581,936	\$ 6,534,376	\$ 6,282,841	\$ 78,959,085	\$ 109,675,798



Note: Principle and interest included with annual requirements.

GENERAL FUND

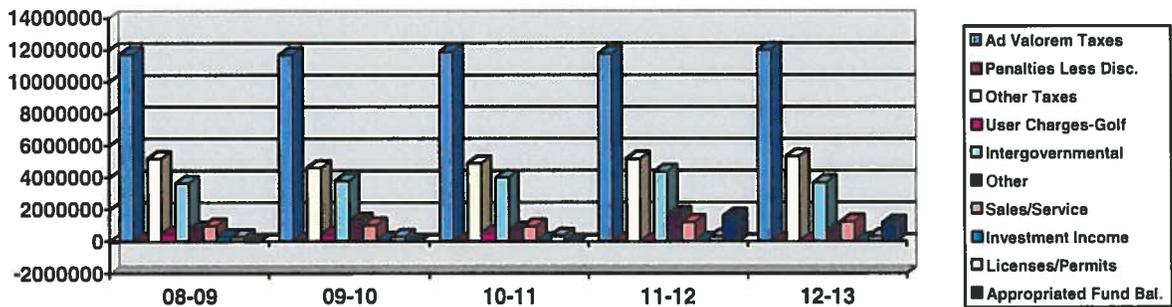
Goal: To account for the revenues of all city departments except those required to be accounted for in other funds.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Ad Valorem Taxes	11,735,407	11,701,535	11,883,618	11,790,054	12,011,894	12,011,894
Penalties Less Disc.	84,033	69,781	48,642	50,000	50,000	50,000
Other Taxes	5,197,957	4,621,691	4,902,504	5,188,557	5,340,034	5,340,034
User Charges-Golf	462,739	432,987	512,828	0	0	0
Intergovernmental	3,656,496	3,789,446	4,002,580	4,375,208	3,687,214	3,687,214
Other	784,571	1,319,932	732,396	1,704,173	714,300	714,300
Sales/Service	975,060	1,011,554	948,775	1,213,948	1,238,000	1,238,000
Investment Income	302,271	118,331	71,756	77,164	62,000	62,000
Licenses/Permits	288,166	289,050	367,185	305,530	314,505	314,505
Appropriated Fund Balance	(13,595)	0	0	1,593,158	1,120,501	1,155,772
Total	23,473,105	23,354,307	23,470,284	26,297,792	24,538,448	24,573,719

GRAPHIC REPRESENTATION

FY 12-13 revenues reflect a decrease of \$1,724,073 or seven (7%) percent compared to the **FY 11-12** budget. Ad valorem taxes and penalties less discounts are showing a combined increase of \$221,840 or two percent (2%) from prior year. Other tax revenue shows an increase in the amount of \$151,477 or three percent (3%) due to additional sales tax anticipated. Intergovernmental reflects a \$687,994 or sixteen percent (16%) decrease mainly due to the appropriation of grant funds in prior year as well as funds received from Lee County in prior year for security provided after a tornado destroyed area businesses and residential housing. Investment income reflects a decrease in the amount of \$15,000 or twenty percent (20%) compared to prior year. Other revenue reflects a decrease of \$989,873 or fifty-eight (58%) percent mainly due to installment purchase proceeds in the amount of \$950,000 budgeted in **FY 11-12**. Sales and service reflects an increase of \$24,052 or two percent (2%) which includes an increase in compost fees. Licenses and permits show a slight increase of \$8,975 or three percent (3%) compared to prior year. City Council elected to move the golf department into an Enterprise Fund in **FY 11-12**. The city increased the annual waste management fee in **FY 11-12** from \$100 to \$125 resulting in additional revenue within sales and services. **FY 11-12** reflects a substantial increase from **FY 10-11** mainly due to fund balance appropriation. A tornado devastated the community in the spring of 2011. Additional permitting revenue is shown within **FY 10-11** for permits issued to re-build the community. **FY 09-10** includes installment purchase proceeds in the amount of \$397,000 shown within other revenue. **FY 08-09** other taxes reflect the first year the privilege license tax was implemented, however, the following year council repealed the privilege license tax resulting in a decrease shown within **FY 09-10**.



GENERAL FUND

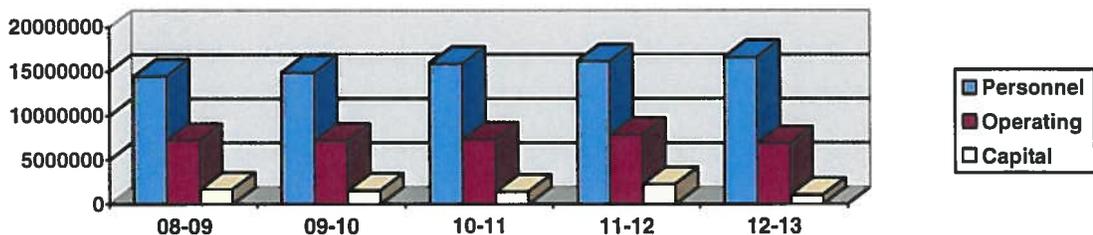
Goal: To account for the expenditures of all city departments except those required to be accounted for in other funds.

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	14,487,044	14,895,478	15,893,790	16,164,170	15,206,299	16,622,960
Operating	7,211,260	7,194,124	7,322,841	7,860,464	8,941,744	6,892,971
Capital Outlay	1,674,276	1,561,918	1,429,532	2,273,158	3,108,934	1,057,788
Total	23,372,580	23,651,520	24,646,163	26,297,792	27,256,977	24,573,719
Budgeted Employees	263	267	267	263	264	264

GRAPHIC REPRESENTATION

FY 12-13 expenditures reflect a decrease of \$1,724,073, or seven (7%) percent compared to the FY 11-12 budget. Personnel costs represent sixty-eight (68%) percent of the total general fund budget. Increases in personnel costs total \$458,790 which includes a 2.5% cost of living adjustment for employees and a 0.14% reduction in the employer retirement contribution. The city elected to make changes to health plan copays and deductibles rather than increase health insurance premiums. Employees now have the option to choose between a Preferred Provider Organization (PPO) or a Consumer Driven Health Plan (CDHP). A total of four (4) positions remain frozen to help offset the revenue deficit. They are included within the Human Resources, Solid Waste, and Inspections departments. A new computer systems administrator position is funded within the Finance department. Interfund reimbursements are shown as reductions to expenses for services provided and charged to other funds. Operating decreased \$967,493 or fourteen (14%) percent compared to prior year. The majority of this decrease is the result of a \$950,000 appropriation in FY 11-12 for street paving. Personnel adjustments in **FY 11-12** reflect a 3% cost of living adjustment, an additional 0.53% state mandated employer retirement contribution, a 9% health insurance premium adjustment, and the addition of a part-time grants writer position. Also funded within **FY 11-12** are mobile radios and new software to allow the public online access to police reports, a youth skate park, fifty-two (52) golf cars, police vehicles, a heavy duty equipment truck, and a tractor with flail mowers. **FY 10-11** includes a 2.5% cost of living adjustment for employees, the first year of an additional state mandated employer retirement contribution of 1.55%, a 2.8% health insurance premium adjustment, and shown within the operating cost center an increase due to the retirement of debt. A total of six (6) positions were frozen in **FY 09-10** to help offset the revenue deficit. They are included within the Human Resources, Police, Solid Waste, and Inspections departments. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. **FY 08-09** included funding for three new positions within the Police, Fire, and Human Resources departments. Three employees were transferred into the Utility Fund mid-year for the creation of a new Public Works Administration department. Other personnel increases include a 3% cost of living and merit adjustments and a 4% health insurance premium adjustment. The number of budgeted employees remain level as these changes offset each other.



FUND BALANCE GOVERNMENTAL FUNDS

	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	BUDGET 12-13
GENERAL FUND					
BEGINNING BALANCE	\$ 14,453,199	\$ 14,437,184	\$ 13,742,151	\$ 12,566,272	\$ 10,023,114
REVENUES					
AD VALOREM TAXES	11,819,439	11,771,316	11,932,260	11,840,054	12,061,894
INTERGOVERNMENTAL	3,656,494	3,789,448	4,002,580	4,375,208	3,687,214
SALES TAX	5,197,958	4,621,691	4,902,504	5,188,557	5,340,034
OTHER	2,799,214	2,774,033	2,632,940	2,350,815	2,328,805
TOTAL	<u>23,473,105</u>	<u>22,956,488</u>	<u>23,470,284</u>	<u>23,754,634</u>	<u>23,417,947</u>
EXPENDITURES					
GENERAL GOVERNMENT	4,630,804	5,196,028	5,465,042	5,728,589	4,723,788
PUBLIC SAFETY	12,328,727	12,335,939	13,022,764	13,567,057	13,505,244
STREETS	2,582,825	2,503,096	2,441,139	3,134,622	2,404,979
SANITATION	2,578,442	2,398,121	2,510,662	2,527,320	2,663,516
COMMUNITY DEV.	1,251,782	1,165,067	1,206,556	1,340,204	1,276,192
TOTAL	<u>23,372,580</u>	<u>23,598,251</u>	<u>24,646,163</u>	<u>26,297,792</u>	<u>24,573,719</u>
TRANSFER TO OTHER FUNDS	116,540	53,270	0	0	0
ENDING BALANCE	<u>\$ 14,437,184</u>	<u>\$ 13,742,151</u>	<u>\$ 12,566,272</u>	<u>\$ 10,023,114</u>	<u>\$ 8,867,342</u>

GOVERNING BODY

Fund: General

Function: General Government

Goal: To maintain a safe, pleasant environment within the community by providing effective government through the efficient delivery of public services.

DEPARTMENTAL SUMMARIES

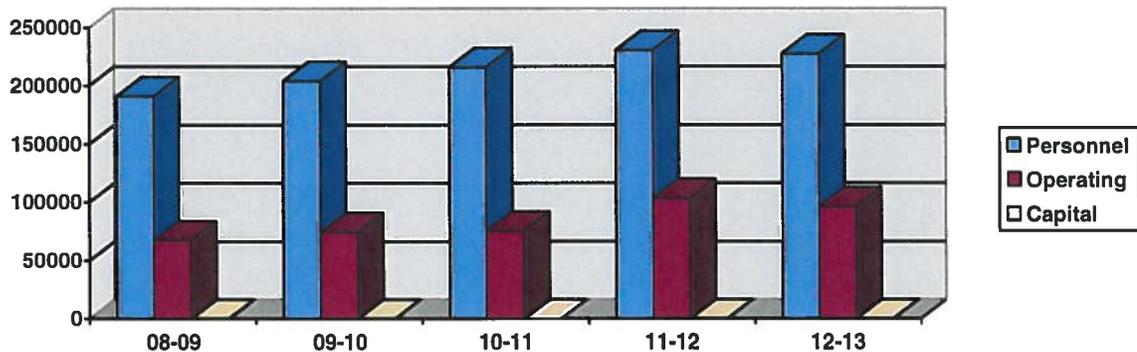
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	191,001	204,087	215,812	230,431	175,023	227,501
Operating	67,388	74,320	75,396	103,277	95,277	96,302
Capital	0	0	0	0	0	0
Subtotal	258,389	278,407	291,208	333,708	270,300	323,803
Less Interfund Reimbursement	(55,507)	(49,659)	(55,279)	(64,576)	0	(67,018)
Total	202,882	228,748	235,929	269,132	270,300	256,785
Budgeted Employees	9	9	9	9	9	9

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$9,905 or 3% compared to **FY 11-12** budget prior to interfund reimbursements. Personnel costs reflect a 2.5% cost of living adjustment and a retirement contribution rate decrease of 0.14%. Operating reflects a decrease due to the purchase of iPads in **FY 11-12**. A 3% cost of living adjustment, a 9% health insurance increase as well as a state mandated retirement contribution rate increase of 0.53% are included in **FY 11-12** personnel cost center. **FY 11-12** operating cost center reflects funding for tourism brochures to market the City of Sanford. Increases within the **FY 10-11** personnel cost center are the result of a 2.5% cost of living adjustment, and the first year of the state mandated employer retirement contribution increase of 1.55%. **FY 09-10** reflects increases within the operating cost center related to professional services, advertising for National Night Out, and workers compensation and liability insurance. Personnel increases were attributed to additional council members electing group insurance coverage.



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

10-11 Actual	11-12 Projected	12-13 Projected
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Goal: To maintain and expand the governing body's knowledge of new programs and initiatives which will assist in the development of sound policy-making decisions on behalf of the citizens of our community

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

Measures:

Town Hall Day (members attending)	3	3	5
National League of Cities conferences (members attending)	6	2	4
NC League of Municipalities conferences (members attending)	6	2	4
Chamber of Commerce meetings	13	12	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) Installation of elected officials, city employee's golf tournament, participates in city awards banquet and gives tours of City Hall to elementary classes; overall coordinator for National Night Out

Measures:

National Night Out events	28	30	32
National Night Out awards received	15	17	18
Coordinate National Night Out events	32	30	32

Performance Measures	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: City Clerk – To provide for and ensure the accurate compilation and maintenance of the legislative history of the official actions and documents of the City of Sanford

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

Measures:

Law and Finance Committee meetings	24	24	24
Work sessions	6	6	6
City Council meetings	24	24	26
Prepare agendas and attend commission meetings	50	50	50
Adopted city ordinances and resolutions	54	70	108
Prepare applications for Boards and Commissions appointments	20	20	25

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

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

Measures:

Telephone inquiries responded to within 24 hours	99%	99%	99%
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ADMINISTRATION

Fund: General

Function: General Government

Goal: To see that all the laws of the state, and ordinances, resolutions, rules and regulations of the City Council are faithfully executed and enforced within the jurisdiction of the city.

DEPARTMENTAL SUMMARIES

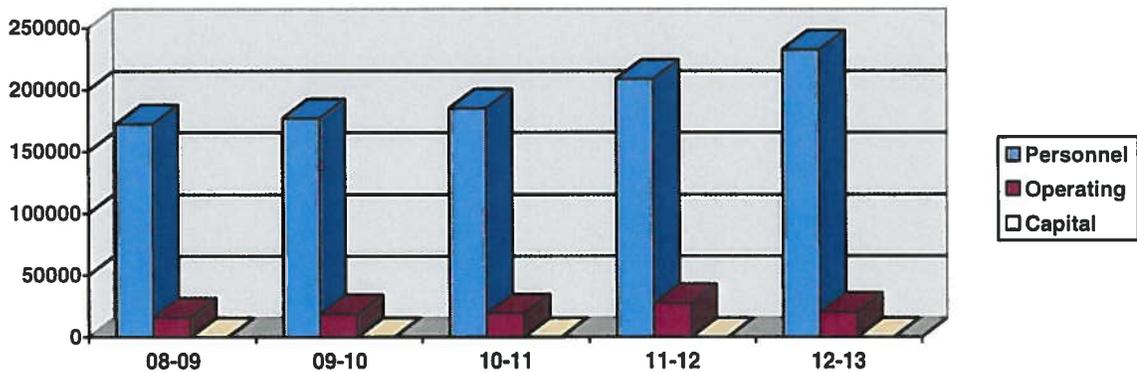
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	172,533	177,245	185,269	208,900	209,770	232,738
Operating	16,097	18,524	18,990	27,306	19,800	20,400
Capital	0	0	0	0	0	0
Subtotal	188,630	195,769	204,259	236,206	229,570	253,138
Less Interfund Reimbursement	(40,921)	(38,748)	(40,355)	(45,408)	0	(47,007)
Total	147,709	157,021	163,904	190,798	229,570	206,131
Budgeted Employees	2	2	2	3	3	3

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$16,932 or seven percent (7%) compared to FY 11-12 budget prior to interfund reimbursements. Increases are shown within personnel cost center for a 2.5% cost of living adjustment, a retirement contribution rate decrease of 0.14%, and additional hours for the public information officer. Operating reflects a decrease due to the purchase of iPads and other necessary supplies for the public information officer in FY 11-12. **FY 11-12** personnel cost center shows a 3% cost of living adjustment, state mandated retirement contribution increase of 0.53%, and a new part-time public information officer / grant writer position. Cost of living and merit adjustments were not funded during **FY 09-10** due to economic conditions.



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	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: To provide professional administration of policies and programs established by the City Council as well as provide leadership in the daily administration of city government

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

Measures:

Conduct department head meetings	8	8	8
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)	6	6	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

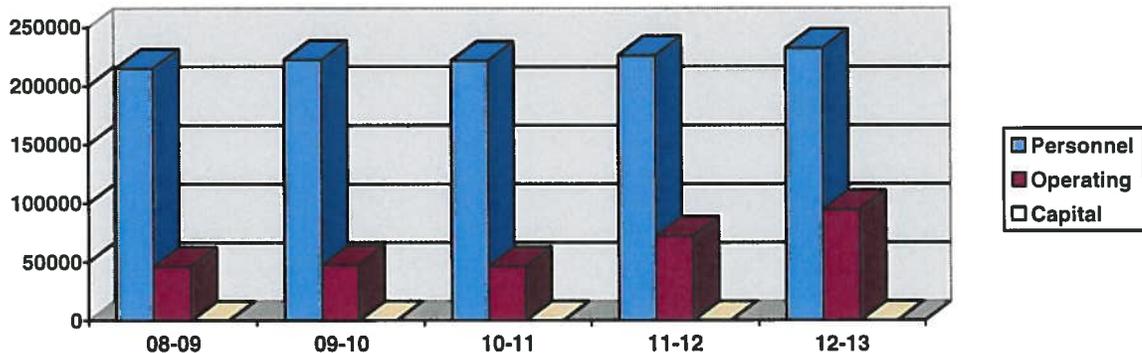
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	215,055	222,487	221,683	226,071	211,676	232,234
Operating	46,085	47,493	46,368	72,285	64,809	94,409
Capital	0	0	0	0	0	0
Subtotal	261,140	269,980	268,051	298,356	276,485	326,643
Less Interfund Reimbursement	(51,649)	(47,404)	(55,867)	(62,757)	0	(61,823)
Total	209,491	222,576	212,184	235,599	276,485	264,820
Budgeted Employees	4	4	4	4	4	4

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$28,287 or nine percent (9%) compared to FY11-12 budget prior to interfund reimbursement. Personnel adjustments are the result of a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. One receptionist position remains frozen resulting in a savings of \$39,495. Operating reflects an increase mainly due to the funding of a salary study. **FY 11-12** personnel adjustments include a 3% cost of living increase, a 0.53% state mandated additional employer retirement contribution, and a 9% health insurance increase. Funded within **FY 11-12** operating cost center is an administrative fee for Blue Cross to serve as claims administrator for the Early Retiree Reinsurance Program (ERRP). This is a federally funded program designed to provide financial assistance to health plan sponsors that make coverage available to millions of early retirees and their families. **FY 10-11** funded a 2.5% cost of living adjustment for employees and a 1.55% employer retirement contribution increase. Cost of living or merit adjustments were not funded during **FY 09-10** due to economic conditions. Retirement celebrations previously budgeted within user departments were transferred into this operating cost center in **FY 09-10**. **FY 08-09** includes a newly implemented flex spending debit card program.



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	10-11 Actual	11-12 Projected	12-13 Projected
Goal: To continue to provide effective Human Resources Management by developing and implementing programs and services which contribute to the attainment of city and employee goals			
Objective: To provide general administration of Human Resources activities that balance the needs of the employee and the needs of the city			
Measures:			
Service Award employees honored (calendar year)	60	65	64
Wellness Program / Lunch-n-Learn sessions	40	40	40
Objective: To provide a communication resource to share general business information, improve employee understanding of programs, etc., and improve employee morale			
Measures:			
Newsletter Publications	6	6	6
City Webpage	1	1	1
Goal: To maintain organizational development and employee effectiveness through Human Resource programs			
Objective: To provide monthly cost effective technical, interpersonal, and career development training and coaching for employees			
Measures:			
Management Educational Sessions	2	2	2
Employee Educational Sessions	1	1	1
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	10-11 Actual	11-12 Projected	12-13 Projected
Measures:			
US DOL / ESC Monthly Employment Statistics Report	12	12	12
Personnel hired – full time regular	14	10	11
Personnel hired – temporary	4	3	3
Personnel changes – promotions	20	25	25
Personnel changes – promotions / transfers	1	1	2
Personnel changes – transfers	1	2	2
Personnel separated – all personnel	15	14	14
Personnel separated – excluding retirees	10	10	10
Turnover rate – all personnel	4.52%	4.20%	4.20%
Turnover rate – excluding retirees	3.02%	3.61%	3.31%

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	15	10	15
COBRA election forms to eligible employees / dependents	20	18	18

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	10	5	5
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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

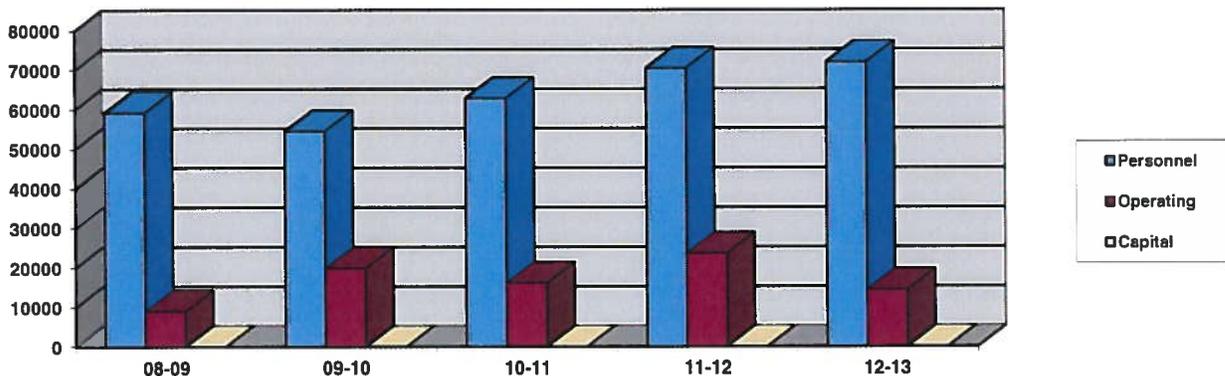
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	59,303	54,605	62,933	70,544	63,394	72,061
Operating	9,028	19,889	16,200	23,679	16,710	14,434
Capital	0	0	0	0	0	0
Subtotal	68,331	74,494	79,133	94,223	80,104	86,495
Less Interfund Reimbursement	(28,885)	(30,533)	(29,237)	(32,129)	0	(33,843)
Total	39,446	43,961	49,896	64,094	80,104	52,652
Budgeted Employees	1	1	1	1	1	1

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$7,728 or eight percent (8%) compared to FY 11-12 budget prior to interfund reimbursement. Personnel cost center shows a 2.5% cost of living adjustment and an employer retirement contribution rate decrease of 0.14%. Operating reflects a decrease due to the purchase of a defibrillator and computer in prior year. Also, flu shots were inadvertently budgeted in Human Resources and Risk Management departments. Human Resources have paid for these shots in the past; therefore, Risk Management's budget was reduced to reflect this change. **FY 11-12** personnel costs reflect a 3% cost of living adjustment as well as a state mandated employer retirement contribution rate increase of 0.53%. The increase shown within operating is mainly due to funding a defibrillator and walkie-talkie. **FY 10-11** reflects a 2.5% cost of living adjustment and an additional employer retirement contribution of 1.55%. **FY 09-10** reflects funding of pre-employment drug testing. Cost of living and merit adjustments were not funded as a result of current economic conditions.



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

**10-11
Actual**

**11-12
Projected**

**12-13
Projected**

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	16	16	16
Field inspections related to employee and public safety	28	20	20
Workers' comp claims administered (to include FYI's)	20	25	23
Recordable cases	12	17	15
Lost Work Days (LWD)	68	144	106
Medical and indemnity annual loss incurred	\$81,695	\$397,493	239,594
Auto / general liability claims administered	30	22	26
Auto / general liability annual loss incurred	\$56,145	\$93,209	\$74,677

ELECTIONS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

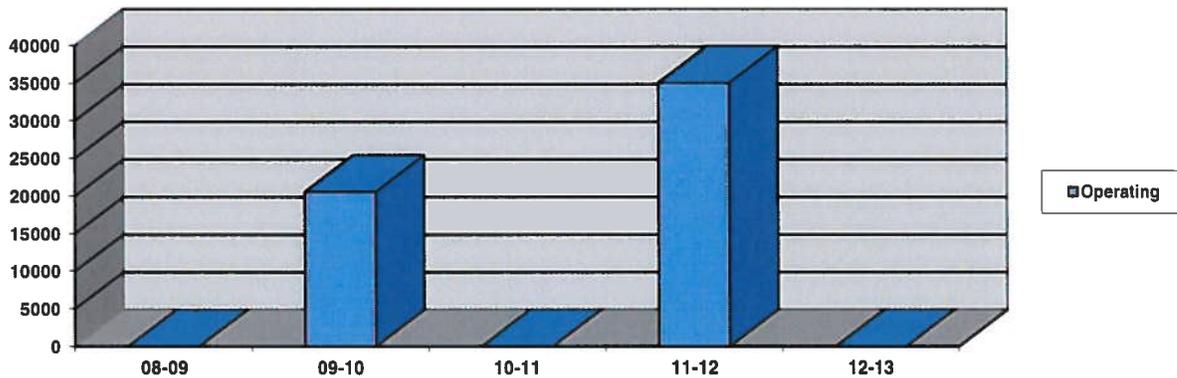
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	0	20,584	0	35,058	0	0
Capital	0	0	0	0	0	0
Total	0	20,584	0	35,058	0	0
Budgeted Employees	0	0	0	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

Elections reflect costs associated with the city election held bi-annually. **FY 11-12** reflects a \$14,474 increase or seventy (70%) percent compared to FY 09-10. Increase is mainly due to additional workers required for early voting polls.



FINANCIAL SERVICES

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

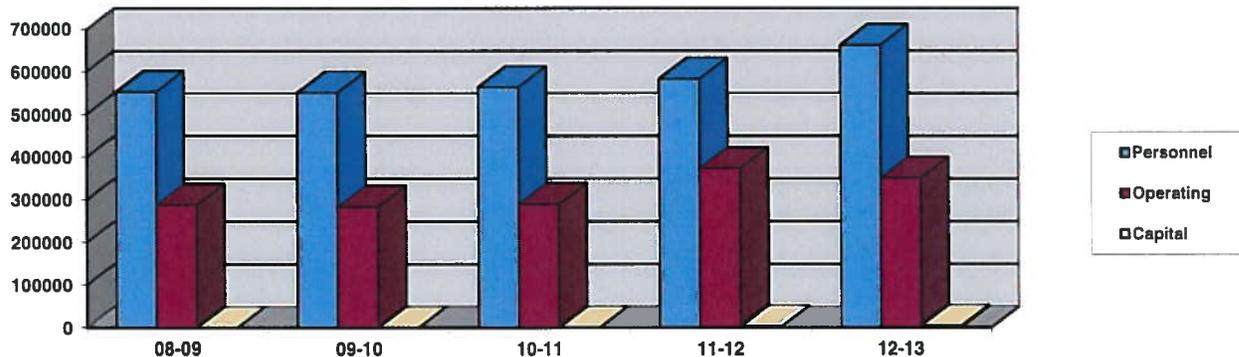
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	553,692	551,252	563,929	583,120	512,367	661,953
Operating	288,209	283,201	289,658	373,425	338,665	350,395
Capital	0	0	0	3,500	3,500	3,500
Subtotal	841,901	834,453	853,587	960,045	854,532	1,015,848
Less Interfund Reimbursement	(158,162)	(151,904)	(180,113)	(190,379)	(179,948)	(243,098)
Total	683,739	682,549	673,474	769,666	674,584	772,750
Budgeted Employees	8	8	8	8	9	9

2012-2013 CAPITAL OUTLAY DETAIL

Funding for capital outlay includes one (1) accounts payable printer, \$3,500.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$55,803 or six percent (6%) compared to FY 11-12 budget prior to interfund reimbursement. Personnel cost center shows a 2.5% cost of living adjustment, a 0.14% employer retirement contribution decrease, and the addition of one computer systems administrator position. Seventy-five percent (75%) of this new position will be charged to the Utility Fund and is reflected through interfund reimbursement. A decrease within operating is shown due to funding additional personnel through contractual services in FY 11-12. **FY 11-12** personnel costs reflect a 3% cost of living adjustment as well as a state mandated employer retirement contribution rate increase of 0.53%. The employee computer purchase program budget of \$50,000 is reflected in FY 11-12 and FY 12-13. However, it is not shown within Actual 08-09, 09-10, and 10-11 since these funds are returned to the city through payroll deduction. **FY 10-11** reflects a 2.5% cost of living adjustment and an additional employer retirement contribution of 1.55%. Increases within the operating cost center are related to Lee County collection fees. Economic conditions resulted in the lack of cost of living or merit adjustments for **FY 09-10**. **FY 08-09** reflects a 3% cost of living and 2.5% merit adjustments for qualified employees.



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	10-11 Actual	11-12 Projected	12-13 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 in Financial Reporting awards received	31	32	33
Publish financial statements within 10 days of month end	100%	100%	100%

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

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

Measures:

Provide quarterly budget reports within 20 days of quarter end	100%	100%	100%
Submit the budget to GFOA no later than 90 days after adoption date	100%	100%	100%
Number of GFOA Distinguished Budget Presentation awards received	25	26	27

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

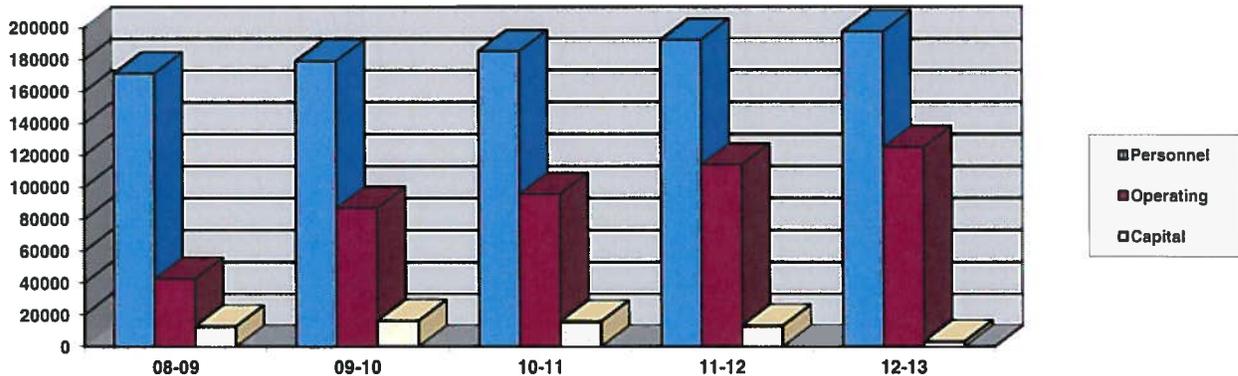
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	171,432	179,174	185,369	192,534	179,060	197,701
Operating	42,624	87,065	95,727	114,218	121,770	125,220
Capital	12,681	16,165	15,691	12,990	3,200	3,200
Subtotal	226,737	282,404	296,787	319,742	304,030	326,121
Less Interfund Reimbursements	(39,094)	(45,823)	(45,794)	(60,742)	0	(63,623)
Total	187,643	236,581	250,993	259,000	304,030	262,498
Budgeted Employees	2	2	2	2	2	2

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) digital sound processor, \$3,200.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$6,379 or two percent (2%) compared to the **FY 11-12** budget prior to interfund reimbursement. Personnel adjustments reflect a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** and **FY 12-13** operating shows an increase mainly due to labor required while employee is on leave. **FY 11-12** personnel increases relate to a 3% cost of living adjustment for employees and also a 0.53% state mandated employer retirement contribution increase. **FY 10-11** shows a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. Increases shown within operating cost center are related to training, rental, contractual services, and public access television. **FY 09-10** shows an increase within operating attributed to the transfer of the copier contract into this department. 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. **FY 08-09** reflects a 3% cost of living adjustment and a 2.5% merit adjustment for qualified employees.



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) 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	10-11 Actual	11-12 Projected	12-13 Projected
Goal: To reduce the number of network downtime hours to an absolute minimum that will allow users more time for productivity throughout the entire work year			
Objective: To choose reliable computer hardware / software, do all preventive maintenance of systems, fix problems as quickly as possible to provide maximum computer network uptime			
Measures:			
Hours of network downtime	4	4	4
Respond to help desk problems in a timely manner	100%	100%	100%

Goal: For the city to operate in the most technologically efficient methods possible			
Objective: To expand the use of technology throughout all departments to maximize employee efficiency			
Measures:			
Number of computer users	182	215	250
Number of computer systems in place	179	215	250
Number of network servers in place	17	17	18
Number of databases being utilized	35	35	35

LEGAL

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

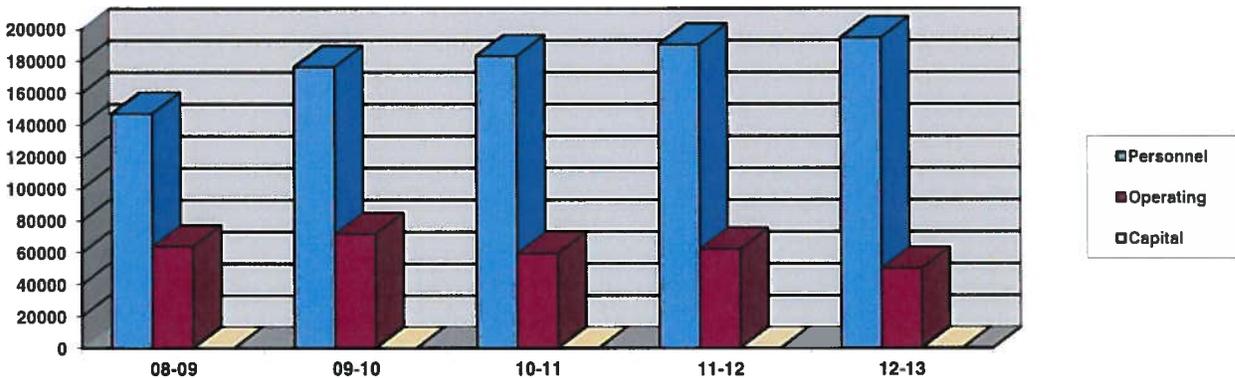
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	147,286	176,474	183,400	190,505	190,690	194,753
Operating	63,968	71,737	59,566	62,238	52,260	50,140
Capital	0	0	0	0	0	0
Subtotal	211,254	248,211	242,966	252,743	242,950	244,893
Less Interfund Reimbursement	(77,140)	(73,040)	(90,390)	(107,052)	(107,052)	(103,910)
Total	134,114	175,171	152,576	145,691	135,898	140,983
Budgeted Employees	2	2	2	2	2	2

2012-2013 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$7,850 or three percent (3%) compared to FY 11-12 budget prior to interfund reimbursement. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Operating reflects a decrease mainly shown within contractual services. Staff anticipates reduced hiring of outside council. **FY 11-12** personnel cost center shows a 3% cost of living adjustment for employees and a 0.53% state mandated employer retirement increase. A 2.5% cost of living adjustment and a 1.55% employer contribution retirement increase are shown in **FY 10-11**. **FY 09-10** reflects increase within personnel for the hiring of a new more experienced employee. 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. A substantial increase is reflected within the operating cost center due to additional legal fees. The document management program, a program that Warehouses legal documents in searchable format, was purchased in **FY 09-10**.



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	10-11 Actual	11-12 Projected	12-13 Projected
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%	99%
City Council meetings	100%	100%	99%
Board of Adjustment meetings	100%	100%	100%
Housing Board of Appeals meetings	100%	100%	100%

Goal: Render advice to staff, management, and City Council and insure legal documents meet requirements of law			
Objective: To assist with interpreting the law			
Measures:			
Review ordinances, minutes, resolutions	99%	99%	99%
Review contracts, documents, easements	100%	100%	100%
Provide guidance on statutes, ordinances and regulations	Daily	Daily	Daily

Goal: To insure the city is properly represented in litigation and prepares the best defense or prosecution of legal claims			
Objective: To minimize tax dollars spent on claims			
Measures:			
Manage Insurance Defense Counsel, provide assistance at trial, prepare staff for court actions	100%	100%	100%
Collect debts owed the City of Sanford, parking tickets, computer purchase program, water bills, etc.	98%	98%	98%

PUBLIC BUILDING

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

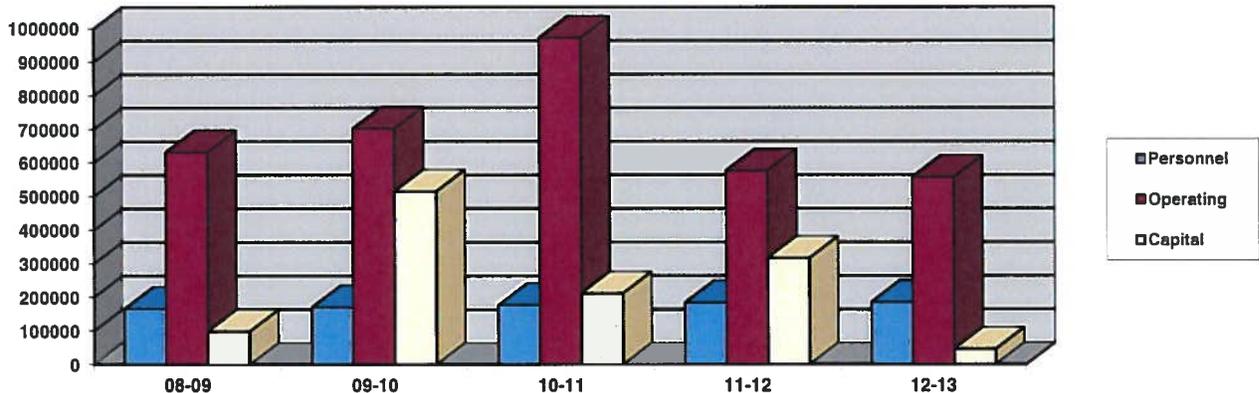
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	166,203	170,811	177,255	183,411	157,000	185,097
Operating	632,631	702,521	972,594	576,617	559,840	557,583
Capital	98,432	514,846	211,191	316,062	0	45,000
Subtotal	897,266	1,388,178	1,361,040	1,076,090	716,840	787,680
Less Interfund Reimbursements	(131,679)	(121,968)	(170,900)	(159,379)	0	(158,285)
Total	765,587	1,266,210	1,190,140	916,711	716,840	629,395
Budgeted Employees	3	3	3	3	3	3

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes improvements to City Hall, \$20,000; and Greenway parking lot, \$25,000.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$288,410 or twenty-seven (27%) percent compared to **FY 11-12** budget prior to interfund reimbursement. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease; however, only a slight increase is shown due to the retirement of an employee in **FY 11-12**. Operating cost center includes \$35,000 for a space needs study. Decreases are shown within operating due to anticipated savings with the installation of a new telephone system and utility savings for energy efficient measures put in place in **FY 11-12**. **FY 11-12** reflects a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. Operating decreases are attributed to outstanding debt payoff in prior year. **FY 10-11** personnel increases are due to a 3% cost of living adjustment and a 1.55% employer retirement contribution increase. 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. **FY 09-10** shows increases within operating mainly attributed to preliminary analysis of public safety facility and installment purchase payment for remodel of city hall. Increases within capital reflect a \$350,000 installment purchase to remodel city hall and \$75,000 for neighborhood / MLK parks.



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	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: To maintain all city buildings in a safe, structurally sound, and aesthetically pleasing condition for public and employee occupancy, in compliance with all city codes, through preventive maintenance and repairs

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

Measures:

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

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

Measures:

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

GENERAL SERVICES

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

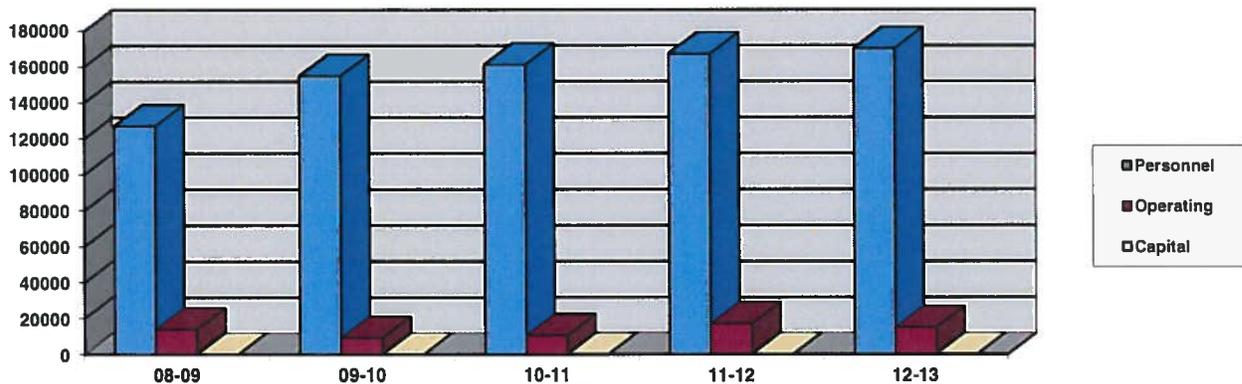
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	127,151	155,037	161,292	167,217	152,424	170,220
Operating	13,990	9,343	10,594	17,150	14,600	14,983
Capital	0	0	0	0	0	0
Subtotal	141,141	164,380	171,886	184,367	167,024	185,203
Less Interfund Reimbursement	(13,158)	(13,957)	(12,078)	(14,179)	0	(14,702)
Total	127,983	150,423	159,808	170,188	167,024	170,501
Budgeted Employees	2	2	2	2	2	2

2012-2013 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$836 compared to **FY 11-12** budget prior to interfund reimbursement. Personnel adjustments are related to a 2.5% cost of living adjustment and a 0.14% employer retirement contribution decrease. The decrease shown within operating is mainly due to unexpected vehicle repairs in **FY 11-12**. **FY 11-12** reflects a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution. **FY 09-10** shows an increase for the first full year of the department transfer made in prior year. **FY 08-09** reflects the transfer of three employees into a new public works administration department within the utility fund.



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	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: General Services maintains a productive department through strong leadership and teamwork; services essential to the quality of life in Sanford are provided to citizens and user departments in the most cost effective, efficient, and courteous manner possible

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

Measures:

Contact citizens that have a complaint within 24 hours	100%	100%	100%
Attend special meetings	100%	99%	100%
Provide competent, timely repair / service to user departments	95%	98%	100%
Manage special projects of the city in such a manner as to produce quality products in a timely manner	95%	97%	100%

CENTRAL OFFICE

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

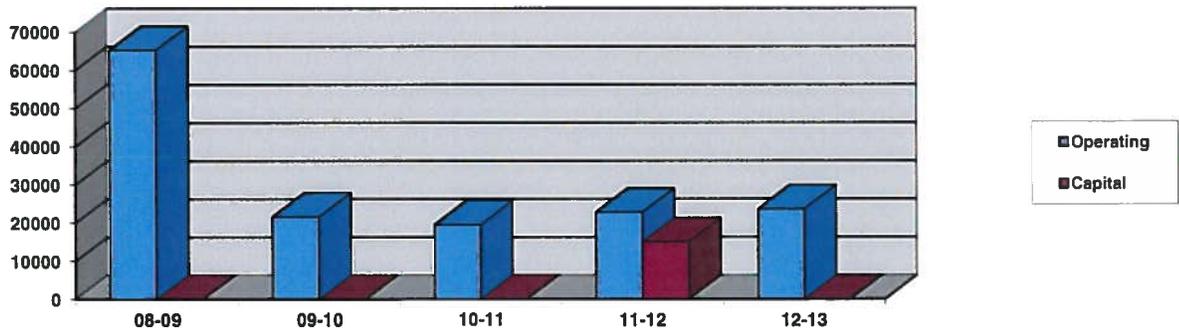
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	65,338	21,644	19,520	22,775	25,128	23,628
Capital	0	0	0	15,000	0	0
Subtotal	65,338	21,644	19,520	37,775	25,128	23,628
Less Interfund Reimbursement	(4,716)	(5,048)	(5,591)	(1,867)	(1,867)	(1,670)
Total	60,622	16,596	13,929	35,908	23,261	21,958
Budgeted Employees	0	0	0	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 reflects a decrease of \$14,147 or thirty-seven (37%) percent compared to **FY 11-12** budget prior to interfund reimbursement. A mail machine was purchased in **FY 11-12** resulting in this decrease. Interfund reimbursement decreased substantially in **FY 11-12** as this distribution is based on actual fiscal year end numbers from two years prior. **FY 09-10** reflects decreases compared to prior year due to the transfer of the copier contract into another department.



GENERAL FUND CONTRIBUTIONS

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

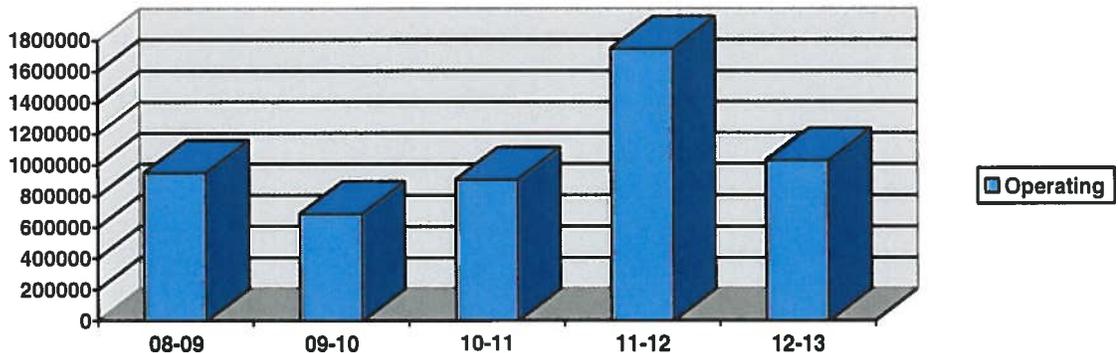
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	952,398	687,150	906,447	1,748,691	995,397	1,030,529
Capital	0	0	0	0	0	0
Total	952,398	687,150	906,447	1,748,691	995,397	1,030,529
Budgeted Employees	0	0	0	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$718,162 or forty-one percent (41%) compared to **FY 11-12** budget. Contributions included for non-profits such as Temple Theatre, Railroad House, and Arts Council (total of \$26,000). No contribution was made to the Central Business Tax District or Other Post Employment Benefits (OPEB) Trust Fund. Contributions for Animal Control (\$70,535), Strategic Services (\$94,518), and Economic Development incentives (\$134,733) are included. There is also a contribution made to support the Golf Fund in the amount of \$106,890. Contingency funds remain at \$100,000. **FY 11-12** reflects a \$370,000 contribution for downtown improvements and a \$482,191 contribution made to support the Golf Fund which includes \$150,000 for paving cart paths. No contribution was made to the OPEB Trust Fund. Central Business Tax District includes a \$30,000 contribution for Christmas decorations. Contributions made to the Economic Development Corporation in the amount of \$84,684 are included. Animal control was funded at \$64,711 (\$50,000 prior years) which includes technology equipment that allows staff the ability to complete reports in field. **FY 10-11** shows a \$100,000 contribution made to the OPEB Trust Fund. A contribution to the OPEB Trust Fund was not funded in **FY 09-10** due to economic constraints; also contingency funds were reduced by \$50,000. **FY 08-09** shows increases for Other Post Employment Benefits (OPEB) funding and loan to airport. 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, 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

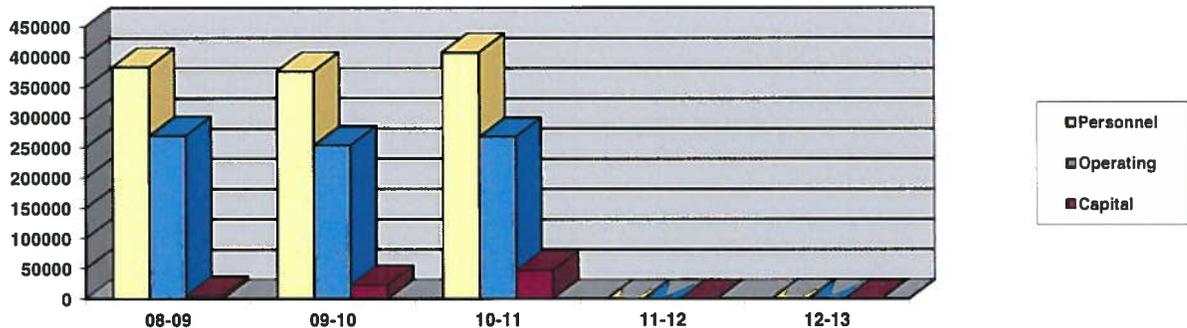
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	383,485	376,133	407,409	0	0	0
Operating	270,065	253,953	268,255			
Capital	5,614	23,108	46,866	0	0	0
Total	659,164	653,194	722,530	0	0	0
Budgeted Employees	6	6	6	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

This department was moved into an Enterprise Fund in FY 11-12. FY 10-11 personnel cost center shows a 2.5% cost of living adjustment and an additional 1.55% employer retirement contribution. Operating increased due to concession and pro shop inventory. **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.



FLEET MAINTENANCE

Fund: General

Function: General Government

Goal: To provide for general repairs and maintenance of all city/county vehicles and equipment.

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	274,807	285,198	285,287	309,065	267,700	309,819
Operating	672,141	677,735	833,012	1,058,232	1,124,420	1,070,063
Capital	8,910	18,956	30,275	22,900	0	15,000
Subtotal	955,858	981,889	1,148,574	1,390,197	1,392,120	1,394,882
Less Interfund Reimbursement	(0)	(65,436)	(73,893)	(56,196)	0	(52,905)
Total	955,858	916,453	1,074,681	1,334,001	1,392,120	1,341,977
Budgeted Employees	5	5	5	5	5	5

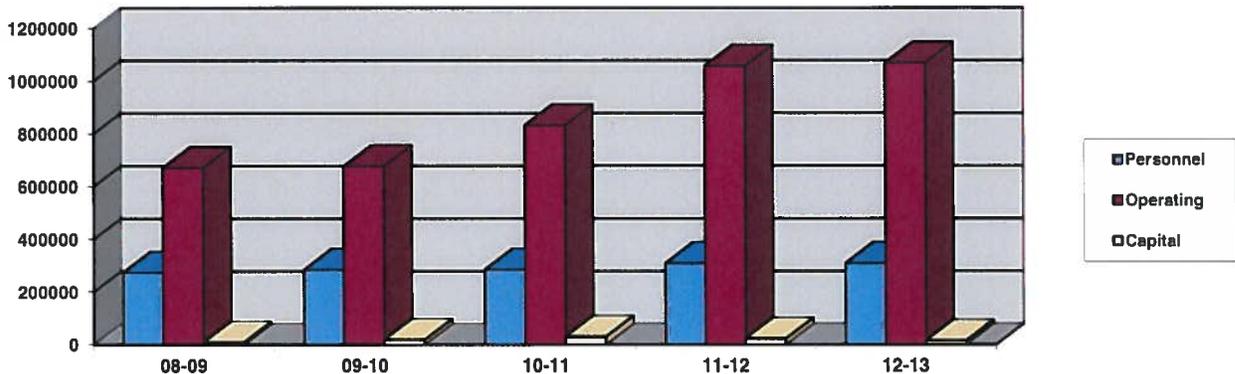
2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes ceiling and lighting replacement, \$15,000.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$4,685 compared to **FY 11-12** budget prior to interfund reimbursement. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement decrease; however, only a slight increase is shown due to replacing an employee at a reduced rate of pay. **FY 11-12** reflects a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. The city discontinued charging user departments for labor and markup on parts in **FY 09-10**. Cost of living and merit adjustments were not funded during **FY 09-10** due to the economic conditions. **FY 08-09** reflect salary and benefit adjustments as well as fluctuation in fuel costs.

It should be noted that operating costs mainly represent costs for inventory items and gasoline. Fluctuation in fuel prices drive this cost center.



FLEET MAINTENANCE

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

Performance Measures

**10-11
Actual**

**11-12
Projected**

**12-13
Projected**

Goal: To provide maintenance and repair to the city's vehicle and equipment fleet in a timely manner so as to ensure adequate fleet availability

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

Measures:

Total number of vehicles and equipment	250	250	250
Average percent of fleet in service	95%	97%	98%
Complete minor repairs in house within 24 hours	95%	97%	98%
Complete major repairs in house within 3 days	95%	97%	98%
Complete major repairs assigned to outside contractor within 7 days of delivery to vendor	95%	95%	95%
Respond to emergency callout within 30 minutes	100%	100%	100%

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

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

Measures:

Number of PMI's scheduled	550	580	580
PMI's for Fire Rescue Emergency Response 2 times per year	100%	100%	100%
PMI's for police patrol every 3,000 miles	95%	95%	95%
PMI's for non-emergency vehicles every 3,000 miles	95%	95%	95%
PMI's for support equipment minimum 1 time per year	95%	95%	98%

HORTICULTURE

Fund: General

Function: General Government

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

DEPARTMENTAL SUMMARIES

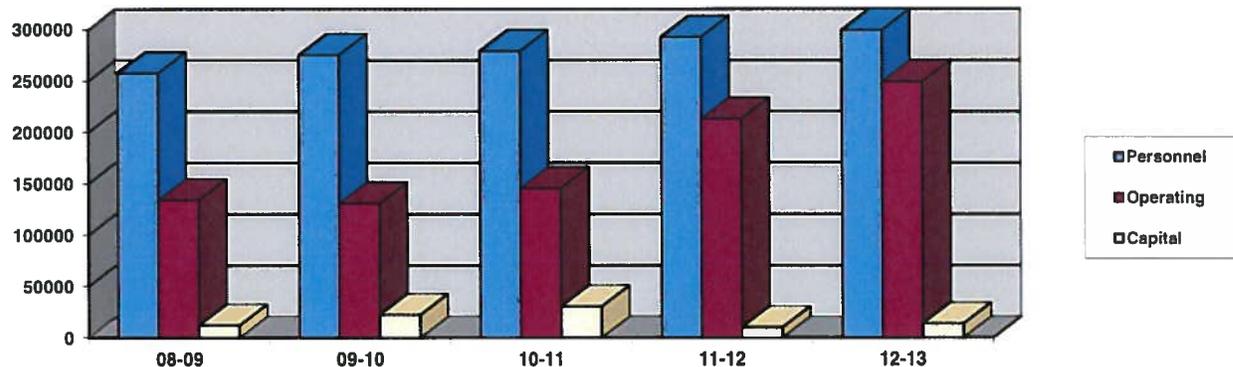
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	257,941	275,646	279,429	293,157	250,987	299,772
Operating	134,119	131,042	145,805	213,374	228,620	249,501
Capital	11,966	22,297	30,318	10,000	13,590	13,590
Total	404,026	428,985	455,552	516,531	493,197	562,863
Budgeted Employees	6	6	6	6	6	6

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) utility / bobcat trailer, \$3,290; and one (1) zero turn commercial mower, \$10,300.

GRAPHIC REPRESENTATION

FY 12-13 appropriation reflects an increase of \$46,332 or nine (9%) percent compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Increases are shown within operating for improvements to the train at Depot Park (\$28,000). **FY 11-12** personnel increases are attributed to a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. **FY 10-11, FY 11-12, and FY 12-13** operating cost centers continue to increase for additional mowing and planting areas to be maintained. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. The use of inmate labor continues to assist in the accomplishments of this department.



HORTICULTURE

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

Performance Measures

**10-11
Actual**

**11-12
Projected**

**12-13
Projected**

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	67	66	67
Plant beds installed / renovated	3	3	3
Annuals grown and planted	50,000	53,000	50,000
Acres mowed	21	20	20
Litter removal	50,000	55,000	50,000
Interior plants maintained	150	150	150

POLICE

Fund: General Safety

Function: Public

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

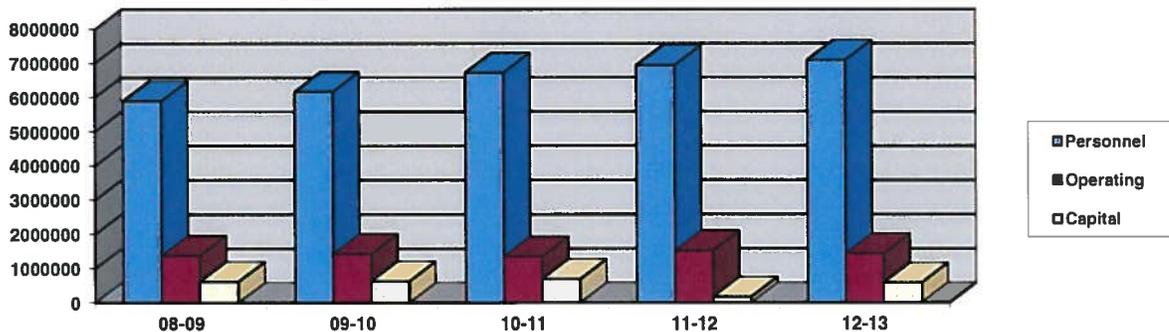
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	5,896,082	6,168,642	6,723,395	6,937,125	6,933,904	7,091,499
Operating	1,377,326	1,427,544	1,352,094	1,522,184	1,171,465	1,433,365
Capital	611,170	622,496	683,360	166,939	534,484	577,003
Total	7,884,578	8,218,682	8,758,849	8,626,248	8,639,853	9,101,867
Budgeted Employees	102	106	106	106	106	106

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes thirteen (13) patrol vehicles, \$334,971; one (1) evidence collection vehicle, \$142,337; one (1) low speed vehicle, \$17,516; one (1) records management server, \$15,660; four (4) mobile data terminals, \$24,000; one (1) CAD server, \$30,263; and one (1) message switch, \$12,256.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$475,619 or five (5%) percent compared to FY 11-12 budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. This is the final year the city will receive COPS Hiring Recovery Grant funds to partially offset the cost of four patrol officers. The purchase of mobile radios and software in FY 11-12 contribute to the decrease shown within operating. Bullet proof vests are fully funded at \$25,425 within operating, however, the city expects to receive a grant to fund ½ of these vests. **FY 11-12** reflects personnel adjustments of 0.53% state mandated employer retirement contribution increase, a 3% cost of living adjustment, and a 9% health insurance increase. Funded within the operating cost center are mobile radios and new software to allow the public online access to police reports. Capital is showing a substantial decrease as patrol vehicles, mobile data terminals, and the E-911 backup system were funded in prior year. **FY 10-11** reflects a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **FY 09-10** 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. Capital funding included 911 communication console and fiber optic installation. 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. Patrol vehicles were funded as well.



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	10-11 Actual	11-12 Actual	12-13 Projected
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	34,363	34,619	34,700
Number of accident investigations	1,408	1,494	1,500

Goal: To combat the illegal use of drugs and drug traffic in Sanford and Lee County			
Objective: 1) The drug enforcement unit will provide drug awareness programs in schools, civic clubs and churches to create public awareness of drug problems; 2) The unit will also expand drug enforcement efforts throughout the city			
Measures:			
Number of drug arrests	220	270	300

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	1,098	1,042	1,050
Property damage	\$4,467,079	\$4,732,041	\$4,730,000

FIRE

Fund: General

Function: Public Safety

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

DEPARTMENTAL SUMMARIES

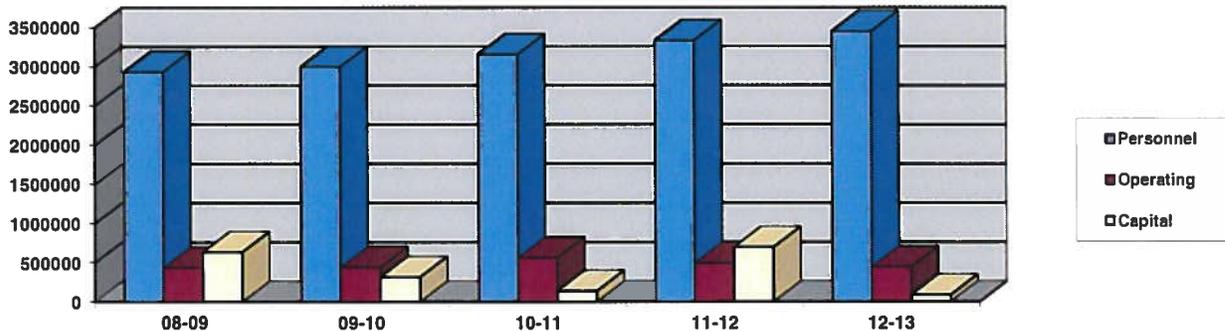
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	2,938,851	3,004,095	3,160,799	3,339,250	3,015,179	3,453,736
Operating	436,587	441,036	562,979	492,922	451,398	445,943
Capital	634,475	313,858	137,184	696,068	1,836,660	85,995
Total	4,009,913	3,758,989	3,860,962	4,528,240	5,303,237	3,985,674
Budgeted Employees	53	53	53	54	54	54

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes radio equipment, \$68,895; one (1) thermal imaging camera, \$12,000; and one (1) rescue air lift bag set, \$5,100.

GRAPHIC REPRESENTATION

FY 12-13 appropriations decreased \$542,566 or thirteen percent (13%) compared to the **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. The decrease shown within operating is mainly due to portable radios budgeted in **FY 11-12**. **FY 11-12** personnel increases are reflective of a 3% cost of living adjustment and an additional 0.53% state mandated employer retirement contribution. Also funded within personnel is a part-time fire inspector to assist with meeting compliance of state mandated inspections. Funded within the operating cost center are data circuits, replacement of portable radios, and SCBA cylinder. A heavy duty equipment truck and self-contained breathing apparatus (SCBA) equipment are funded in **FY 11-12** capital cost center. Pay off of outstanding debt contributes to the increase shown within **FY 10-11** operating cost center. **FY 10-11** shows a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic constraints. 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. No additional costs are associated with that position. Shown within capital is funding for two pumper apparatus.



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	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: Reduce loss of life and property

Objective: To reduce the amount of property loss and injury caused by fire and other forces

Measures:

Total number of fire department responses	1,001	1,020	1,035
Number of structure fires	39	45	50
Number of vehicle fires	27	30	35
Number of motor vehicle accident responses	289	295	300
All other responses	646	650	650

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	947	1,100	1,200
Number of logged pre-incident plans	272	250	275
Number of State Certified Fire Inspectors	5	5	5

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 linstructors, 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	294	240	240
Total number of training hours for department	15,263	15,193	15,200
Number of state certified firefighters (including part-time)	52	52	52
Number of state certified fire instructors	25	20	23

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	25	25
Number of fires deemed incendiary or still under investigation	6	5	5
Number of certified fire / arson investigators	1	5	5

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

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

Measures:

Number of smoke detectors installed – free service	12	25	35
Number of fire and life-safety education programs	419	425	425
Number reached by programs (school age > senior citizen)	7,868	7,900	7,900
Number of state certified fire and life safety educators	5	6	6
Number of child passenger safety seats installed or checked	47	50	50

INSPECTIONS

Fund: General
Safety

Function: Public

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

DEPARTMENTAL SUMMARIES

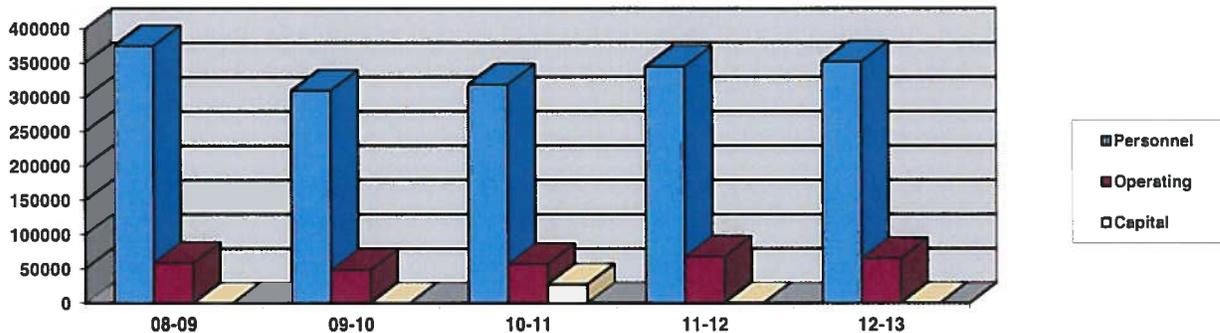
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	375,254	309,977	318,762	344,769	325,152	352,144
Operating	58,982	48,291	56,997	67,800	63,825	65,559
Capital	0	0	27,193	0	0	0
Total	434,236	358,268	402,952	412,569	388,977	417,703
Budgeted Employees	7	7	7	7	7	7

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$5,134 or one percent (1%) compared to the **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Due to current economic conditions, two vacant positions continue to remain frozen for a total savings of \$103,265. **FY 11-12** personnel cost center shows an increase for 3% cost of living adjustments, 0.53% state mandated employer retirement contribution increase, and insurance adjustments. Laptops and related items for Mobilegov, a software program to allow inspectors real time reporting from vehicles, were purchased in **FY 10-11**. **FY 10-11** also reflects a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **FY 09-10** shows decreases within personnel for two frozen positions and salary adjustments that were not funded. 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 the transfer of an employee into the Community Development Department.



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	10-11 Actual	11-12 Projected	12-13 Projected
Goal: To provide safety, health, and welfare to the citizens of the City of Sanford, Lee County and the Town of Broadway by enforcing the North Carolina state building codes, and related codes and ordinances while maintaining a superior level of customer service			
Objective: To review and approve all building, electrical, plumbing, mechanical, and other permits within established timeframes			
Measures:			
Number of building permits issued	477	456	465
Number of electrical permits issued	1,318	1,176	1,200
Number of mechanical permits issued	849	732	747
Number of plumbing permits issued	394	360	367
Other permits issued	259	252	257
Revenue generated from permits	*\$367,185	\$327,955	\$314,505

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	7,402	8,064	8,225
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*A tornado hit the city/county in the spring of 2011 causing significant property damage.

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

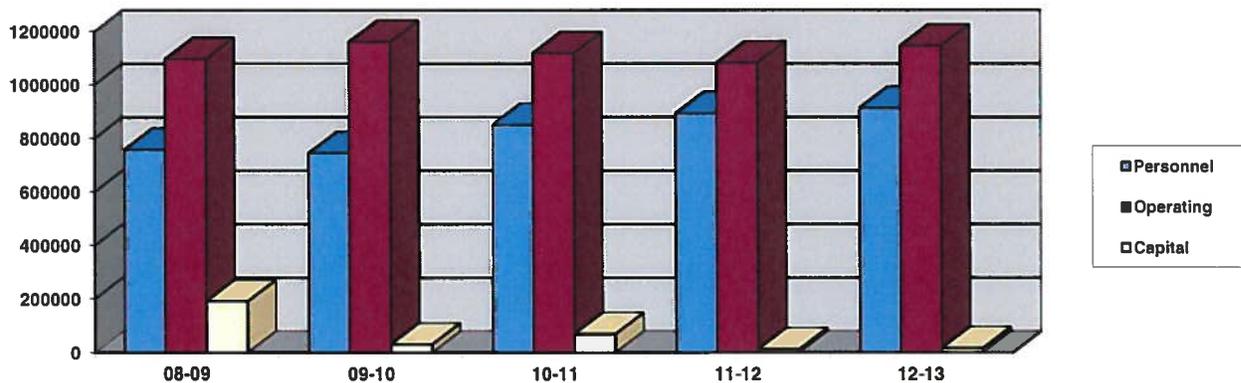
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	758,771	745,521	850,670	893,659	767,371	914,086
Operating	1,096,704	1,160,742	1,118,684	1,082,763	1,275,332	1,146,252
Capital	190,704	30,176	68,650	11,200	306,500	15,500
Total	2,046,179	1,936,439	2,038,004	1,987,622	2,349,203	2,075,838
Budgeted Employees	18	18	18	18	18	18

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) ½ ton truck, \$15,500.

GRAPHIC REPRESENTATION

FY 12-13 appropriations increased \$88,216 or four (4%) percent compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Included within operating is a street survey in the amount of \$20,000. City Council has put a hold on street lighting upgrades until further notice. Personnel adjustments, state mandated retirement contribution, and insurance all attribute to the increase shown within **FY 11-12** personnel cost center. **FY 11-12** operating reflects reductions within supplies, contractual services, and landfill based on historical trend. Jonesboro streetscape was funded in **FY 10-11**. Increased landfill charges for hauling street sweeping debris are reflected within the operating cost center as well. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic constraints. A reduction in capital outlay funding is shown. **FY 08-09** includes lighting enhancements at Carbondon Road, Charlotte Avenue, Chatham Street and in Jonesboro; installment purchase payment for new equipment; and continued price increases for asphalt and concrete. Street resurfacing costs were transferred into the Street Capital department in **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.



STREET

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

Performance Measures	10-11 Actual	11-12 Projected	12-13 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	2,674	2,700	2,800
Feet of curb and gutter installed / repaired	1,113	1,160	1,170
Feet of sidewalk installed / repaired	2,222	2,100	2,200
Cutbacks for site distance	510	440	500
Feet of on-street ditches cleaned	4,012	4,000	5,000
Hours of street cleaning	1,568	1,225	1,300
Feet of shoulder work repair	11,877	13,776	14,000

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	2,593	1,570	2,000
Traffic sign installation	201	180	190
Street markers installed / replaced / repaired	348	245	300

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

Objective: 1) To ensure we promptly correspond with 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	3,280	3,500	3,500
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STREET CAPITAL IMPROVEMENTS

Fund: General

Function: Streets

Goal: To provide funding for street capital improvements such as paving sidewalks and catch basin improvements as detailed in the five year Capital Improvements Program.

DEPARTMENTAL SUMMARIES

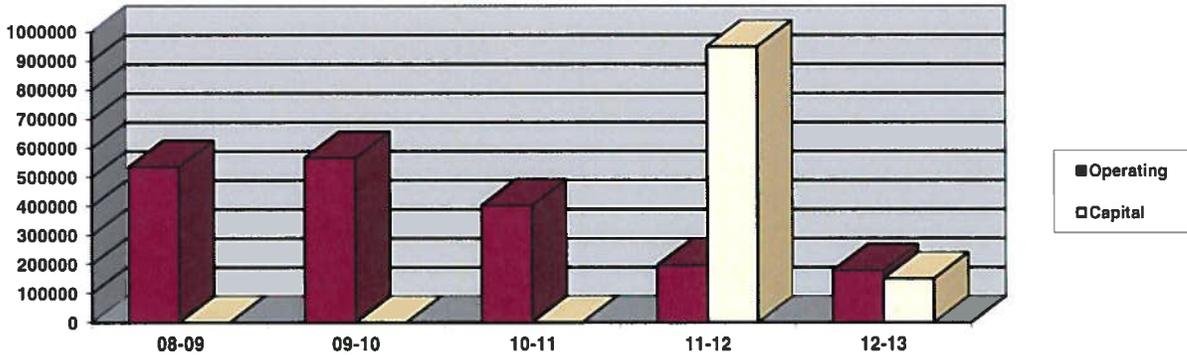
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	536,646	566,658	403,135	197,000	850,000	179,141
Capital	0	0	0	950,000	0	150,000
Total	536,646	566,658	403,135	1,147,000	850,000	329,141
Budgeted Employees	0	0	0	0	0	0

2012-13 CAPITAL OUTLAY DETAIL

Capital construction funding includes Jonesboro parking lot, \$150,000.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$817,859 or seventy-one (71%) percent compared to FY 11-12 budget. This decrease is mainly attributed to the funding of street resurfacing with new debt in FY 11-12. Debt payments in the amount of \$79,141 for street resurfacing are included in FY 12-13 for this new debt. Capital funding is detailed above. **FY 11-12** retirement of debt contributes to the decrease shown within operating. Street paving was not funded in **FY 10-11**.



SOLID WASTE

Fund: General
Sanitation

Function:

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

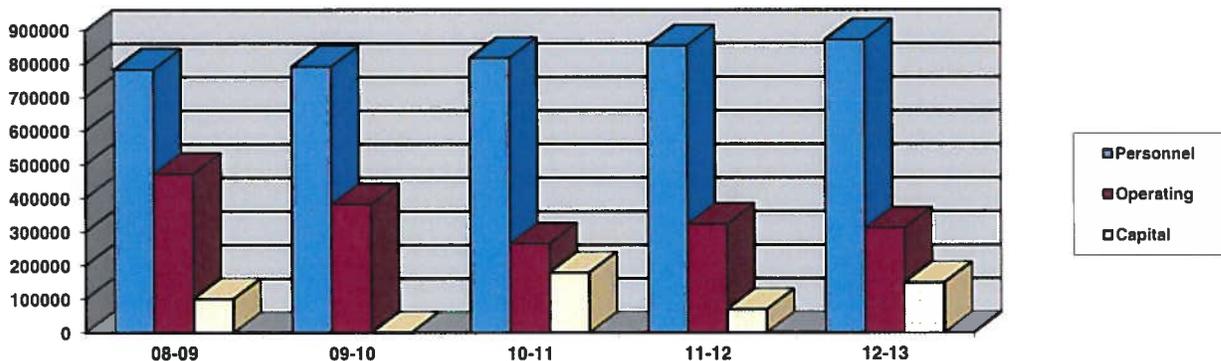
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	783,488	791,961	817,830	854,575	766,920	871,938
Operating	472,894	382,405	265,369	322,910	326,055	311,640
Capital	100,325	0	178,803	68,500	306,000	149,000
Total	1,356,707	1,174,366	1,262,002	1,245,985	1,398,975	1,332,578
Budgeted Employees	18	18	18	18	18	18

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) compost loader, \$149,000.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$86,593 or seven percent (7%) compared to FY 11-12 budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. One maintenance worker position remains frozen resulting in a savings of \$39,495. There are no significant changes within operating. **FY 11-12** funded within the personnel cost center a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. The initial startup of electronic recycling began in January of 2011 resulting in a decline in bulk trash pickup. **FY 10-11** funded a one ton dump truck required for the state mandated recycling of televisions and computers. The city received a \$20,000 grant to assist in funding this vehicle. The personnel cost center reflects a 2.5% cost of living adjustment, 1.55% state mandated employer retirement contribution, and one frozen position. The decrease within the operating cost center reflects retirement of debt. **FY 09-10** shows decreases in capital outlay; 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 economic constraints. Health insurance increases this cost center annually. Included within **FY 08-09** are funds to expand the inmate litter crew program.



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	10-11 Actual	11-12 Projected	12-13 Projected
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	1,990	2,000	2,025
Number of loads of bulk trash hauled	498	500	510

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	350	375	380
Equipment hours mowing	1,345	1,350	1,375
Equipment hours cleaning sidewalk	384	350	375
Pounds of litter collected by inmates	46,409	32,000	35,000

SANITATION

Fund: General

Function: Sanitation

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

DEPARTMENTAL SUMMARIES

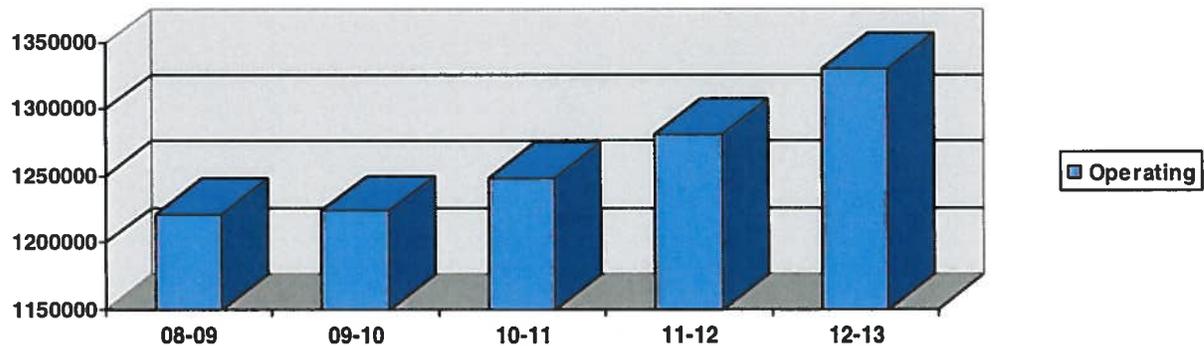
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	1,221,736	1,223,755	1,248,660	1,281,335	1,288,420	1,330,938
Capital	0	0	0	0	0	0
Total	1,221,736	1,223,755	1,248,660	1,281,335	1,288,420	1,330,938
Budgeted Employees	0	0	0	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$49,603 or four percent (4%) compared to FY 11-12 budget. This is the result of a 3.3% C.P.I. contract adjustment with Waste Management, Inc. and an increase in the number of customers. **FY 11-12** reflects a 2.2% C.P.I. adjustment; **FY 10-11** reflects a 2.3% C.P.I. adjustment; and **FY 09-10** reflects a 0.1% C.P.I. adjustment.



SANITATION

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

Performance Measures	10-11 Actual	11-12 Projected	12-13 Projected
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	8,789	8,850	8,925
Solid waste fees collected	\$865,947	*\$1,099,761	\$1,100,000

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	742	820	850
Number of tons of residential waste	7,780	6,750	6,800

* The city increased the annual waste management fee from \$100 to \$125 resulting in additional projected revenue.

COMMUNITY DEVELOPMENT

Fund: General

Function: Community Development

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

DEPARTMENTAL SUMMARIES

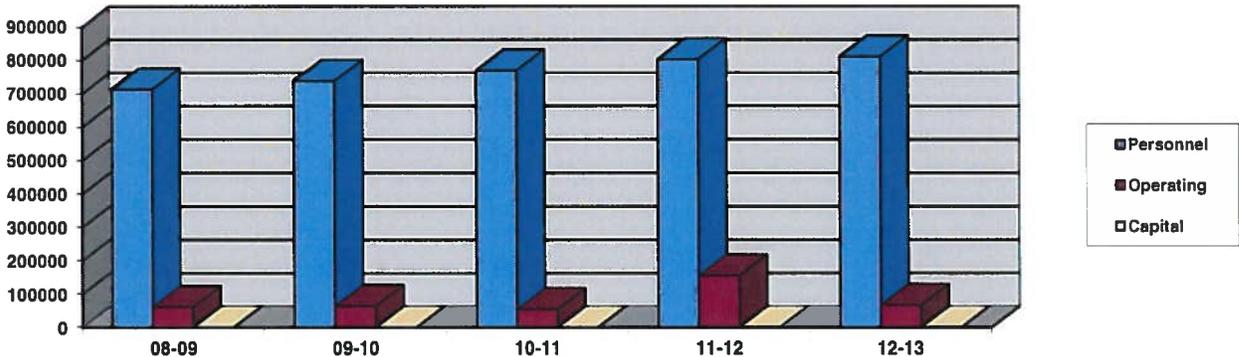
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	713,778	739,257	770,487	803,690	723,985	812,224
Operating	61,735	64,500	54,358	155,075	52,765	67,065
Capital	0	0	0	0	0	0
Total	775,513	803,757	824,845	958,765	776,750	879,289
Budgeted Employees	10	10	10	10	10	10

2012-2013 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$79,476 or eight percent (8%) compared to the FY 11-12 budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. The Greenway design is included in FY 11-12 resulting in a decrease within operating. **FY 11-12** personnel cost center includes a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and health insurance adjustments. A \$50,000 appropriation is included for the design of the Greenway Project within the operating cost center. **FY 10-11** includes a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **FY 09-10** shows increases 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 economic constraints. Health insurance increases this cost center annually. **FY 08-09** personnel increases are due to salary and benefit adjustments and the transfer of an employee from the Inspections Department. **FY 08-09** operating budget includes funds for a third party consultant to review applications for telecommunication towers.



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	10-11 Actual	11-12 Projected	12-13 Projected
Goal: To develop administrative programs and procedures designed to provide efficient customer service in all functions of the department			
Objective: Respond to all correspondence items and/or requests for information within established timeframes			
Measures:			
Respond to all correspondence within five working days	98%	98%	98%
Return all phone calls same day	99%	99%	99%
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	4	4	4
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	100%	100%	100%
Residential rehabilitation	4	4	4
Youth Council Grant	50%	50%	50%

Performance Measures	10-11 Actual	11-12 Projected	12-13 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 planning commission / board of adjustment cases processed	15	19	20
Number of preliminary subdivision plats approved	2	1	2
Number of commercial zoning approvals issued	177	168	170

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

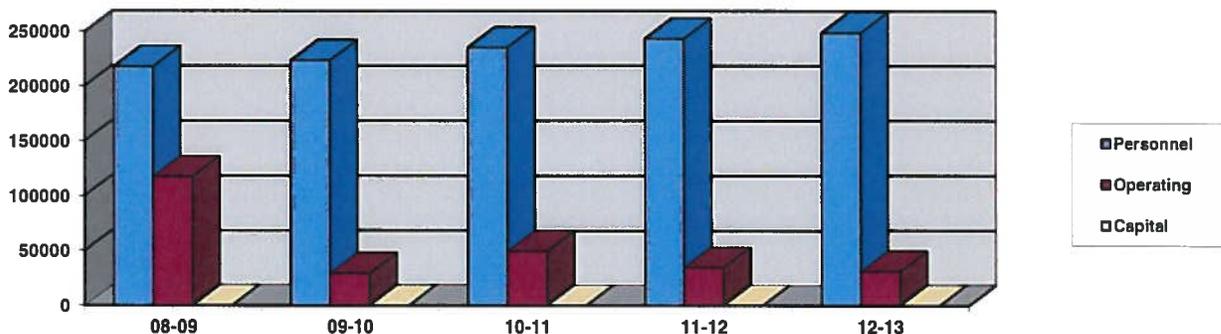
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	217,923	223,519	235,277	243,297	214,925	248,614
Operating	117,493	29,401	49,639	34,805	85,805	31,169
Capital	0	0	0	0	0	0
Total	335,416	252,920	284,916	278,102	300,730	279,783
Budgeted Employees	4	4	4	4	4	4

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$1,681 or one percent (1%) compared to FY 11-12 budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Several items were reduced based on historical trend resulting in the decrease shown within operating. **FY 11-12** personnel increase is attributed to 3% cost of living adjustment, 0.53% state mandated employer retirement contribution increase as well as insurance adjustments. Decreases within the operating cost center are reflective of demolition cost related to asbestos enforcement in prior year. **FY 10-11** includes a 2.5% cost of living adjustment and a 1.55% employer retirement contribution increase. **FY 09-10** shows a substantial decrease due to prior year demolition expenses. Personnel costs show 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 economic conditions.



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	10-11 Actual	11-12 Projected	12-13 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 North Carolina 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	1,294	1,764	2,029
Trash / junk complaints	1,080	402	462
Abandoned vehicle complaints	158	121	140
Minimum housing complaints	86	87	100
Sewer / health / safety complaints	52	87	100
Other / animals	176	471	540
Historic preservation	50	22	25

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

Measures:

Illegal banner sign complaints	1,424	1,275	1,275
Illegal pennant, flag and temporary sign complaints	45	40	40
Telephone complaints	1,150	328	377

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	15	3	5
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COMMUNITY ENHANCEMENT – DOWNTOWN / HPC

Fund: General

Function: Community Development

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

DEPARTMENTAL SUMMARIES

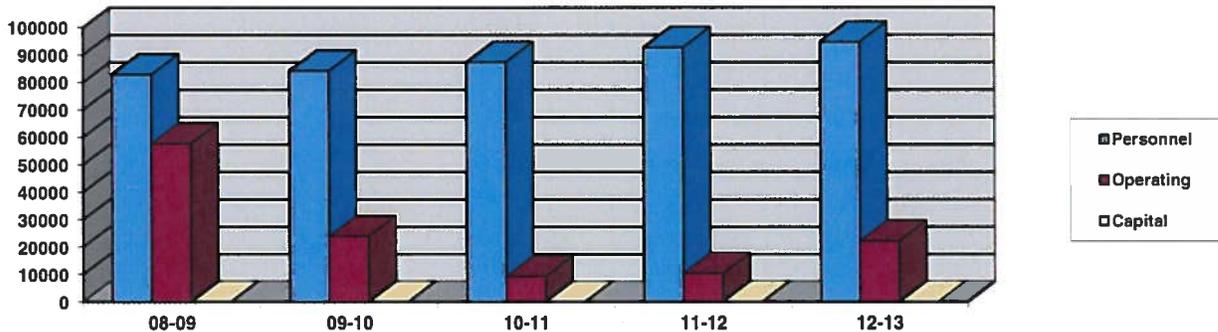
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	83,007	84,355	87,503	92,850	88,772	94,870
Operating	57,846	24,036	9,292	10,487	8,250	22,250
Capital	0	0	0	0	105,000	0
Total	140,853	108,391	96,795	103,337	202,022	117,120
Budgeted Employees	1	1	1	1	1	1

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$13,783 or thirteen percent (13%) compared to FY 11-12 budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Funded within operating is \$13,500 for historic entrance and welcome to Sanford signs. **FY 11-12** personnel increases are the result of a 3% cost of living adjustment, a 9% health insurance increase, and a 0.53% state mandated employer retirement contribution increase. **FY 10-11** personnel cost center reflects an increase for a 2.5% cost of living adjustment, a 1.55% employer retirement contribution increase, and a 2.8% insurance adjustment. **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** shows a substantial increase within the operating cost center for the Sanford / Downtown / Jonesboro Historic District Plan and East Sanford Historic nomination.



COMMUNITY ENHANCEMENT – DOWNTOWN / HPC

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

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

Performance Measures	10-11 Actual	11-12 Projected	12-13 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	73	72	80
Prepare formal applications for major works to the Historic Preservation Commission	12	15	15
Investigate design guideline violations	10	12	13
Number of National Registered Historic Districts	5	5	5

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

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

Measures:

Processed annexation applications	3	0	5
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UTILITY FUND

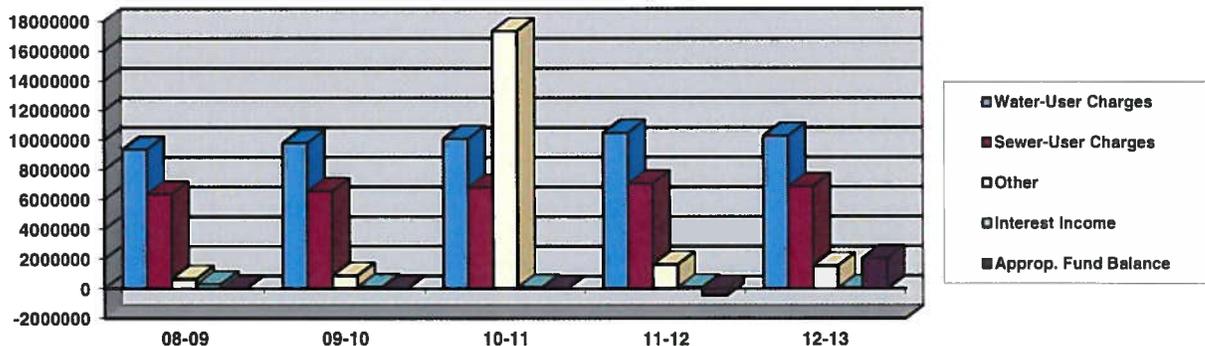
Goal: To account for the operations of the water treatment, wastewater treatment, and distribution systems.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Water-User Charges	9,378,332	9,809,234	10,097,230	10,498,922	10,300,000	10,300,000
Sewer-User Charges	6,366,428	6,570,034	6,827,124	7,082,932	6,900,000	6,900,000
Other	660,256	865,636	17,352,403	1,619,267	1,560,919	1,560,919
Interest Income	297,818	99,822	84,117	85,000	46,500	46,500
Appropriated Fund Balance	0	0	0	(452,589)	2,049,834	2,049,834
Total	16,702,834	17,344,726	34,360,874	18,833,532	20,857,253	20,857,253

GRAPHIC REPRESENTATION

FY 12-13 revenues increased \$2,023,721 or eleven (11%) percent compared to **FY 11-12** budget. The majority of this increase is due to the appropriation of fund balance. User charges reflect a decrease of \$381,854 or two (2%) percent due to reduced overall consumption. However, the city increased water and sewer rates by two percent effective August 1, 2012. The average monthly impact on a city water/sewer account will be \$1.33 per month. Interest income continues to decline. **FY 11-12** user charges reflect a two percent (2%) water rate increase and a three percent (3%) wastewater rate increase. **FY 10-11** shows a \$16,408,725 contribution to capital projects. This revenue is for the bonds issued pertaining to the Wastewater Treatment Plant expansion. **FY 10-11** shows water rate increases of 4% and sewer rate increases of 6%. The city added in **FY 10-11** a new bulk water customer with anticipated additional revenue of \$55,000 per year. These revenues are projected conservatively and based on historical data. **FY 10-11** also shows within other revenue anticipated market gains in the Other Post Employment Benefit (OPEB) Trust fund. **FY 09-10** also reflects water and sewer rate increases; interest income continues to fall due to a decline in interest rates. **FY 08-09** reflects a mid-year rate increase in water and sewer charges.



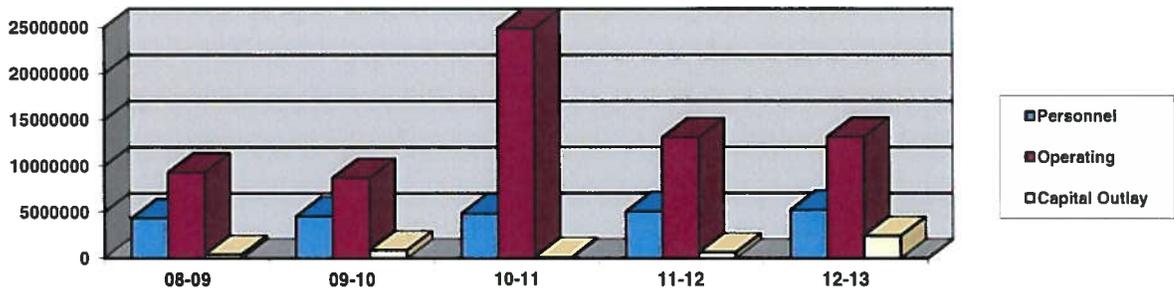
UTILITY FUND

EXPENDITURE SUMMARIES

Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	4,355,342	4,564,053	4,867,883	5,088,419	4,542,090	5,257,144
Operating	9,318,351	8,733,845	24,941,410	13,109,291	12,297,517	13,170,609
Capital Outlay	390,218	872,174	133,905	635,822	604,500	2,429,500
Total	14,063,911	14,170,072	29,943,198	18,833,532	17,444,107	20,857,253
Budgeted Employees	86	87	88	88	89	89

GRAPHIC REPRESENTATION

FY 12-13 appropriation reflects an increase of \$2,023,721 or eleven percent (11%) compared to **FY 11-12** budget. Personnel costs represent twenty-five (25%) percent of the total utility fund budget. Increases in personnel costs total \$168,725 and are reflective of a 2.5% cost of living adjustment and a 0.14% employer retirement contribution decrease. The city elected to make changes to health plan copays and deductibles rather than increase health insurance premiums. Employees now have the option to choose between a Preferred Provider Organization (PPO) or a Consumer Driven Health Plan (CDHP). A total of three (3) positions have been frozen. They are included within the Engineering and Sewer Construction and Maintenance departments. Operating costs increased \$61,318 and represent sixty-three (63%) percent of the total utility fund budget. Capital outlay funding includes \$500,000 for utility improvements, \$90,000 for a control center, \$88,750 for HVAC at the Water Plant, and \$1,500,000 for industrial park utility purchase. **FY 11-12** includes a 3% cost of living adjustment, an additional 0.53% state mandated employer retirement contribution, and a 9% health insurance adjustment. Three positions remain frozen. Funded within **FY 11-12** is a program that allows customers the option to pay their bills on-line as well as an internet service upgrade to allow real time alarm status from remote lift stations. The budget includes \$500,000 for sewer line rehabilitation. Capital funding includes diesel engine and components at the Water Treatment Plant, eight (8) Itron handheld units with charging cradle, Munis dashboard, server, SQL server, Tyler forms server, vehicles, and laboratory autoclave. **FY 10-11** includes a 2.5% cost of living adjustment, an additional 1.55% employer retirement contribution, and a 2.8% health insurance increase. The Wastewater Treatment Plant expansion began in **FY 10-11**. The city was issued bonds in the amount of \$52.8 million to boost capacity at the Wastewater Treatment Plant from 6.8 to 12 million gallons daily. A new emergency assistance fund (\$30,000) was set up in **FY 10-11** to assist citizens with their water and sewer bills facing financial hardships. NC Department of Transportation payments for utility relocates to accommodate the 421 bypass began in **FY 10-11**. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. **FY 08-09** reflects a 3% cost of living adjustment, funding for a merit pay plan, and a 4% health insurance premium adjustment increase. **Historical** increases are mainly attributed to government mandates, debt service, additional personnel costs and usage patterns. It should be noted that an amount equal to \$125,320 has been included to offset administrative cost deficits within the Warehouse service operations.



UTILITY FUND DEBT SERVICE

Fund: Utility

Function: Debt Service

Goal: To account for the operations of debt service.

DEPARTMENTAL SUMMARIES

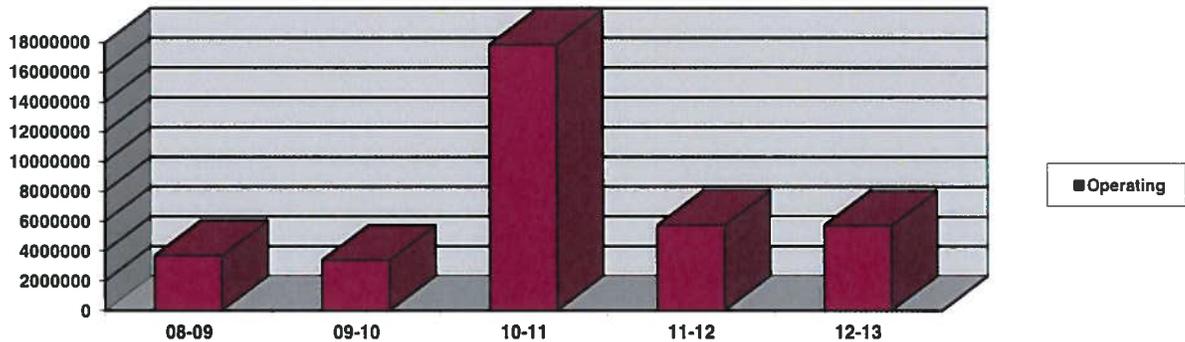
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	3,706,501	3,399,451	17,870,154	5,740,068	5,722,183	5,722,183
Capital	0	0	0	0	0	0
Total	3,706,501	3,399,451	17,870,154	5,740,068	5,722,183	5,722,183
Budgeted Employees	0	0	0	0	0	0

2012-13 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a \$17,885 decrease compared to FY 11-12 budget. **FY 10-11** shows initial debt for the Wastewater Treatment Plant expansion. This expansion will boost capacity from 6.8 to 12 million gallons daily. **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

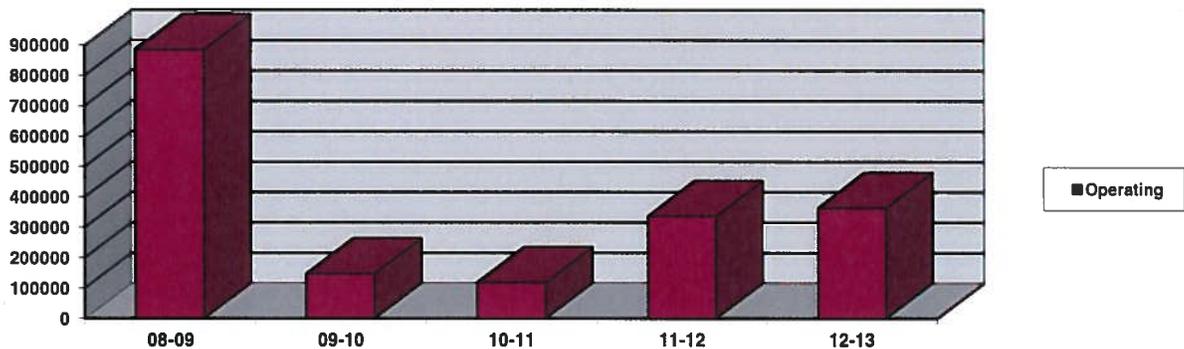
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	885,272	147,619	118,644	337,132	364,544	364,544
Capital	0	0	0	0	0	0
Total	885,272	147,619	118,644	337,132	364,544	364,544
Budgeted Employees	0	0	0	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$27,412 or eight (8%) percent compared to FY 11-12 budget. The contingency appropriation remains 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. Other Post Employment Benefit (OPEB) contribution was not funded in **FY 12-13** or **FY 11-12**. **FY 10-11** shows a contribution in the amount of \$18,750 made to the Other Post Employment Benefit (OPEB) Trust Fund. The OPEB contribution was not funded in **FY 09-10** due to budget constraints. **FY 08-09** reflects the second year of OPEB funding.



WAREHOUSE

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	30,995	45,054	48,483	50,267	43,190	51,348
Operating	213,435	251,858	242,499	260,053	258,313	260,060
Capital	0	0	0	0	0	0
Total	244,430	296,912	290,982	310,320	301,503	311,408
Budgeted Employees	1	1	1	1	1	1

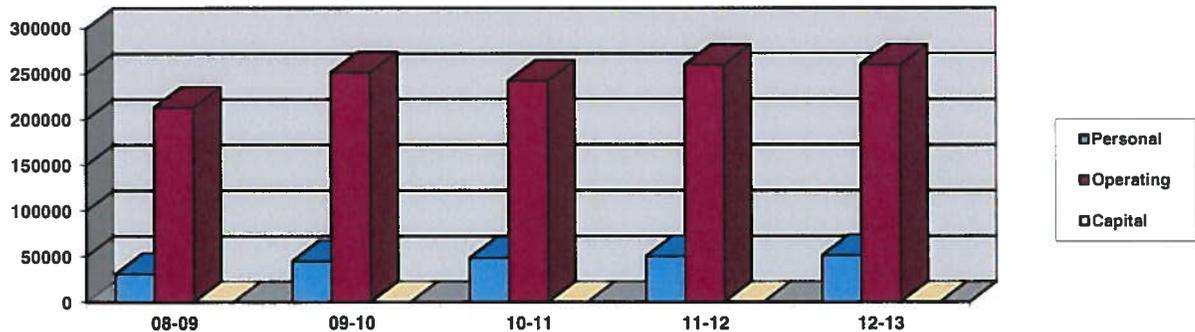
2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$1,088 compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Personnel adjustments shown within **FY 11-12** include a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. **Historically**, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions.

It should be noted costs within this center are relative to inventory requirements.



WAREHOUSE

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

Performance Measures	10-11 Actual	11-12 Projected	12-13 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 warehouse room inventory for departmental operational use

Measures:

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

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

Measures:

Monthly average accuracy of physical inventory versus inventory reporting records for fiscal year	98%	99%	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 warehouse room inventory; these bid quotes should not exceed more than 10% of purchasing the same materials from previous fiscal year

Measures:

Bid quotes obtained for water and sewer warehouse materials by approved vendors on a yearly basis	3	3	3
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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

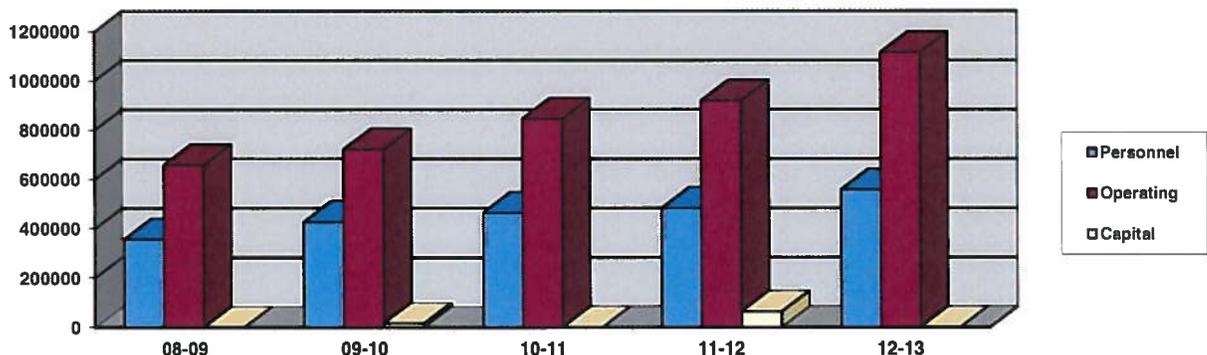
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	357,461	427,659	465,015	484,429	475,849	558,882
Operating	658,757	722,038	846,431	919,850	283,495	1,116,116
Capital	0	15,956	0	63,400	20,000	0
Total	1,016,218	1,165,653	1,311,446	1,467,679	779,344	1,674,998
Budgeted Employees	7	8	9	9	11	11

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$207,319 or fourteen (14%) percent compared to **FY 11-12** budget. For more efficient management, this department has been combined with the Billing department, therefore increases are shown throughout. Personnel adjustments reflect a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. Also funded within the operating cost center is a program to allow customers the ability to pay their water and/or sewer bill on line. A part time collections clerk was funded in **FY 10-11**. **FY 09-10** reflects personnel increases for the addition of a new accountant position. Operating reflects increases within professional services, training, supplies, and GF reimbursement. **FY 08-09** shows a reduction in General Fund indirect cost pertaining to the transfer of the Public Works Administration department from the General Fund to the Utility Fund. 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. The contract for the water and sewer rate structure analysis formerly charged to the Water Capital department has been transferred into the Utility Fund Administration department.



UTILITY FUND ADMINISTRATION

Utility Fund Administration is responsible for the accurate and timely collection and billing of water and sewer charges as well as billing any other fees generated in the utility function.

Performance Measures	10-11 Actual	11-12 Projected	12-13 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	93%	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	\$840,000	\$817,770	\$835,500
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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	17,100	17,200	17,350
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UTILITY BILLING

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

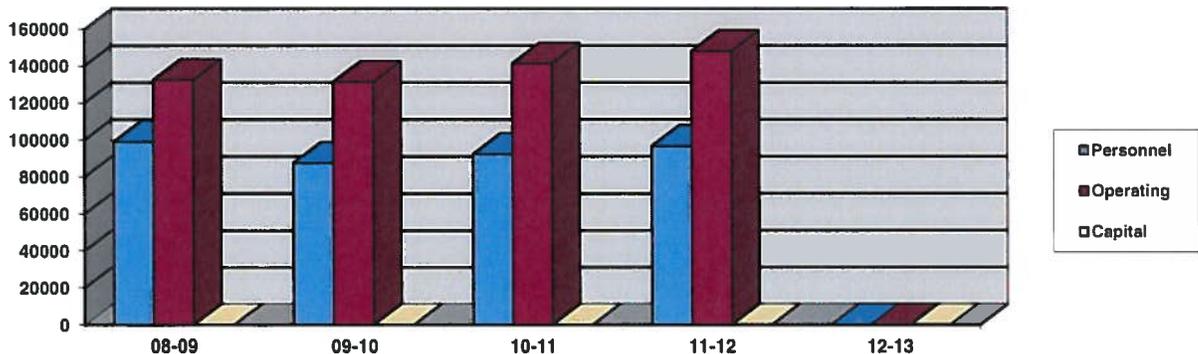
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	99,165	87,650	92,443	96,835	0	0
Operating	132,629	131,523	141,478	148,110	0	0
Capital	0	0	0	0	0	0
Total	231,794	219,173	233,921	244,945	0	0
Budgeted Employees	2	2	2	2	0	0

2012-2013 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

This department has been combined with the Utility Fund Administration department to increase efficiency of management. **FY 11-12** reflects a 3% cost of living adjustment, a 0.53% employer retirement contribution increase, and a 9% health insurance adjustment. **FY 09-10** personnel cost center reflects a staffing change. **FY 08-09** reflects the first year this department was established. Previously included in the Utility Fund 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.



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

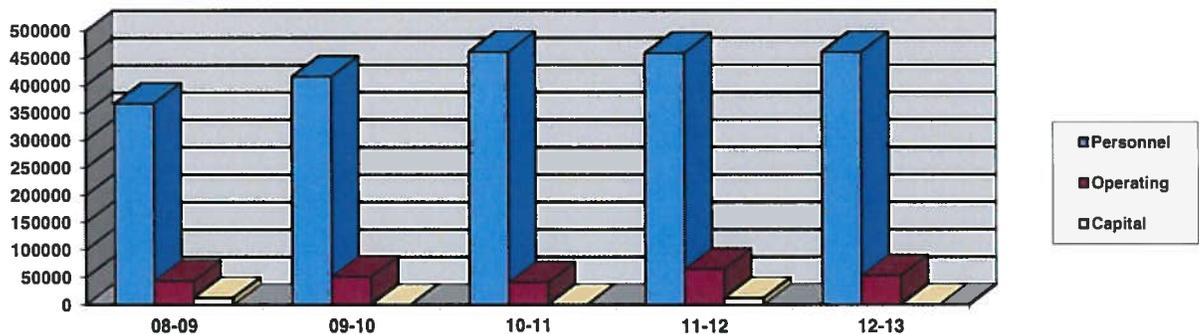
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	367,512	416,493	461,416	459,149	408,674	460,909
Operating	43,344	51,177	40,749	64,920	53,558	53,148
Capital	12,784	0	0	12,100	16,500	0
Total	423,640	467,670	502,165	536,169	478,732	514,057
Budgeted Employees	8	8	8	8	8	8

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was approved.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$22,112 or four percent (4%) compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Two positions remain frozen within this department for a savings of \$117,619. A Chatham County engineering study was funded in **FY 11-12** resulting in a substantial decrease shown within operating. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. A decrease is shown within the personnel cost center due to overtime for special projects required in prior year. **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.



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	10-11 Actual	11-12 Projected	12-13 Projected
Goal: To provide competent, timely advice for departments within the city			
Objective: To provide technical advice to city departments and the public by returning phone calls and performing field and office investigations			
Measures:			
Return phone calls within 24 hours	96%	97%	100%
Provide technical advice within 5 days	98%	98%	100%
Attend special meetings	99%	99%	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
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Measures:

Provide construction inspection daily and within 24 hours of special requests	100%	100%	100%
Provide technical specifications to consulting engineers within 3 days	96%	98%	100%

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

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

Review and process pay requests such that payments can be made on time	99%	99%	100%
Attend design and construction progress meetings	99%	99%	100%
Make contact with citizens that have a complaint within 24 hours of first contact	100%	99%	100%

UF PUBLIC WORKS ADMINISTRATION

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

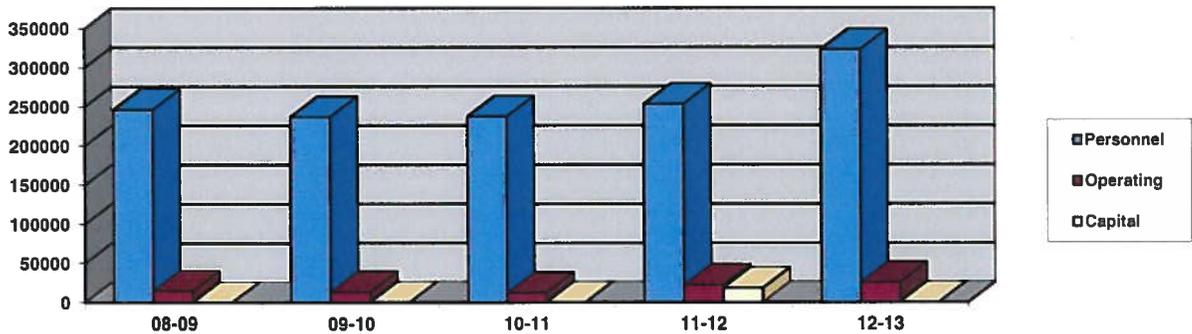
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	246,560	237,246	237,800	253,320	288,043	322,952
Operating	14,827	13,331	12,290	21,985	25,420	25,350
Capital	0	0	0	18,000	0	0
Total	261,387	250,577	250,090	293,305	313,463	348,302
Budgeted Employees	3	3	3	3	4	4

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay was requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$54,997 or nineteen percent (19%) compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase, a 0.14% employer retirement contribution decrease, and the addition of a new safety officer position. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. **FY 11-12** reflects an increase within operating for the first year of Jordan Lake Partnership dues (\$7,500). **FY 09-10** shows a decrease within personnel for prior year salary and vacation accruals. **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 were 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	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: To maintain a productive department through strong leadership and teamwork; services essential to the quality of life in Sanford are provided to citizens and user departments in the most cost effective, and courteous manner possible

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

Measures:

Respond to customers' contacts within 24 hours	98%	98%	100%
Attend special meetings	99%	100%	100%
Schedule meetings to provide adequate communication	100%	100%	100%
Training opportunities to ensure staff is adequately trained	96%	98%	100%

SEWER CONSTRUCTION AND MAINTENANCE

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

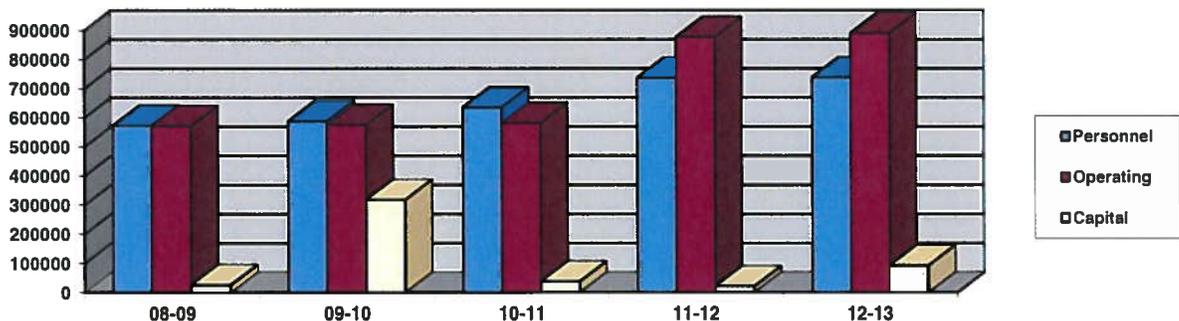
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	573,825	588,390	635,511	737,260	630,874	738,752
Operating	571,828	575,496	581,660	877,105	883,588	890,956
Capital	25,562	317,862	37,370	21,000	220,500	92,500
Total	1,171,215	1,481,748	1,254,541	1,635,365	1,734,962	1,722,208
Budgeted Employees	13	13	14	14	14	14

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) backhoe, \$81,000; and one (1) turf mower, \$11,500.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$86,843 or five percent (5%) compared to FY 11-12. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. One position is frozen resulting in a savings of \$39,495. Paving charges in the amount of \$150,000 is funded within operating. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. The operating cost center reflects a significant increase due to the transfer of two lift stations from the Wastewater Treatment Plant. Paving charges are included in the amount of \$150,000, a \$20,000 increase from prior year budget. This was increased due to prices of asphalt and concrete. **FY 10-11** reflects one position being transferred from the Water Construction and Maintenance department due to a shift in duties and one position was reclassified. Operating reflects the addition of odor control at Patterson's Creek lift station. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. Capital reflects the purchase of a jet vac. **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.



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	10-11 Actual	11-12 Projected	12-13 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	225	230	250
New taps installed	19	21	12
Rights-of-Way mowed (feet)	229,526	235,526	200,000
Sewer line jetted (feet)	275,800	278,726	175,000
Sewer retaps	81	95	55
Priority outfall line inspection (feet)	416,225	406,525	350,000
Collections system line inspection (feet)	247,845	258,445	175,000
Manhole Adjustments	50	52	50

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

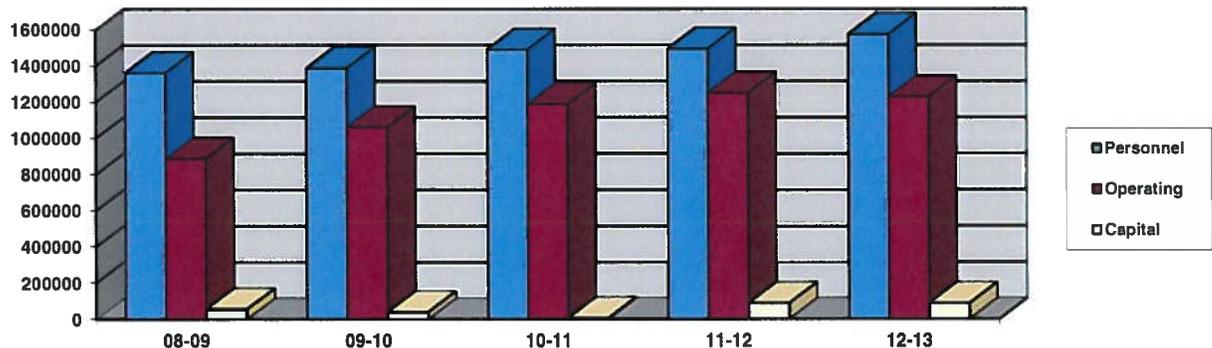
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	1,362,047	1,387,923	1,490,469	1,494,155	1,349,915	1,574,958
Operating	887,643	1,061,124	1,189,224	1,251,555	1,208,435	1,229,195
Capital	55,591	39,132	5,120	87,520	202,350	86,850
Total	2,305,281	2,488,179	2,684,813	2,833,230	2,760,700	2,891,003
Budgeted Employees	28	28	27	27	27	27

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) two ton dump truck, \$75,000; and one (1) portable compressor, \$11,850.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$57,773 or two percent (2%) compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase, a 0.14% employer retirement contribution decrease, and additional funds required for overtime. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated retirement contribution increase, and health insurance adjustments. **FY 10-11** reflects the transfer of one position into the Sewer Construction and Maintenance department due to a shift in duties and one position was reclassified. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. Operating shows a substantial increase for unexpected water main repairs.



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	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: Ensure the reliable distribution of drinking water to the residents of the City of Sanford and Lee County compliant with all current and future federal, state, and local requirements of system pressure, integrity, and water quality

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

Measures:

Miles of distribution lines maintained	580	590	595
Leak investigations	191	206	331
Major water line repairs (6" or greater)	79	182	143
Minor water line repairs (4" or smaller)	49	80	61
New water taps made	92	103	95
Water retaps	304	200	215

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

Measures:

New meters installed	90	43	62
Water meters read	226,800	224,002	227,400
Large water meters tested (3" or greater)	40	20	25
Small meters tested (2" or smaller)	8	30	20
Replace old meters	89	88	73

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	3,100	3,100	2,200
Valves inspected / exercised	7,400	7,400	2,725

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	25	25	27
Privately owned backflow devices inspected	375	375	375
Grease containing fluids removed (gallons)	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

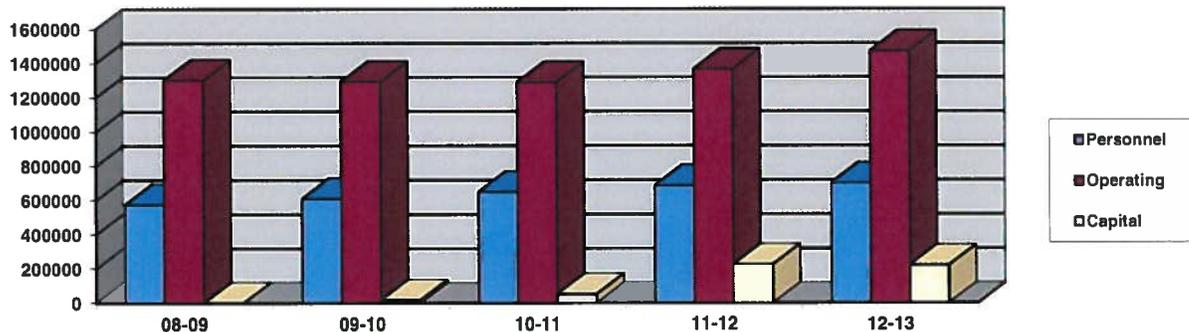
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	575,956	611,308	650,437	687,039	608,479	701,745
Operating	1,302,593	1,294,700	1,290,974	1,367,020	1,462,361	1,472,030
Capital	0	17,474	51,905	224,839	145,150	220,150
Total	1,878,549	1,923,482	1,993,316	2,278,898	2,215,990	2,393,925
Budgeted Employees	11	11	11	11	11	11

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) Ford Fusion, \$16,500; one (1) electric motor control center, \$90,000; one (1) HVAC and components, \$88,750; relocate generator to raw water station, \$20,500; and outdoor storage building, \$4,400.

GRAPHIC REPRESENTATION

FY 12-13 appropriations increased \$115,027 or five percent (5%) compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Increases shown within operating are mainly due to utilities, chemicals, and sludge removal. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. Also included within personnel is the addition of an intern position (\$2,500). New to the operating cost center in **FY 10-11** is a bench test to analyze the effectiveness of chemicals to remove contaminants. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions. **FY 08-09** 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	10-11 Actual	11-12 Projected	12-13 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 1.0 mg/l	96%	96%	97%
Maintain a heterotrophic plate count below 500	99%	99%	100%

Goal: To thoroughly train, state certify, and retain operators for consistency and efficient operation of the plant

Objective: Maintain state certified operators and laboratory staff

Measures:

Percent of certified operators of plant staff	100%	100%	100%
Reduce employee turnover	100%	100%	100%

WASTEWATER TREATMENT PLANT

Fund: Utility

Function: Public Utilities

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

DEPARTMENTAL SUMMARIES

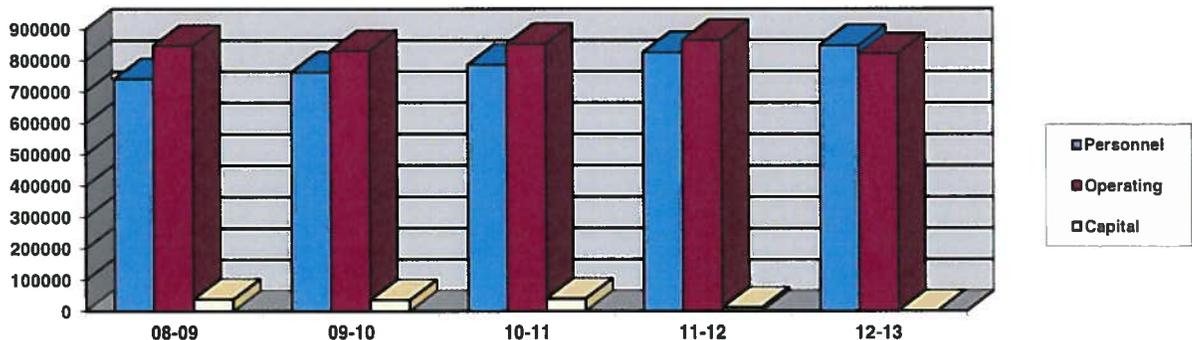
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	741,820	762,329	786,310	825,965	737,066	847,598
Operating	847,961	831,135	852,932	864,725	820,620	822,027
Capital	37,356	34,807	39,510	10,400	0	0
Total	1,627,137	1,628,271	1,678,752	1,701,090	1,557,686	1,669,625
Budgeted Employees	13	13	13	13	13	13

2012-2013 CAPITAL OUTLAY DETAIL

No funding for capital outlay is requested.

GRAPHIC REPRESENTATION

FY 12-13 appropriations decreased \$31,465 or two (2%) percent compared to **FY 11-12** budget. Personnel adjustments are related to a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Operating reflects a decrease mainly for chemicals and sludge removal. **FY 11-12** personnel cost center reflects a 3% cost of living adjustment, a 0.53% state mandated employer retirement contribution increase, and a 9% health insurance adjustment. Included in **FY 10-11** is a compensatory stream mitigation fee for the Wastewater Treatment Plant expansion, Patterson Creek water quality monitoring, and additional chemicals for odor control at Gaster's Creek lift station. The transfer of two lift stations into the Sewer Construction and Maintenance department was completed in **FY 11-12**. Historically, personnel increases are reflective of cost of living and merit adjustments, however, these adjustments were not funded in **FY 09-10** due to economic conditions.



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	10-11 Actual	11-12 Projected	12-13 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	7,996	7,996	8,646
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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	1,200	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

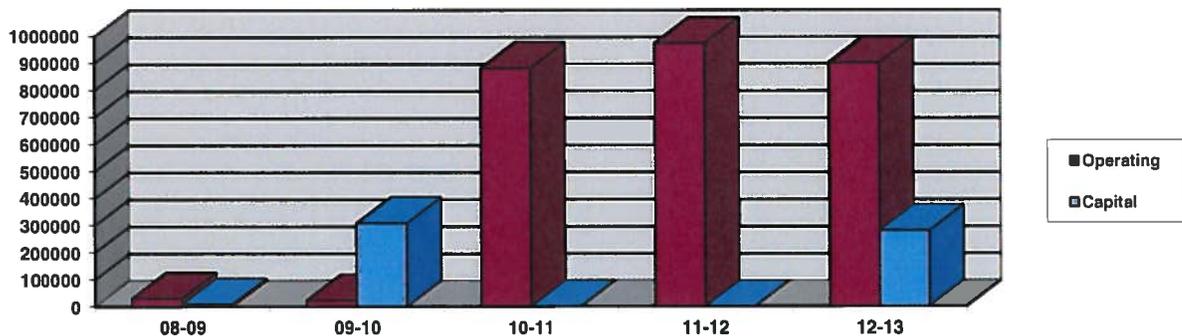
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	29,962	22,814	881,064	972,806	900,000	900,000
Capital	7,476	308,314	0	0	0	280,000
Total	37,438	331,128	881,064	972,806	900,000	1,180,000
Budgeted Employees	0	0	0	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes utility improvements for the Lee County Industrial Park Expansion, \$250,000; and waterline extension for the Endor Iron Greenway, \$30,000.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$207,194 or twenty-one (21%) percent compared to FY 11-12 budget. Major projects approved within the operating cost center are water rehabilitation in the amount of \$500,000 and NC Department of Transportation payment for utility relocates in the amount of \$400,000. FY 11-12 and FY 10-11 reflect utility relocates in the amount of \$472,806. FY 09-10 capital cost center reflects utility relocates in the amount of \$240,311 pertaining to the US 421 bypass. 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

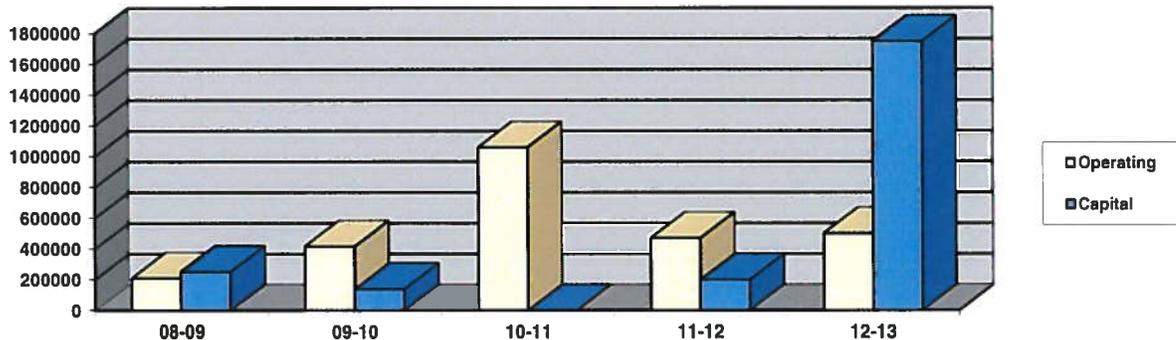
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	0	0	0
Operating	208,174	415,795	1,059,662	468,962	500,000	500,000
Capital	251,449	138,629	0	198,563	0	1,750,000
Total	459,623	554,424	1,059,662	667,525	500,000	2,250,000
Budgeted Employees	0	0	0	0	0	0

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes utility improvements for the Lee County Industrial Park expansion, \$250,000; and purchase of the Lee County lift station associated collection system for the Lee County Industrial Park expansion, \$1,500,000.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect an increase of \$1,582,475 or two hundred and thirty-seven percent (237%) compared to **FY 11-12** budget. This increase is mainly attributed to the capital items described above. Sewer rehabilitation is funded at \$500,000. **FY 11-12** shows sewer rehabilitation in the amount of \$468,962. Capital items include 421 bypass utility relocates (\$129,751) and the installation of generators at two lift stations (\$68,812). **FY 10-11** reflects funds for sewer rehabilitation, dry creek basin sewer rehabilitation, and the installation of flow and monitoring at Patterson's Creek. **FY 09-10** reflects capital for a 24" steel encasement pipe related to the 421 bypass utility relocates. 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. Capital costs drive expenditures within this cost center. Specific projects are analyzed and recommended for funding within the Capital Improvements Program.



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GOLF FUND

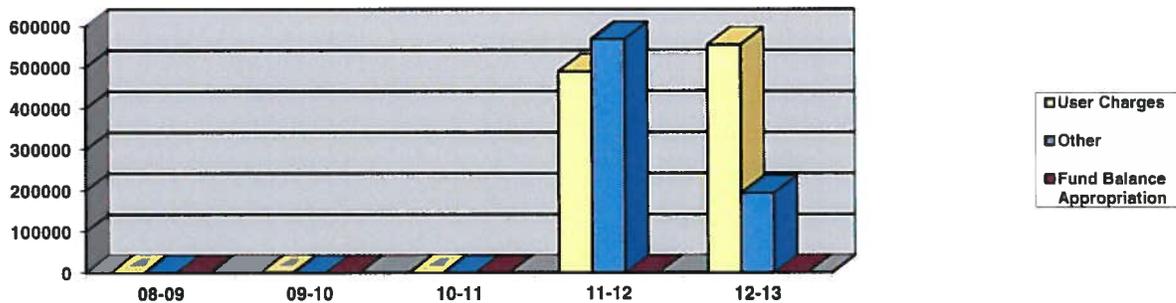
Goal: To account for the activities of the City of Sanford Golf Course.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
User Charges	0	0	0	490,000	555,087	555,087
Other	0	0	0	569,191	193,890	193,890
Fund Balance Appropriation	0	0	0	0	0	0
Total	0	0	0	1,059,191	748,977	748,977

GRAPHIC REPRESENTATION

FY 12-13 golf revenue decreased \$310,214 or twenty-nine percent (29%) compared to FY 11-12 budget. This decrease is mainly due to a reduced contribution from the general fund and is shown within other. User charges represent seventy-four (74%) percent of total golf fund revenue. An increase of \$65,087 is shown within user charges and is due to anticipated increased play at the course. The Golf Department was transferred into the Enterprise Fund in **FY 11-12** and is now referred to as the Golf Fund. Actual revenues for FY 08-09, FY 09-10, and FY 10-11 are shown within the General Fund.



GOLF FUND

Fund: General

Function: General Government

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

EXPENDITURE SUMMARIES

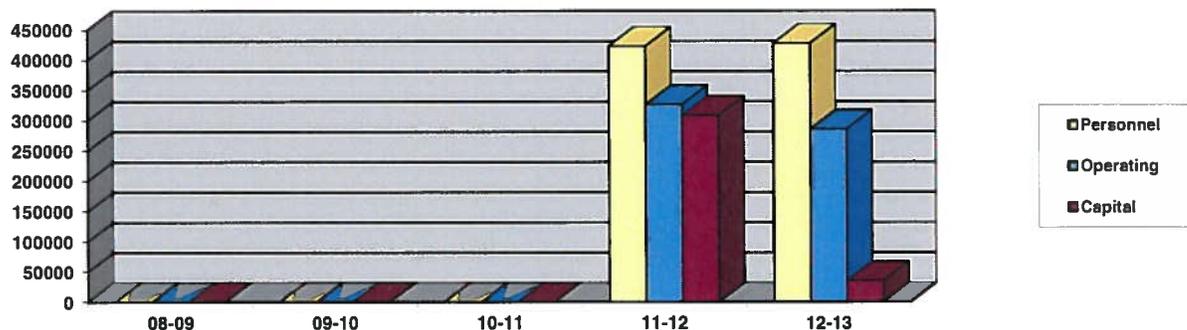
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Personnel	0	0	0	423,075	377,492	427,878
Operating	0	0	0	327,116	244,536	286,099
Capital	0	0	0	309,000	35,000	35,000
Total	0	0	0	1,059,191	657,028	748,977
Budgeted Employees	0	0	0	6	6	6

2012-2013 CAPITAL OUTLAY DETAIL

Capital outlay funding includes one (1) fairway mower, \$30,000; and one (1) HVAC unit for pro shop, \$5,000.

GRAPHIC REPRESENTATION

FY 12-13 appropriations reflect a decrease of \$310,214 or twenty-nine (29%) percent compared to FY 11-12 budget. The majority of this decrease is due to the purchase of golf carts in FY 11-12. Personnel adjustments include a 2.5% cost of living increase and a 0.14% employer retirement contribution decrease. Operating cost center shows a reduction due to retirement of debt in FY 11-12. **FY 11-12** personnel costs include a 3% cost of living adjustment and a 0.53% state mandated employer retirement contribution increase. Golf carts, a turbine blower, and a utility cart were purchased in FY 11-12. This department was transferred from the General Fund into the Enterprise Fund in FY 11-12 and is now referred to as Golf Fund.



GOLF FUND

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

Performance Measures	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: To maintain the golf course at optimum level in order to provide an enjoyable, quality golf experience for all golfers

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

Measures:

Aerate greens	1	1	1
Aerate fairways	2	2	2
Aerate tees	2	2	2
Fertilize fairways	2	3	3
Fertilize greens	26	28	30
Top dress greens	9	14	11
Spray for foreign grass	3	4	5
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	30,433	32,500	33,000
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SPECIAL TAX DISTRICT FUND

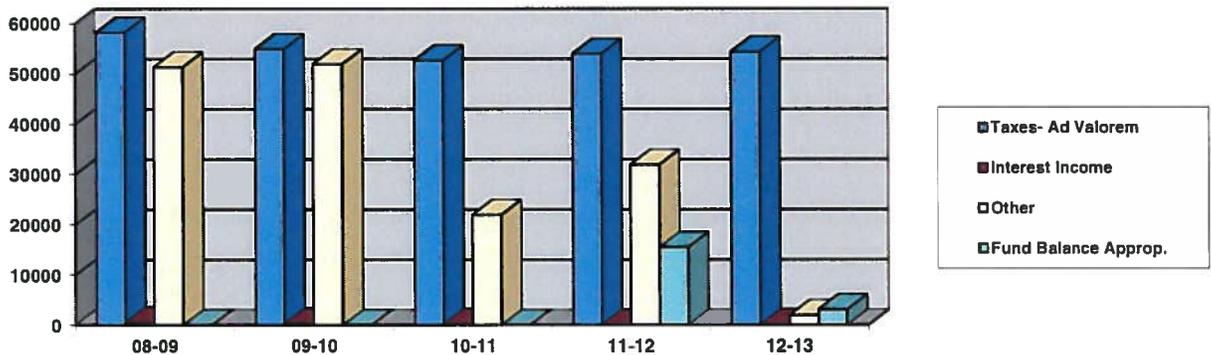
Goal: To account for the activities of the Central Business Tax District established to assist in revitalization of the downtown area.

REVENUE SUMMARIES

Revenue Sources	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 12-13
Taxes- Ad Valorem	58,297	54,944	52,705	53,998	54,391	54,391
Interest Income	648	379	238	120	125	125
Other	51,350	51,925	21,900	31,900	1,900	1,900
Fund Balance Appropriation	0	0	0	15,487	2,189	3,049
Total	110,295	107,248	74,844	101,505	58,605	59,465

GRAPHIC REPRESENTATION

FY 12-13 Special Tax District revenue decreased \$42,040 or forty-one percent (41%) compared to FY 11-12 budget. The tax rate remains level at 13 cents per \$100 valuation. The general fund contribution to downtown has been eliminated resulting in the reduction shown within other. Fund balance appropriation is showing a decrease of \$12,438.



SPECIAL TAX DISTRICT FUND

EXPENDITURE SUMMARIES

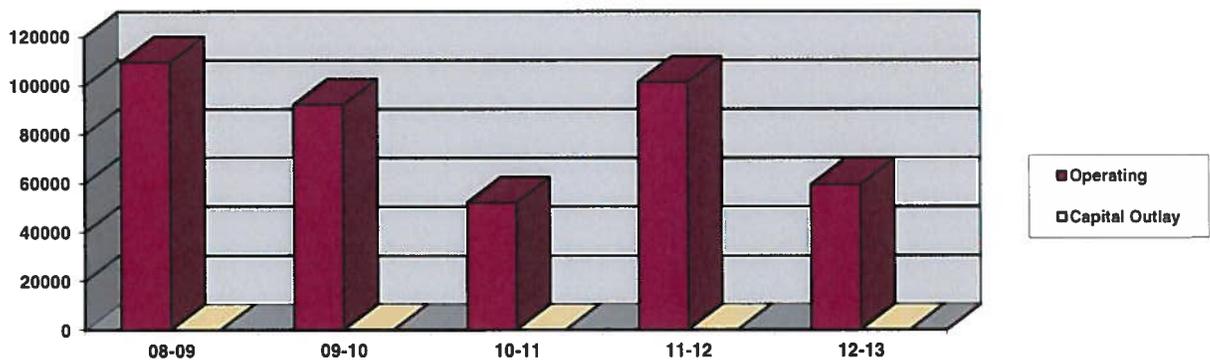
Object of Expenditure	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	REQUESTED 12-13	APPROVED 11-12
Personnel	0	0	0	0	0	0
Operating	109,710	92,277	52,096	101,505	58,605	59,465
Capital Outlay	0	0	0	0	0	0
Total	109,710	92,277	52,096	101,505	58,605	59,465

2012-2013 CAPITAL OUTLAY DETAIL

No capital outlay funding was requested.

GRAPHIC REPRESENTATION

FY 12-13 Special Tax District expenditures reflect decreases totaling \$42,040 or forty-one percent (41%) compared to FY 11-12 budget. **FY 11-12** includes funding of \$30,000 for Christmas decorations. The debt service for Depot Park expired in **FY 10-11** resulting in a reduction in the operating cost center.



FUND BALANCE GOVERNMENTAL FUNDS

	ACTUAL 08-09	ACTUAL 09-10	ACTUAL 10-11	BUDGET 11-12	BUDGET 12-13
SPECIAL TAX					
BEGINNING BALANCE	\$ 47,526	\$ 48,111	\$ 63,081	\$ 85,828	\$ 70,341
REVENUES					
AD VALOREM TAXES	58,297	54,517	52,705	53,998	54,391
OTHER	<u>51,998</u>	<u>52,730</u>	<u>22,138</u>	<u>32,020</u>	<u>2,025</u>
TOTAL	<u>110,295</u>	<u>107,247</u>	<u>74,843</u>	<u>86,018</u>	<u>56,416</u>
EXPENDITURES					
DOWNTOWN REVITALIZATION	<u>109,710</u>	<u>92,277</u>	<u>52,096</u>	<u>101,505</u>	<u>59,465</u>
TOTAL	<u>109,710</u>	<u>92,277</u>	<u>52,096</u>	<u>101,505</u>	<u>59,465</u>
ENDING BALANCE	<u><u>\$ 48,111</u></u>	<u><u>\$ 63,081</u></u>	<u><u>\$ 85,828</u></u>	<u><u>\$ 70,341</u></u>	<u><u>\$ 67,292</u></u>

SPECIAL TAX

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

Performance Measures	10-11 Actual	11-12 Projected	12-13 Projected
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Goal: To retain and develop downtown businesses

Objective: Actively pursue federal and state grants and other local fundraising opportunities which will improve the downtown infrastructure conducive for economic retention and development

Measures:

Apply for federal and state grants	\$67,385	\$200,000	\$300,000
Private funds attained	\$12,059	\$5,149	\$15,000

Objective: Advocate on behalf of DSI to various civic groups and the general public to create a downtown awareness and solicit funding for various projects

Measures:

Conduct speaking engagements advocating DSI	6	6	6
Represent DSI on various local boards	3	3	3

Goal: To improve the district's overall appearance

Objective: To fund projects to improve the district's overall appearance

Measures:

Streetscape implemented on a number of downtown blocks	0	0	1
Building improvement grants awarded	7	9	7
Art project	0	0	1

Goal: To add to the quality of life of local residents

Objective: Sponsor events that add to the quality of life to local residents while at the same time exposing them to other opportunities that downtown has to offer

Measures:

Summer concert series	1	1	1
Holiday tree lighting	1	1	1
Movie series	2	2	2
Downtown festival	1	1	1
Merchant open house	2	2	2

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 2012-2013	PLANNING YEAR 2013-2014	PLANNING YEAR 2014-2015	PLANNING YEAR 2015-2016	PLANNING YEAR 2016-2017
	<u>GENERAL FUND</u>					
	GENERAL SERVICES:					
5	Jonesboro Parking Lot	150,000	-	-	-	-
3,5	Parking Expansion at Service Center	-	15,000	135,000	-	-
4	Renovate / Remodel City Hall	-	-	-	2,500,000	2,500,000
3	Streetscape Improvements	-	625,000	3,125,000	3,125,000	3,125,000
4	Vehicle, Salt, Sand, Rock Storage Buildings	-	1,000,000	-	-	-
3	Greenway System Development	-	-	1,500,000	1,500,000	1,500,000
	TOTAL GENERAL SERVICES	150,000	1,640,000	4,760,000	7,125,000	7,125,000
	PUBLIC SAFETY:					
4	No. 4 Fire Station	-	-	1,715,000	-	-
4	No. 5 Fire Station	-	-	-	-	1,840,000
4	Public Safety Facility	-	3,735,000	6,110,000	2,905,000	-
5	Equipment Storage Building	-	150,000	-	-	-
4	Renovation - #2 Fire Station	-	640,000	-	-	-
5	Land Acquisition for Future Fire Stations	-	225,000	-	100,000	-
	TOTAL PUBLIC SAFETY	-	4,750,000	7,825,000	3,005,000	1,840,000
	TOTAL GENERAL FUND	150,000	6,390,000	12,585,000	10,130,000	8,965,000
	<u>UTILITY FUND</u>					
	WATER:					
3,4	Erection of Elevated Storage Facility for Potable Water	-	-	1,500,000	-	-
6	Utility Improvements	250,000	375,000	375,000	375,000	375,000
3	Hawkins Avenue Waterline	-	250,000	3,750,000	-	-
	TOTAL WATER	250,000	625,000	5,625,000	375,000	375,000
	SEWER:					
3,4	Replace Gum Fork Branch Forced Main	-	-	-	1,000,000	-
6	Utility Improvements	250,000	375,000	375,000	375,000	375,000
6	Industrial Park Utility Purchase	1,500,000	-	-	-	-
6	Replace Carr Creek Pump Station	-	-	-	1,000,000	-
2	Wastewater Plant Expansion 6.8 to 12 mgd	18,000,000	3,418,000	-	-	-
	TOTAL SEWER	19,750,000	3,793,000	375,000	2,375,000	375,000
	TOTAL UTILITY FUND	20,000,000	4,418,000	6,000,000	2,750,000	750,000
	<u>GOLF FUND</u>					
4	Cart Storage Facility	-	-	-	200,000	-
4	Club House Renovations	-	-	950,000	300,000	-
4	Renovation of Cart Paths	-	-	150,000	-	-
	TOTAL GOLF	-	-	1,100,000	500,000	-
	TOTAL ALL FUNDS	20,150,000	10,808,000	19,685,000	13,380,000	9,715,000

****FUNDING SOURCE**

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

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2012-2017
PROJECT SUMMARY FORM**

Responsible Dept: General Services		Project Title: Jonesboro Parking Lot					
PROJECT DESCRIPTION: Construction of a parking facility consisting of approximately 40 spaces							
PROJECT JUSTIFICATION: Growth in the area is creating the need for additional public parking.							
Externally Mandated:	No	Growth Related:	Yes	Service Related:	Yes		
PROJECTED STATUS as of JUNE 30, 2012:				PROJECTED DATES:			
2012 Appropriation:		\$150,000		Projected Begin:		September, 2012	
Current Budget Amt:	\$150,000			Est. Completion:		December, 2012	
Total Expenditures:							
Projected Balance:	\$150,000						
Appro/Expenditure Plan	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	150,000						150,000
Other							0
Total	150,000	0	0	0	0	0	150,000
Financing Plan (to be completed by Finance Dept.)	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
General Fund	150,000						150,000
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
Total	150,000	0	0	0	0	0	150,000
Operating Budget Impact	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Personnel							0
Operating Expense		5,000	5,000	5,000	5,000		20,000
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	5,000	5,000	5,000	5,000	0	20,000
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
Department/Division Impacted	The addition of this facility will result in a maintenance need of \$5,000 annually in the street department budget.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2012-2017
PROJECT SUMMARY FORM**

Responsible Dept: Water and Sewer		Project Title: Utility Improvements					
PROJECT DESCRIPTION: Rehabilitation of various portions of the sanitary sewer system and water system							
PROJECT JUSTIFICATION: Continuous use as well as aging of the systems continue to cause deterioration of its components; rehabilitation is necessary to maintain adequate conditions.							
Externally Mandated:	No	Growth Related:	No	Service Related:	Yes		
PROJECTED STATUS as of JUNE 30, 2012:				PROJECTED DATES:			
2012 Appropriation:		\$500,000		Projected Begin:		July, 2012	
Current Budget Amt:	\$500,000			Est. Completion:		June, 2013	
Total Expenditures:							
Projected Balance:	\$500,000						
Appro/Expenditure Plan	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Planning/Design	50,000	75,000	75,000	75,000	75,000		350,000
Acquisition							0
Construction	450,000	675,000	675,000	675,000	675,000		3,150,000
Other							0
Total	500,000	750,000	750,000	750,000	750,000	0	3,500,000
Financing Plan (to be completed by Finance Dept.)	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
General Fund							0
Utility Fund	500,000	750,000	750,000	750,000	750,000		3,500,000
Revenue Bonds							0
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	500,000	750,000	750,000	750,000	750,000	0	3,500,000
Operating Budget Impact	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Personnel							0
Operating Expense							0
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	0	0	0	0	0
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
Department/Division Impacted	This project will have no impact on the operating budget, however, discontinuing the project would result in significant increases in the maintenance budget as level of service would decrease and more major system failures would be encountered.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2012-2017
PROJECT SUMMARY FORM**

Responsible Dept: Engineering / Public Works		Project Title: Industrial Park Utility Purchase						
PROJECT DESCRIPTION: The city is planning to purchase a wastewater pump station and associated forced main from Lee County.								
PROJECT JUSTIFICATION: Per an interlocal agreement, the city would purchase, operate, and maintain the facility to achieve cost savings through increased efficiency.								
Externally Mandated:	No	Growth Related:	No	Service Related:	Yes			
PROJECTED STATUS as of JUNE 30, 2012:				PROJECTED DATES:				
2012 Appropriation:		\$1,500,000		Projected Begin: September, 2012				
Current Budget Amt:	\$1,500,000			Est. Completion: June, 2013				
Total Expenditures:								
Projected Balance:	\$1,500,000							
Appro/Expenditure Plan		2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Planning/Design								0
Acquisition		1,500,000						1,500,000
Construction								0
Other								0
Total		1,500,000	0	0	0	0	0	1,500,000
Financing Plan (to be completed by Finance Dept.)		2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
General Fund								0
Utility Fund		1,500,000						1,500,000
Revenue Bonds								0
GO Bonds								0
Installment Contracts								0
Other Local Gov't (Specify - Notes)								0
Grants (Specify - Notes)								0
Other (Specify - Notes)								0
Prior Year Balance								0
Total		1,500,000	0	0	0	0	0	1,500,000
Operating Budget Impact		2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Personnel								0
Operating Expense								0
Capital Outlay								0
(Minus Revenues)								0
Net Operating Effect		0	0	0	0	0	0	0
Operating Budget Impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).								
List		Explanation: How & Why						
Department/Division Impacted		No additional expense or revenue is anticipated with this project. The city currently maintains and operates the lift station. Current budgets contain all revenues and expenses.						

**CITY OF SANFORD
CAPITAL IMPROVEMENT PROGRAM 2012-2017
PROJECT SUMMARY FORM**

Responsible Dept: Engineering / Public Works		Project Title: Wastewater Treatment Facility Expansion					
PROJECT DESCRIPTION: Expansion of the existing WWTP facility from 6.8 mgd to 12 mgd.							
PROJECT JUSTIFICATION: 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.							
Externally Mandated:	No	Growth Related:	Yes	Service Related:	No		
IMPACT IF CANCELLED OR DELAYED: The city would not be capable of providing wastewater service for anticipated growth. A moratorium would be applied.							
PROJECTED STATUS as of JUNE 30, 2012:				PROJECTED DATES:			
2012 Appropriation:		\$75,304,096		Projected Begin:		September, 2007	
Current Budget Amt:	\$75,304,096			Est. Completion:		June, 2014	
Total Expenditures:	\$53,885,970						
Projected Balance:	\$21,418,126						
Appro/Expenditure Plan	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Planning/Design							0
Acquisition							0
Construction	18,000,000	3,418,126					21,418,126
Other							0
Total	18,000,000	3,418,126	0	0	0	0	21,418,126
Financing Plan (to be completed by Finance Dept.)	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
General Fund							0
Utility Fund							0
Revenue Bonds	18,000,000	3,418,126					21,418,126
GO Bonds							0
Installment Contracts							0
Other Local Gov't (Specify - Notes)							0
Grants (Specify - Notes)							0
Other (Specify - Notes)							0
Prior Year Balance							0
Total	18,000,000	3,418,126	0	0	0	0	21,418,126
Operating Budget Impact	2012-13	2013-14	2014-15	2015-16	2016-17	Remaining Yrs	Total
Personnel			56,000	60,000	64,000	185,000	365,000
Operating Expense			8,400	8,400	8,400	8,400	33,600
Capital Outlay							0
(Minus Revenues)							0
Net Operating Effect	0	0	64,400	68,400	72,400	193,400	398,600
Operating Budget impacts: Upon Completion, this Project may/will affect the following Department(s)/Division(s) (Note how & why).							
List	Explanation: How & Why						
Department/Division Impacted							
WWTP	Expanded plant will require an additional mechanic in the first year, then two additional operators (depending on how quickly						

CITY OF SANFORD CAPITAL/GRANT BUDGETS

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

Following is a summary of ongoing project activity:

APPROPRIATION	PROJECT/ PROGRAM BUDGET	CURRENT YR. ACTIVITY	PRIOR YRS. ACTIVITY	TOTAL TO JUNE 30, 2011
SPECIAL REVENUES				
Community Development				
Revenues	4,665,045	1,663,342	2,044,185	3,707,527
Expenditures	4,665,045	1,785,066	1,494,866	3,279,932
Project Fund Balance				<u>\$ 427,595</u>
UTILITY CAPITAL PROJECTS				
Water & Sewer Capital Improvements				
Revenues	4,495,188	539,211	3,573,673	4,112,884
Other financing sources	71,989,330	54,786,284	777,523	55,563,807
Expenditures	76,484,518	3,983,479	19,914,967	23,898,446
Project Fund Balance				<u>\$ 35,778,245</u>

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**2012-2013
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
GOVERNING BODY (9)		
Mayor	1	*
City Council Members	7	*
City Clerk/Asst. to City Manager	1	\$46,000 - \$69,994
DEPARTMENT OF ADMINISTRATION (3)		
City Manager	1	*
Staff Assistant (Part-time)	1	\$30,993 - \$47,159
Public Information Officer/Grant Writer	1	Part-time
DEPARTMENT OF HUMAN RESOURCES (5)		
<i>HUMAN RESOURCES</i>		
Human Resources Director	1	\$68,282 - \$103,899
Human Resources Analyst	1	\$41,669 - \$63,403
Human Resources Assistant	1	\$34,196 - \$52,034
Receptionist	1	\$25,429 - \$38,694
<i>RISK MANAGEMENT</i>		
Risk Management Officer	1	\$48,331 - \$73,540
DEPARTMENT OF LEGAL (2)		
City Attorney	1	\$75,391 - \$114,715
Paralegal	1	\$35,938 - \$54,685
DEPARTMENT OF COMMUNITY DEVELOPMENT (22)		
<i>COMMUNITY DEVELOPMENT</i>		
Comm. Development Director	1	\$75,391 - \$114,715
Asst. Comm. Dev. Director	1	\$58,897 - \$89,619
Administrative Services Coord.	1	\$37,766 - \$57,467
Comm. Development Manager	1	\$56,059 - \$85,300
Planner II	3	\$48,331 - \$73,540
Planning Technician	2	\$37,766 - \$57,467
Staff Assistant	1	\$30,993 - \$47,159

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

**2012-2013
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF COMMUNITY DEVELOPMENT CON'T (22)		
<i>INSPECTIONS</i>		
Inspections Administrator	1	\$56,059 - \$85,300
Field Superintendent	1	\$50,777 - \$77,264
Building Inspector	3	\$41,669 - \$63,403
Permit Coordinator	2	\$28,071 - \$42,714
<i>COMMUNITY ENHANCEMENT – CODE ENFORCEMENT</i>		
Code Enforcement Supervisor	1	\$46,000 - \$69,994
Code Enforcement Officer	2	\$39,677 - \$60,373
Staff Assistant	1	\$28,071 - \$42,714
<i>COMMUNITY ENHANCEMENT – DOWNTOWN/HPC</i>		
Downtown Development Manager II	1	\$56,059 - \$85,300
DEPARTMENT OF INFORMATION SYSTEMS (2)		
Information Systems Director	1	\$68,282 - \$103,899
Program Analyst/Webmaster	1	\$48,331 - \$73,540
SANFORD GOLF COURSE (6)		
Golf Course Manager	1	\$58,897 - \$89,619
Golf Course Superintendent	1	\$48,331 - \$73,540
Asst. Golf Course Manager	1	\$39,677 - \$60,373
Lead Turfgrass Technician	1	\$30,993 - \$47,159
Turfgrass Technician	2	\$28,071 - \$42,714

**2012-2013
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF POLICE (106)		
Chief of Police	1	\$75,391 - \$114,715
Assistant Chief	1	\$61,876 - \$94,152
Administrative Support Asst.	1	\$34,196 - \$52,034
Staff Assistant	1	\$30,993 - \$47,159
Police Records Supervisor	1	\$37,766 - \$57,467
Records Clerk	1	\$30,993 - \$47,159
Major	1	\$58,897 - \$89,619
Internal Affairs / Training Officer	1	\$53,361 - \$81,194
Patrol Captain	6	\$50,777 - \$77,264
Narcotics Sergeant	1	\$46,000 - \$69,994
Detective Sergeant	1	\$46,000 - \$69,994
Sergeant	6	\$43,778 - \$66,615
Detective Captain	1	\$53,361 - \$81,194
Narcotics Captain	1	\$53,361 - \$81,194
Detective	10	\$41,669 - \$63,403
Narcotics Agent	4	\$41,669 - \$63,403
Police Officer III	36	\$39,677 - \$60,373
Police Officer II	5	\$37,766 - \$57,467
Police Officer I	10	\$35,938 - \$54,685
Telecomm. Supervisor	1	\$39,677 - \$60,373
Telecommunicator	12	\$32,574 - \$49,566
Receptionist	4	\$25,429 - \$38,694
DEPARTMENT OF FIRE (54)		
Chief	1	\$71,738 - \$109,158
Division Commander / Fire Marshal	1	\$50,777 - \$77,264
Battalion Commander	3	\$50,777 - \$77,264
Staff Assistant	1	\$30,993 - \$47,159
Company Captain	9	\$43,778 - \$66,615
Firefighter III	19	\$37,766 - \$57,467
Fire Inspector	1	\$41,669 - \$63,403
Fire Inspector	1	Part-time
Firefighter III/Driver Operator	9	\$37,766 - \$57,467
Firefighter II	2	\$35,938 - \$54,685
Firefighter I	6	\$34,196 - \$52,034
Firefighter Trainee	1	\$32,574 - \$49,566

2012-2013
DEPARTMENTAL EMPLOYEE CLASSIFICATION

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF FINANCIAL SERVICES (20)		
	<i>FINANCE</i>	
Director of Financial Services	1	\$75,391 - \$114,715
Asst. Director of Financial Services	1	\$58,897 - \$89,619
Financial Services Support Assistant	1	\$30,993 - \$47,159
Accountant II	1	\$39,677 - \$60,373
Accountant I	2	\$35,938 - \$54,685
Budget Analyst	1	\$41,669 - \$63,403
Accounting Technician	1	\$30,993 - \$47,159
Computer Systems Administrator	1	
	<i>UTILITY FUND ADMINISTRATION</i>	
Revenue Manager	1	\$50,777 - \$77,264
Assistant Revenue Manager	1	\$46,000 - \$69,994
Senior Accountant	1	\$43,778 - \$66,615
Collections Clerk	4	\$28,071 - \$42,714
Collections Clerk	1	Part-time
Lead Customer Service Representative	1	\$30,993 - \$47,159
Revenue Assistant	1	\$30,993 - \$47,159
Billing Clerk	1	\$30,993 - \$47,159

**2012-2013
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS (130)		
<i>PUBLIC WORKS ADMINISTRATION</i>		
Public Works Director	1	\$79,183 - \$120,486
Public Works Administrator	1	\$46,000 - \$69,994
Public Works Safety Officer	1	\$39,677 - \$60,373
Administrative Support Asst.	1	\$34,196 - \$52,034
<i>STREET</i>		
Street Superintendent	1	\$50,777 - \$77,264
Crew Supervisor I	3	\$34,196 - \$52,034
Equipment Operator III	1	\$30,993 - \$47,159
Equipment Operator II	4	\$28,071 - \$42,714
Equipment Operator I	2	\$26,720 - \$40,658
Maintenance Worker II	5	\$26,720 - \$40,658
Lead Maintenance Worker	1	\$28,071 - \$42,714
Traffic Services Technician	1	\$32,574 - \$49,566
<i>SOLID WASTE</i>		
Solid Waste Superintendent	1	\$50,777 - \$77,264
Crew Supervisor I	3	\$34,196 - \$52,034
Equipment Operator II	8	\$28,071 - \$42,714
Equipment Operator I	1	\$26,720 - \$40,658
Lead Maintenance Worker / Graffiti	1	\$28,071 - \$42,714
Maintenance Worker II	3	\$26,720 - \$40,658
Maintenance Worker I	1	\$25,429 - \$38,694
<i>HORTICULTURE</i>		
Horticulturist	1	\$43,778 - \$66,615
Lead Groundskeeper	1	\$28,071 - \$42,714
Groundskeeper II	2	\$26,720 - \$40,658
Groundskeeper I	2	\$25,429 - \$38,694

**2012-2013
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (130)		
<i>FLEET MAINTENANCE</i>		
Fleet Maint. Superintendent	1	\$50,777 - \$77,264
Mechanic II	3	\$34,196 - \$52,034
Garage Clerk	1	\$30,993 - \$47,159
<i>ENGINEERING</i>		
City Engineer	1	\$64,993 - \$98,895
Civil Engineer II	1	\$53,361 - \$81,194
Civil Engineer I	1	\$48,331 - \$73,540
Drafting Technician	2	\$32,574 - \$49,566
Engineering Technician	1	\$37,766 - \$57,467
Construction Inspector	2	\$37,766 - \$57,467
<i>SEWER CONST. & MAINT.</i>		
Sewer Utilities Superintendent	1	\$50,777 - \$77,264
Public Works Coordinator	1	\$43,778 - \$66,615
Utility Connection Coordinator	1	\$43,778 - \$66,615
Crew Supervisor I	1	\$34,196 - \$52,034
Utility Technician	1	\$32,574 - \$49,566
Utility Maint. Worker II	2	\$26,720 - \$40,658
Utility Maint. Worker I	4	\$25,429 - \$38,694
Lead Utility Maint. Worker	1	\$28,071 - \$42,714
Equipment Operator III	1	\$30,993 - \$47,159
Equipment Operator II	1	\$28,071 - \$42,714
<i>WATER CONST. & MAINT.</i>		
Water Utilities Superintendent	1	\$50,777 - \$77,264
Crew Supervisor I	4	\$34,196 - \$52,034
Lead Utility Maint. Worker	4	\$28,071 - \$42,714
Utility Maintenance Worker II	5	\$26,720 - \$40,658
Utility Maintenance Worker I	1	\$25,429 - \$38,694
Meter Reading Supervisor	1	\$34,196 - \$52,034
Meter Reader	8	\$28,071 - \$42,714
Equipment Operator II	3	\$28,071 - \$42,714

**2012-2013
DEPARTMENTAL EMPLOYEE CLASSIFICATION**

POSITION TITLES	BUDGETED POSITIONS	SALARY RANGE
DEPARTMENT OF PUBLIC WORKS CON'T (130)		
<i>WATER PLANT</i>		
WTP Superintendent	1	\$56,059 - \$85,300
Chief WTP Operator	1	\$39,677 - \$60,373
WTP Operator III	4	\$34,196 - \$52,034
WTP Operator II	2	\$30,993 - \$47,159
Utility Mechanic II	1	\$34,196 - \$52,034
Lab Supervisor	1	\$46,000 - \$69,994
Lab Technician II	1	\$37,766 - \$57,467
<i>WASTEWATER TREATMENT PLANT</i>		
WWTP Superintendent	1	\$56,059 - \$85,300
Chief WWTP Operator	1	\$39,677 - \$60,373
Pretreatment Coordinator	1	\$41,669 - \$63,403
Lab Supervisor	1	\$46,000 - \$69,994
Lab Technician II	1	\$37,766 - \$57,467
Utility Mechanic II	1	\$35,938 - \$54,685
Utility Mechanic I	1	\$34,196 - \$52,034
WWTP Operator III	2	\$34,196 - \$52,034
WWTP Operator II	4	\$30,993 - \$47,159
<i>WAREHOUSE</i>		
Maintenance/Inventory Tech.	1	\$30,993 - \$47,159
<i>PUBLIC BUILDING</i>		
Bldg./Grounds Superintendent	1	\$50,777 - \$77,264
Maintenance/Inventory Tech.	1	\$30,993 - \$47,159
Staff Assistant	1	\$30,993 - \$47,159
<i>GENERAL SERVICES</i>		
General Services Director	1	\$68,282 - \$103,899
Staff Assistant	1	\$30,993 - \$47,159

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

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

1.0 GENERAL

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

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

2.0 ADMINISTRATION AND MAINTENANCE

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

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

3.0 NEW EMPLOYEES – STARTING SALARIES

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

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

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

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

4.0 TRAINEE DESIGNATION AND PROVISIONS

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

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

training is successfully completed, the employee shall be paid at least the minimum rate established for the position for which the employee was trained.

5.0 PROBATIONARY PAY INCREASES

Employees hired, promoted, or reclassified may receive a pay increase within the range of up to approximately 5% upon successful completion of the probationary period. Employees serving a twelve-month probationary period are eligible for consideration of approximately a 2.5% increase after six months of successful employment and up to approximately an additional 5% upon successful completion of twelve months. The Human Resources Director must recommend and the City Manager must approve any exception.

6.0 MERIT PAY

Employees may be considered for advancement within the established salary range based on the quality of their overall performance. Guidelines for determining performance levels and performance pay increases shall be established and approved by the City Manager.

Merit increases are given at the discretion of City Council based upon available funds. When provided, a merit increase shall be given at the employee's anniversary/evaluation date, which is generally 12-months from the employee's probationary date, and shall accompany a written performance appraisal. Performance appraisals will be conducted for all employees in accordance with COS-PP-303, Employee Performance Appraisal, and forwarded to the Human Resources Department at least fourteen (14) days prior to the effective date. The salary increase should be in accordance with approved guidelines. The City Manager must approve any exception.

If the performance and salary review date for an employee occurs during a leave of absence, the employee should be reviewed within two (2) weeks of the employee's return to work unless an adjustment to the performance evaluation due date is approved. If a salary adjustment is recommended and approved, the adjustment will be effective at the beginning of the payroll period following the employee's return to work or adjusted performance evaluation due date.

7.0 MERIT/PERFORMANCE PAY BONUS

Employees who are at the maximum of their salary range for their position classification are eligible to be considered for a merit/performance pay bonus. Merit/performance pay bonuses shall be awarded in a lump sum payment and do not become part of the employee's base salary. The performance appraisal rating required for bonus consideration and the amount of the performance pay bonus will be determined by the City Manager with recommendation from the department head and the Human Resources Department.

8.0 SALARY EFFECT - PROMOTIONS/DEMOTIONS/TRANSFERS/RECLASSIFICATIONS

Promotions – When an employee is promoted into a position to which he is qualified, the employee's salary shall normally be advanced to the minimum level of the new position, or to a salary which provides an increase of up to approximately 5% over the employee's salary before the promotion, provided, however, that the new salary may not exceed the maximum rate of the new salary range. The purpose of the promotion pay increase is to recognize and compensate the employee for taking on increased responsibility. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

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

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

Demotions – When an employee is demoted into a position to which he is qualified, the employee’s salary shall be adjusted as indicated below:

Demotion initiated by management:

- as a result of marginal or unacceptable performance or disciplinary reasons - the salary shall be decreased at least 5%, or to the maximum of the new range.
- due to reasons other than inadequate performance or discipline - the salary will not be reduced.

Demotion requested by employee:

- due to dissatisfaction with the job or for other personal reasons - the salary shall be set at a rate in the lower pay range based on the skills, knowledge, and abilities of the employee as compared to position requirements.

The demotion must be recommended by the department head, reviewed by the Human Resources Director and approved by the City Manager. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

Transfers – The salary of an employee reassigned to a position in the same class or to a position in a different class within the same salary range shall not be changed by the assignment. Exceptions require prior approval of the City Manager. A written performance appraisal is required if more than six months have elapsed since the last appraisal was conducted.

Reclassifications – An employee whose position is reclassified to a class having a higher salary range shall receive a pay increase to the minimum of the new pay range or adjusted upward by at least 5.0% or an amount approved by the City Manager. If the employee is required to complete a probationary period, the employee’s salary may be advanced according to probationary pay guidelines. A written performance appraisal must accompany the request and be submitted to the Human Resources Department. The increase must be recommended by the department head and Human Resources Director and approved by the City Manager.

If the position is reclassified to a lower pay range, the employee’s salary shall remain the same. If the employee’s salary is above the maximum established for the new range, the salary of the employee shall be maintained at the current level until the range is increased above the employee’s salary.

9.0 POSITION DESCRIPTION, RE-EVALUATION, & EFFECT ON SALARY

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

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

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

When re-evaluation results in a position class being assigned to a higher salary range, employees in that class shall receive a pay increase to the minimum step of the new range or at least 5.0% or an amount approved by the City Manager. When re-evaluation results in a position class being assigned to a lower salary range, the salaries of employees in that class will remain unchanged. If this assignment to a lower salary range results in an employee being paid at a rate above the maximum step established for the new class, the salary of the employee shall be maintained at the current level until such time the employee's salary range is increased above the employee's current salary. Changes/adjustments must be recommended by the department head and Human Resources and approved by the City Manager.

10.0 CERTIFICATION

Salary increases may be granted to incumbents after obtaining job-related tenure, education, or certification/licensure in specialized areas of up to approximately 5.0%. Failure to obtain job related certification by the required time period may result in disciplinary action up to and including termination.

11.0 INTERIM ASSIGNMENT

Salary increases may be granted to employees who are temporarily assigned to a position at a higher salary grade. The assignment must be for an extended period of time; a minimum of 30 consecutive days. The salary shall be adjusted to the minimum of the higher salary grade or up to approximately 10%; whichever is greater. The salary shall be adjusted back to the lower grade and step upon completion of the assignment. Any non-exempt employee temporarily assigned to an exempt position shall not be eligible for overtime pay or compensatory time during the assignment.

12.0 EFFECTIVE DATE OF SALARY CHANGES

Salary changes shall be effective on the first day of the payroll period containing the effective date of the change; unless otherwise noted or approved by the City Manager.

13.0 AUTHORITY

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

- a) transactions outside established guidelines
- b) new hires
- c) merit/performance pay bonus
- d) equity adjustments
- e) promotions
- f) demotions
- g) position reclassifications

Other pay adjustments for city employees that are within the established percentage frequency guidelines may be approved by the City Manager's designee.

14.0 SALARY INCREASE GUIDE

A salary increase guide will be established and published by Human Resources prior to the beginning of each fiscal year and updated as conditions warrant.

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

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

15.0 OVERTIME PAY PROVISIONS

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

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

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

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

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

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

16.0 CALL-BACK and ON-CALL PAY

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

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

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

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

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

17.0 PAYROLL DEDUCTIONS

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

There are three (3) classes of payroll deductions:

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

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

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

CITY OF SANFORD, NC
PERSONNEL PROCEDURE

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

1.0 GENERAL

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

The purpose of the performance management program is to:

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

2.0 PERFORMANCE MANAGEMENT PROCESS

The Performance Management Process consists of the following steps:

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

The following actions are required:

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

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

3.0 PERFORMANCE APPRAISAL GUIDELINES AND DISCUSSION

Performance appraisals must be completed on all:

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

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

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

4.0 APPROVALS

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

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

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

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

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

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

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

PURPOSE

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

RESPONSIBILITY

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

PORTFOLIO DIVERSIFICATION

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

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

Diversification by Financial Institution:

Bankers' Acceptance (BAs):
No more than 25% of the total BA portfolio with any one institution.

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

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

Certificates of Deposit (CDs)
No more than 60% of the total CD portfolio with one institution.

Maturity Scheduling:

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

Under	1 year	80%
Under	2 years	100%

CITY OF SANFORD, NC

FINANCE PROCEDURE

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

A. Strategy

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

B. Market Trading Procedures

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

C. Collateralization of Deposits

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

D. Third-Party Safekeeping

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

REPORTING REQUIREMENTS

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

Extracted from Comprehensive Annual Financial Report
 Fiscal Year Ended June 30, 2011

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

Calendar Year	Population	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2002	23,409	\$ 624,552,120	\$ 26,680	36.07	8,438	7.7%
2003	23,530	634,909,990	26,983	36.13	8,472	6.7%
2004	23,625	622,486,150	27,669	36.18	8,924	5.8%
2005	23,832	664,531,488	26,455	36.22	8,958	5.2%
2006	25,864	721,191,776	27,884	36.40	9,021	5.4%
2007	26,633	625,103,143	23,471	38.00	9,125	5.1%
2008	27,271	643,131,993	23,583	38.00	9,304	7.0%
2009	27,806	636,117,862	22,877	38.00	9,579	14.8%
2010	28,178	632,229,786	22,437	38.00	9,545	12.5%
2011	28,249	N/A	N/A	N/A	9,565	11.9%

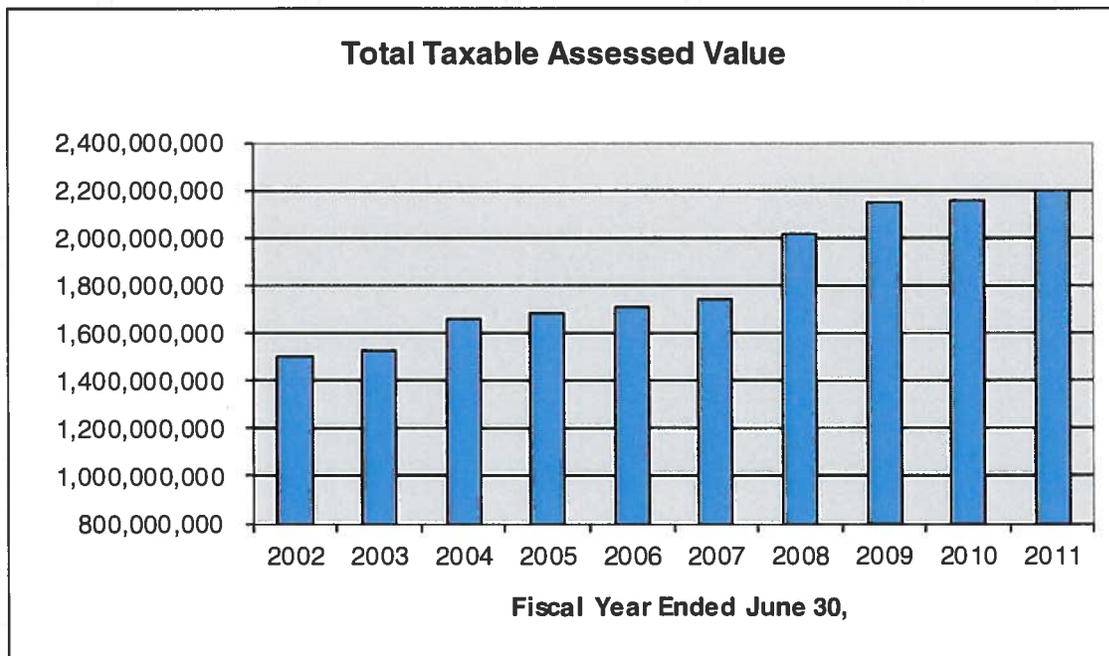
Sources of Information:

- Population information provided by the North Carolina Department of Revenue
- Personal income, median age and school enrollment all provided by North Carolina Department of Commerce
- Unemployment rate provided by Employment Security Commission of North Carolina

Extracted from Comprehensive Annual Financial Report
 Fiscal Year Ended June 30, 2011

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
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	0.54	100.00%
2009	1,590,534,730	502,030,951	56,571,637	2,149,137,318	0.54	93.94%
2010	1,596,056,195	503,155,504	53,650,278	2,152,861,977	0.54	95.77%
2011	1,617,354,027	524,799,038	51,607,449	2,193,760,514	0.54	96.60%



Source: Lee County Tax Office

Extracted from Comprehensive Annual Financial Report
Fiscal Year Ended June 30, 2011

CITY OF SANFORD, NORTH CAROLINA
PRINCIPAL PROPERTY TAX PAYERS
JUNE 30, 2011 COMPARED TO JUNE 30, 2002

Taxpayer	2011			2002		
	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Coty, Inc.	\$ 95,331,702	1	4.35%	\$ 19,726,100	6	1.32%
Simpson & Simpson	62,237,304	2	2.84%	17,639,451	8	1.18%
Frontier Spinning Mills	60,519,265	3	2.76%	76,131,599	1	5.08%
Moen, Inc.	32,794,691	4	1.49%	43,043,934	2	2.87%
Magneti Marelli USA, INC.	27,936,064	5	1.27%	26,345,915	4	1.76%
Praxis Biologics	25,624,444	6	1.17%			
Static Control	25,222,247	7	1.15%			
The Pantry	25,047,338	8	1.14%			
AMI/ Central Carolina Hospital	21,984,838	9	1.00%			
The Oaks	21,129,800	10	0.96%			
Parkdale				27,583,736	3	1.84%
Coty US LLC				20,350,704	5	1.36%
Wachovia Capital Markets				18,185,000	7	1.21%
Eaton				17,577,073	9	1.17%
Alltel Carolina				17,370,108	10	1.16%
Total	\$ 397,827,693		18.13%	\$ 283,953,620		18.95%

Source: Lee County Tax Office

Note: Cumulative information is only available for the past 6 years. The table will be comparative by a ten year span as the information becomes available.

Extracted from Comprehensive Annual Financial Report
 Fiscal Year Ended June 30, 2011

CITY OF SANFORD, NORTH CAROLINA
 PRINCIPAL EMPLOYERS
 JUNE 30, 2011 COMPARED TO JUNE 30, 2006

Employer	2011			2006		
	Employees	Rank	Percentage of Total Lee County Employment	Employees	Rank	Percentage of Total Lee County Employment
Static Control	1,250	1	5.45%	1,400	1	5.49%
Coty	795	2	3.47%	750	2	2.94%
Pentair	600	3	2.62%	420	6	1.65%
Frontier Spinning	470	4	2.05%	345	8	1.35%
Arden	457	5	1.99%	384	7	1.51%
Tyson	443	6	1.93%	460	5	1.80%
Moen	375	7	1.63%	725	3	2.84%
J.T. Davenport	314	8	1.37%			0.00%
Magneti Marelli	300	9	1.31%	585	4	2.29%
3M	235	10	1.02%			
Parkdale Mills				220	9	0.86%
Hanes Brands						
National Textiles				165	10	0.65%
Total	5,239		22.84%	5,454		21.38%

Source: Lee County Economic Development

Note: Cumulative information is only available for the past 6 years. The table will be comparative by a ten year span as the information becomes available.

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BUDGET GLOSSARY

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

ADA – American Disability Act

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

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

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

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

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

ARRA – American Recovery and Reinvestment Act (stimulus funds)

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

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

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

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

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

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

Basis of Budgeting – Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles (GAAP), applicable to governmental units. Budget ordinances are adopted annually for all funds, except project ordinance budgets which are adopted on a multi-year basis. All annual appropriations lapse at fiscal year end, except for project ordinance budgets which continue the length of the project.

Bond - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

Bond Anticipation Notes (BANs) - Short-term interest-bearing notes issued by the City in anticipation of bonds to be issued at a later date; the notes are retired from proceeds of the bond issue to which they are related.

Budget - A statement in dollar terms of the City's program of service delivery for the ensuing fiscal year.

Budget Amendment - A legal procedure utilized by the City staff and City Council to revise a budget appropriation.

Budget Calendar - The schedule of key dates which the City's departments follow in the preparation, adoption and administration of the budget.

Budget Document - The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

Budget Message - The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance - The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Budgetary Control - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Outlays - Expenditures for the acquisition of capital assets. Includes the cost of land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment.

Capital Improvement Program (CIP) - A plan for major capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

Cash Accounting - A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Management - The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships.

CAV- Community Assistance Visit

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

COBRA – Consolidated Omnibus Budget Reconciliation Act

CDHP – Consumer Driven Health Plan

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

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

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

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

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

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

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

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

DENR – Department of Environment and Natural Resources

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

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

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

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

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

ESTC – Emergency Service Training Center

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

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

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

EPA – Environmental Protection Association

EPZ – Emergency Processing Zone – A 10 mile area located around the Shearon Harris Nuclear Power Plant.

ERRP – Early Retiree Reinsurance Program

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

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

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

FLSA – Fair Labor Standards Act

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

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

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

FMLA – Family and Medical Leave Act

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

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

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

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

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

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

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

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

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

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

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

GFOA – Government Finance Officers Association

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

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

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

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

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

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

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

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

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

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

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

LAN- Local Area Network

Lapsing Appropriation – An appropriation made for a certain period of time generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

Lease-Purchase Agreement - An agreement that conveys the right to property or equipment for a stated period of item that allows the City to spread the cost of the acquisition over several budget years.

LEED- Leadership in Energy and Environmental Design

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

LIDAR- Light Aerial Detection Radar

Line Item Budget - A budget that lists each expenditure category (salaries, material, telephone, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Government Budget and Fiscal Control Act - This act governs all financial activities of local Governments within the State of North Carolina.

Long Term Debt - Debt with a maturity of more than one year after the date of issuance.

Mill – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed valuations.

Maturities - The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Merit Program - An established system to recognize and financially reward employee performance that exceeds the City's standards for a classification.

Modified Accrual Accounting - The accounting approach under which revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period, and expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due.

NFPA – National Fire Protection Association

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

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

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

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

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

OSHA – Occupational Safety and Hazard Administration

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

PASS – Personal Alert Safety System

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

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

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

PLC – Programmable Logic Controller

PPO – Preferred Provider Organization

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

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

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

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

RAS – Return Activated Sludge

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

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

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

Restricted Reserve - An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Retained Earnings - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Reserve - A portion of fund balance earmarked to indicate 1) that is not available for expenditure, or 2) is legally segregated for a specific future use.

Resources - Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

Revaluation - Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Lee County Tax Assessor's Office; under State law, all property must be revalued no less frequently than once every eight years.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Funds. Such bonds sometimes also contain a mortgage on the fund's property.

RIT – Rapid Intervention Team

SCBA – Self Contained Breathing Apparatus

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

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

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

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

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

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

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

UDO – Unified Development Ordinance

URP – Urgent Repair Program

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

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

USERRA – Uniform Services Employment and Re-employment Rights Act

WAN – Wide Area Network

WTP – Water Treatment Plant

WWTP – Waste Water Treatment Plant

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