



CITY OF  
**SANFORD**

FINAL BUDGET  
2020-2021 FISCAL YEAR

October 1, 2020 – September 30, 2021  
Prepared by the  
Offices of the City Manager and Finance



CITY OF  
**SANFORD**  
FLORIDA

*City of Sanford, Florida*

## **2020/2021 Budget**

*October 1, 2020 – September 30, 2021*

### **City Commission**

**Art Woodruff, Mayor**  
**Sheena Britton, District 1**  
**Kerry Wiggins, Sr., District 2, Vice Mayor**  
**Patrick Austin, District 3**  
**Patty Mahany, District 4**

### **City Manager**

**Norton N. Bonaparte, Jr.**

### **Deputy City Manager**

**Thomas George**

### **Finance Director**

**Cynthia Lindsay, CPA, CGFO**



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# Community Profile

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- **Sanford Demographics**
- **Largest Local Taxpayers**
- **Mayor, City Commission and Staff**
- **Strategic Plan**



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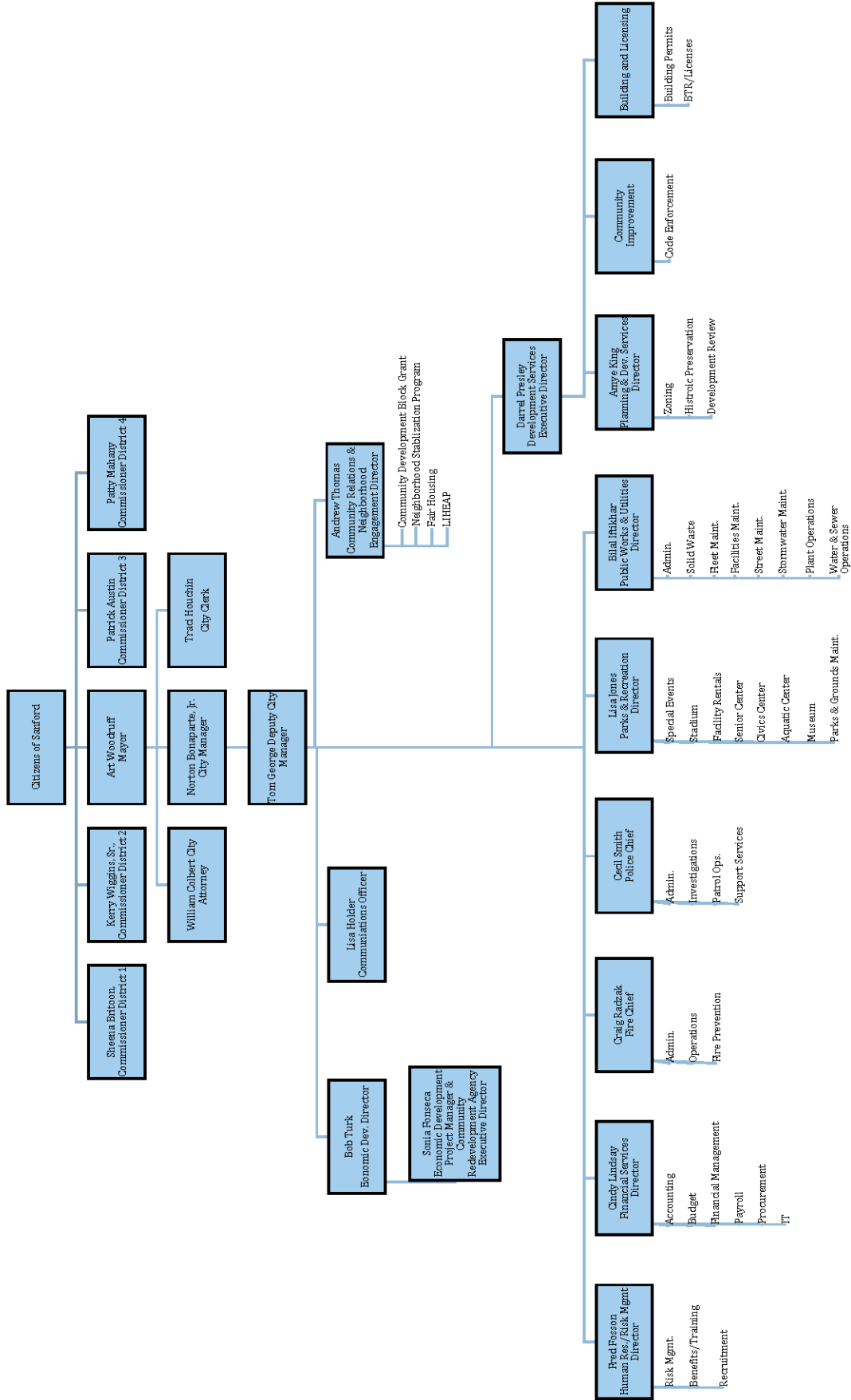
## **OUR VISION**

**Sanford is a significant cultural and business hub for the Central Florida region. With its showcase waterfront, extensive transportation network, distinctive cultural corridor and historic downtown, Sanford is a vibrant and safe City in which people choose to live, work, raise a family, attend school, shop, play and retire.**

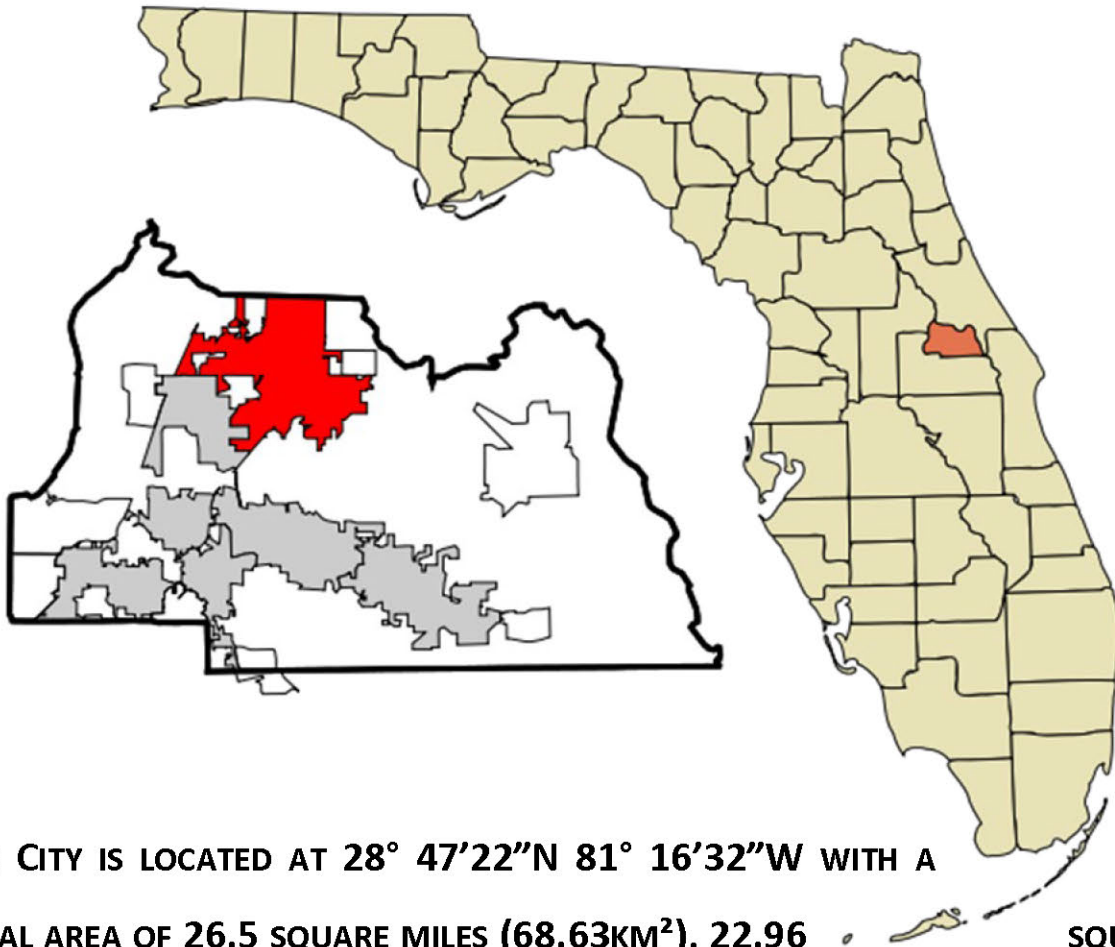
## **OUR MISSION**

**The City of Sanford is dedicated to the delivery of a high standard of service that cultivates a vibrant business and citizen partnership and fosters a well-connected, economically thriving community that celebrates its distinctive historical, natural, social and cultural character.**

# City of Sanford Organization Chart



# CITY OF SANFORD LOCATION



THE CITY IS LOCATED AT  $28^{\circ} 47'22''N$   $81^{\circ} 16'32''W$  WITH A  
TOTAL AREA OF 26.5 SQUARE MILES ( $68.63\text{KM}^2$ ), 22.96 SQUARE  
MILES ( $59.47\text{KM}^2$ ) OF LAND, AND 3.54 SQUARE MILES ( $9.17\text{KM}^2$ ) OF WATER.

SOURCE: WIKIPEDIA.ORG

# City of Sanford Profile

Sanford is located in Central Florida in Seminole County, one of the fastest growing counties in the nation and sits on the south shore of Lake Monroe at the head of the navigation on the St. John's River. During the Seminole Wars of the 1830's, the area was the site of an U.S. Army post named Fort Mellon. As settlers moved into the area, the town of Mellonville was established. With the advent of commercial steamboat service, the town became a distribution point for goods essential for the growth of Central Florida. When Orange County was created in 1845, Mellonville became the county seat.



In 1870, Henry Shelton Sanford purchased the land west of Mellonville. He planned a new city "the Gate City of South Florida," which he believed would become the transportation hub for all of southern Florida. In 1877, the City of Sanford was incorporated and Mellonville was annexed six years later. In 1880, Henry S. Sanford formed a land company in London to encourage investments in the new city. That same year construction began on the South Florida Railroad with a terminus in Sanford. By 1884, Sanford was a prosperous town with wharves, a railroad station and a large hotel.



Mr. Sanford's greatest interest in Florida was the development of Belair, a citrus grove and experimental garden near Sanford. More than 140 varieties of citrus, including the Valencia orange, were tested for adaptability to the Florida climate.

In September 1887, a bakery on First Street caught fire. The blaze spread rapidly through the wooden buildings on the east side of town until it was stopped by the volunteer fire department. When the town was rebuilt, the new structures were made of brick.

During the winter of 1894-95, the citrus industry received a serious blow when freezing temperatures destroyed the year's entire crop. Many citizens faced economic ruin and left the area. Those who stayed harnessed artesian wells and developed a sub-irrigation system that permitted commercial agriculture. By the first decade of the 20th century, Sanford was one of the largest vegetable shipping centers in the United States, and received the nickname "Celery City" for the most successful crop.



On April 25, 1913, Seminole County was officially established with Sanford as the county seat. In the boom and bust years that followed, Sanford shared in the growth of Central Florida.

From 1942 to 1968, the Sanford U.S. Naval Air Station drew many residents away from agriculture and brought new people to the city. Today the old station is Sanford's International Airport. The Sanford Commercial District was proclaimed a historic district and placed on the National Register in 1976.

Sanford, one of Central Florida's oldest incorporated cities, is home to brick lined streets, towering oaks, elegant store-fronts and large, nineteenth-century Victorian homes. The downtown, which once featured feed stores and dry good sellers, now showcases antique shops, restaurants and art galleries. Picturesque



First Street, the center of downtown Sanford, is a vibrant, enticing destination. Events, such as the Saturday morning Farmers Market and jazz concerts in Magnolia Square; theatrical productions at the newly renovated Wayne Densch Performing Arts Center; and the monthly Alive After 5 street parties attract visitors from all over Central Florida.

Sanford sits on the south shore of Lake Monroe, providing a waterfront backdrop for walking, jogging or just enjoying the natural beauty. Riverwalk, with its gazebos and swinging benches, has 1.2 miles of pedestrian walking paths. Along the way, you can visit Veterans Memorial Park, Marina Island, Ft. Mellon Park, and the Sanford Museum or have lunch at one of the lakeside restaurants.



The booming retail activity just west of downtown includes one of the largest malls in Central Florida, The Seminole Towne Center, as well as numerous retail enclaves surrounding it. One of the area's largest congregation of auto and motorcycle dealers is located in this vicinity, as well.

Restaurants, movie theaters, bookstores and other service facilities are readily available "close to home." And the marinas at the Port of Sanford, at the Osteen Bridge and in Downtown offer boaters of every level ready access to Lake Monroe and the beautiful St. John's River.

The City of Sanford is well protected by the authorized 130 sworn officers and 79 certified firefighters. The men and women of the Sanford Police Department are proud of the partnership they have created with our community. The Sanford Fire Department personnel are EMT trained and paramedic trained which allows the City to provide emergency medical service to its



residents. The fire protection service has an Insurance Services Office (ISO) rating of 4. The Sanford Police Department has many specialized units to better serve the citizens within our community. The units include: Traffic, K-9, Investigations, School

Resource Officers, Crime Prevention and Community Policing Officers.

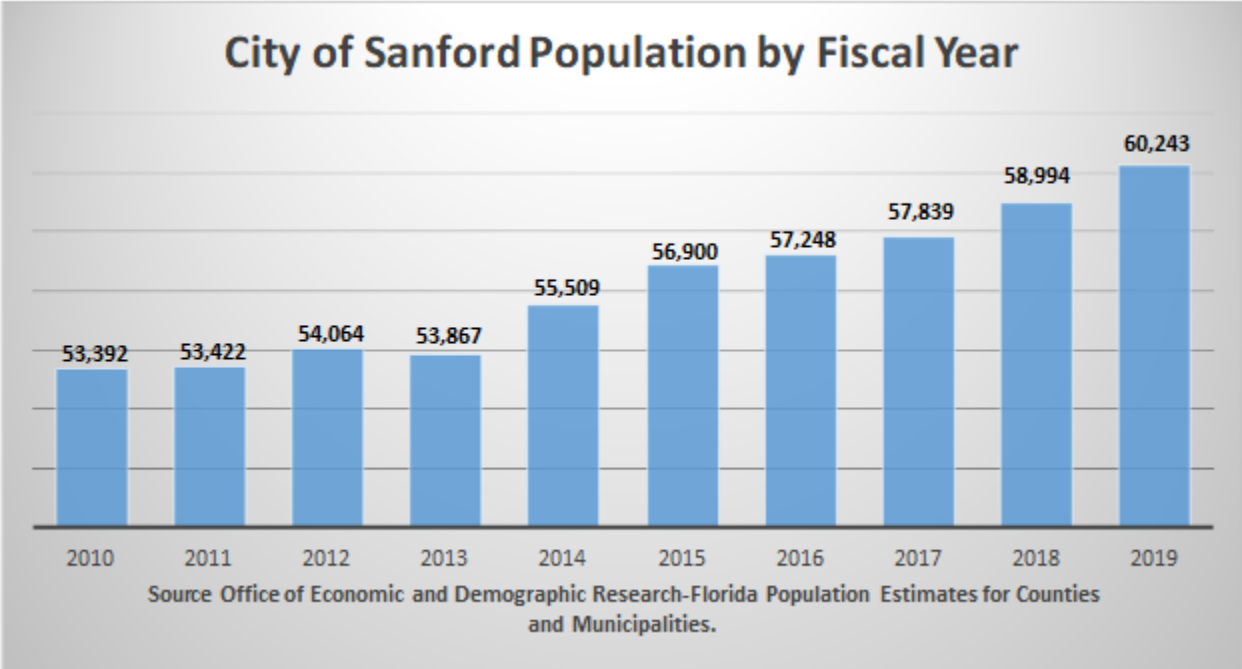


# Sanford Demographics

Employer Name	Business Type	Employees
Orlando Sanford International Airport	Airport	3,500
Central Florida Regional Hospital	Medical	2,108
Seminole County Public Schools	Public Schools	1,723
Seminole State College	College	1,602
Seminole County Sheriff	Government	1,353
Seminole County Government	Government	1,289
Walmart Stores - Sanford	Retail	680
Seminole Town Center	Retail	625
City of Sanford	Government	504
Waste Pro USA	Solidwaste	248

Unemployment Rate	FY 2016	FY 2017	FY 2018	FY 2019
City of Sanord	4.3%	3.0%	2.9%	2.6%

# Sanford Demographics



# Largest Local Taxpayers

Taxpayer Name	Taxable Value	Total Taxes
Florida Power & Light Co.	65,790,405	481,915
Seminole Town Center LP	58,486,306	428,412
Solstice Loop Holdings LLC	49,908,120	365,577
Lakes Edge Apartments LLC	42,907,026	314,294
CRLP Twin Lakes LLC	42,188,554	309,031
WRI Seminole II LLC	41,626,633	304,915
Solara Holdings - CJ LLC	38,037,440	278,624
Bre Piper MF Westlake FL LLC	33,674,830	246,668
Wal-Mart Stores East LP	32,017,528	234,528
Central Florida Regional Hospital	26,163,476	191,647

# Sanford City Commission

The City of Sanford operates with a Commission-Manager form of government. The City Commission is comprised of a Mayor, who is elected at large, and four Commission Members, one elected from each district. The Commission appoints the City Manager, City Attorney, and City Clerk, who work with direction both from the City Commission and City Manager. All other staff members work under the direction of the City Manager.

**Mayor Art Woodruff**  
**Appointed to Mayor: 2020**  
**Current Term Expires: 2023**

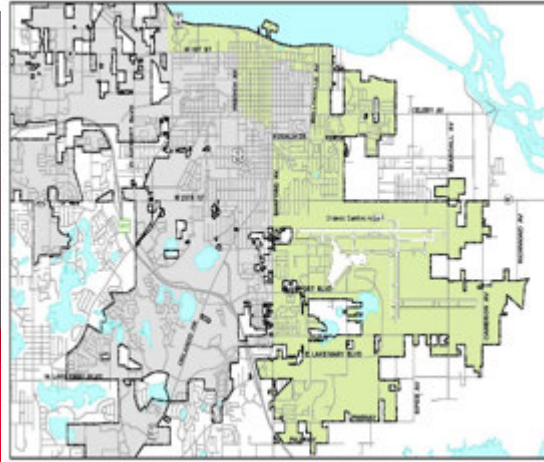


Art Woodruff was born and raised in Sanford as a sixth generation Sanfordite. Graduating from Seminole High School in 1980 he attended the University of North Carolina and returned to Sanford where he started teaching in Seminole County Public Schools. After fourteen years at Seminole High School as a science teacher and yearbook adviser, he transferred to Oviedo High School where he currently teaches science and computer science.

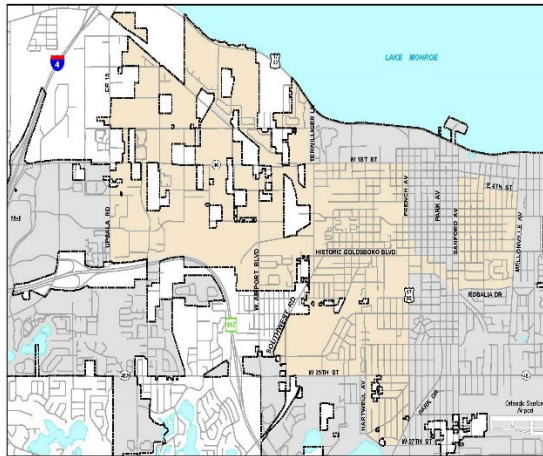
Art and his wife Patti have been married since 1995 and have two children, Daniel and Rachel. Patti is a health care coordinator for Kindred at Home. First elected as the District 1 Commissioner in 2001, he served through 2010. After one term off, he was again elected in November 2014. In July 2020 he was appointed Mayor following the resignation of Mayor Jeff Triplett.

Mayor Woodruff serves on the boards of the Community Improvement Association of Seminole County, the Wayne Densch Performing Arts Center, Run for God hand has been instrumental in the restoration of Historic, Hopper Academy. He also serves as a leader in Boy Scout Troop 787.

Art looks forward to building on the many positive improvements that have taken place while he has served on the City Commission and continuing to make Sanford a place where we want to live, work, and play.



**Sheena Britton District 1**  
**Appointed: 2020**  
**Current Term Expires: 2023**

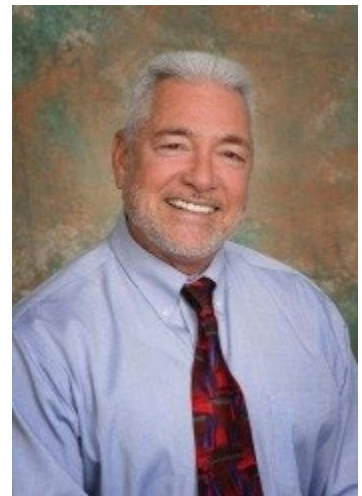


**Vice Mayor, Kerry Wiggins, Sr., District 2**  
**Elected: 2019**  
**Current Term Expires: 2023**





**Norton N. Bonaparte, Jr.**  
**City Manager**  
**Since: 2011**



**Thomas George**  
**Deputy City Manager**  
**Since: 2011**

# Strategic plan

A core principle of the City of Sanford is to listen to its Citizens. By better understanding the priorities and needs of our customers we can better shape our service delivery and programs to meet those needs.

The City of Sanford strives to address community issues as they arise and anticipate the needs of the community by taking positive and proactive measures to address major issues and concerns of the Citizens. To achieve this end, the City Commission and City Manager initiated the Imagine Sanford Community Strategic Planning Initiative. This outreach to our community, our customers and all our stakeholders has resulted in the Sanford Vision and Strategic Plan document that will provide guidance for our budgeting process each year.



## *Strategic Planning*

Strategic planning is a group dynamic process, which enables an organization to address immediate issues, examine trends, assess capabilities, re-examine its reason for existence, define a new sense of direction, and develop an action plan to put the new direction into effect. The goal of strategic planning is to have the stakeholders work collectively to identify the purpose and direction for the organization, identify the issues and trends that may inhibit that vision, assess the resources and capabilities of the organization, and then develop an action plan to put the vision into effect.

At its foundation, strategic planning is about facing change, planning for it, and positioning the community to make the most of change. An organization and individuals must cope with change through communication and participation, these are core principles of this process. The primary objective of Strategic Planning is to focus on organizational direction or purpose. In strategic planning, the objective is to ensure that the organization’s direction guides the development of programs, the delivery of services and provides focus for our planning and budgeting efforts.

During the recent Imagine Sanford Community Strategic Planning Initiative the following Vision, Mission, Values and Initiatives were identified and adopted. These were the result of many hours of interaction and discussions between our citizens and communities, a very dedicated and representative Steering Committee and the Sanford City Commission.

### ***Vision***

Sanford is a significant cultural and business hub for the Central Florida Region. With its showcase waterfront, extensive transportation network, distinctive cultural corridor and historic downtown, Sanford is a vibrant and safe City in which people choose to live, work, raise a family, attend school, shop, play and retire.

### ***Mission***

The City of Sanford is dedicated to the delivery of a high standard of services that cultivates a vibrant business and citizen partnership and fosters a well-connected, economically thriving community that celebrates its distinctive historical, natural, social, and cultural character.

### ***Community Values***

The core values that stand at the center of Sanford's unique identity and vision:

#### ***Character***

We value Sanford's authenticity as a resilient, hardworking community that preserves its history.

#### ***Culture***

We enjoy a distinctive identity that reflects our diversity, friendliness and faith, each enriching our culture and history.

#### ***Connections***

Sanford is a well-connected regional hub that offers opportunity through accessibility and a collaborative spirit of problem solving.



## *Commerce*

Our growth depends on regional access, a thriving downtown, opportunities for personal growth and promotion of our cultural and economic assets.

### *Six Vision Themes*

1. Unify Downtown and the Waterfront
2. Improve Connectivity
3. Promote Sanford's Distinct Culture
4. Build Capacity for Civic Leadership
5. Redevelop and Revitalize Disadvantaged Communities
6. Update the Regulatory & Policy Framework

### *Six Target Areas and Initiatives*

#### *Downtown Area*

- Improve east/west connectivity across 17-92 and between neighborhoods
- Strengthen Sanford Avenue corridor with appropriate retail and civic uses at key intersections
- Relocate civic uses away from the waterfront to provide locations for mixed-use development and better waterfront access
- Improve connections to the water by strengthening north/south streets and establishing higher value uses along the waterfront
- Connect parks, open space and civic uses within the walkable downtown area
- Preserve the character of the historic neighborhoods south of 3rd Street

#### *Goldsboro Area*

- Strengthen connections across SR 46 to SunRail and the waterfront
- Enhance safety and the character of the SR 46 Corridor
- Focus on revitalization within the neighborhood through infill housing initiatives and a proposed civic hub along the 17-92 Corridor
- Re-stitch the fabric of the neighborhood by connecting streets and adding small neighborhood parks
- Strengthen north/south connectivity with proposed at-grade, street crossings across existing railroad tracks

- Improve east/west connectivity by extending the Goldsboro Trail and making both 4th & 7th Streets better for bicyclists and pedestrians
- Enhance and reinforce Historic Goldsboro Boulevard with neighborhood scale commercial infill

### *SunRail Station Area*

- Capitalize on the location of SunRail transit stop by improving connectivity east/west along SR 46, to the neighborhoods beyond the railroad track to the north, and south across SR 46
- Reinforce Transit Oriented Development (TOD) with higher density multi-family uses and mixed-use infill
- Strengthen the SR 46 corridor with infill office and retail opportunities, enhancing the future character along this entry into downtown Sanford
- Create a new mixed-use and residential community in the mid-point of Sanford that capitalizes on great highway and regional transit access, offering proximity to Seminole Towne Center and historic downtown Sanford
- Redesignate 17-92 along the SR 46 and Monroe Avenue corridors, providing better connectivity and strengthening the visibility of the industrial area on the western edge along Monroe Avenue



### *Seminole Towne Center/St. Johns Parkway Area*

- Orient land uses to regional highway access and improve connectivity to SR 46
- Improve north/south connectivity and general access through the area with more complete street network
- Improve walking and bicycling along St Johns Parkway
- Provide for both light and heavy industrial expansion as employment base for the city
- Create a "place" for residents in surrounding high-density communities by focusing on entertainment-based retail opportunities
- Infill with appropriate retail, mixed-use, and multi-family uses within the immediate vicinity of Seminole Towne Center

### *Seminole State College Area*

- Create gateway focal point at intersection of Airport Boulevard and 17-92 with service related retail and hotel uses
- Reinforce and enhance the character along 17-92 through streetscape improvements and appropriate infill projects
- Establish new mixed-use hub anchored by civic uses at the intersection of Lake Mary Boulevard and 17-92
- Strengthen Airport Boulevard connectivity from airport to planned SunRail stations
- Enhance connectivity across 17-92 for bicyclists and pedestrians

### *Airport Area*

- Create gateway focal point at intersection of Airport Boulevard and Sanford Avenue with service-related retail and hotel uses
- Improve connectivity eastward to 17-92 by reinforcing Lake Mary Boulevard and Airport Boulevard
- Prepare for future passenger transit along existing RR spur
- Increase residential densities around the proposed gateway with appropriate multi-family uses
- Improve directional signage and way finding along Sanford Avenue
- Expand airport-related services to the south with office and distribution uses

The above Vision, Mission, Values and Initiatives will guide and direct our budget process and annual allocation of funds. In order to remain current and relevant, the City will periodically revisit our initiatives and progress. We will continue to engage and interact with our citizens, our customers and our City Commission in order to update and, when necessary, revise our initiatives, goals and priorities.





CITY OF  
**SANFORD**  
FLORIDA

# BUDGET MESSAGE

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- **CITY MANAGER'S MESSAGE**



CITY OF  
**SANFORD**  
FLORIDA

September 9, 2020

Mayor Art Woodruff and Members of the City Commission  
Sanford, Florida

In compliance with state law and the City Charter, we are submitting the 2020/2021 Budget. As required by Section 5.04 of the City Charter, the final budget for 2021 is balanced such that, “The total expenditures shall not exceed the total of estimated income and prior year surpluses, if any.”

### **Citywide Budget**

The City’s final 2020/2021 budget totals approximately \$139.5 million for all activities, including utility funds, capital projects, debt service and other special revenue funds. Total expenditures are increasing \$1,591,129, an increase of 1.1% from last year’s final budget. The increase is attributed to the General Fund increasing \$831,847, the Enterprise Fund increasing \$683,179, and the Special Revenue Funds increasing \$960,005 and offset decreases in the CRA Fund of \$25,479, the Internal Service Funds of \$506,443 the Capital Project Funds of \$281,726 and the Debt Fund of \$70,254.

### **General Fund**

By employing zero-based budgeting, the 2021 budget is balanced.

The final budget is composed with a millage rate at 7.325 mills. This represents a 6.18% increase over the prior year when compared to the rollback rate. The budget is balanced at this millage rate.

### **Budget Highlights:**

- The final budget includes 3% for possible wage adjustments for non-union employees. The budget also includes funds set aside for union employee raise adjustments.
- Capital – this proposal includes funding for various infrastructure and equipment needs of which funding from General Fund amounts to \$3,037,689. Please see the CIP plan under the Capital Improvement Plan Section for further details.

- Due to the effect COVID-19 has had on the economy, the 2021 budget was proposed with an overall decrease in operations of \$15,897. This involved increases in some items that could not be controlled such as dispatch services through the county, increased costs in supplies, and the increase usage of supplies to protect the employees and citizens from possible exposure to COVID-19 while cutting where we could in order to account for the decrease in some revenues such as sales tax, communication service tax, state shared revenue, and charges for services.

## Property Tax Rate and Revenues

On June 23, the Seminole County Property Appraiser provided the required Certification of Value with a total current year taxable value for property in Sanford of \$3.8 billion. This was a 9.3% increase from the prior year's valuation. For this reason, the rolled-back rate (that is the rate at which the prior year's tax amount can be raised from the new valuation) is 6.8661%, compared to the current year's rate of 7.325 mills. The current millage rate of 7.325 will increase revenues by 9.5%. Since 2008, this is fourth year that the City's ad valorem tax revenue has exceeded the 2008 amount.

Under new laws adopted in 2008 to implement the provisions of Amendment 1, and to further restrict the ability of local government to make local funding decisions, the City Commission has the following options when considering the property tax rate for the City.

Millage Rate Options	Two-thirds 4-1 or 4-0	Majority 3-2	Majority 3-2
Taxable Value	3,772,528,590	3,772,528,590	3,772,528,590
Roll-back Rate	6.8661	6.8661	6.8661
Rate Options	10.7659	6.8661	7.325
Current Rate	7.325	7.325	7.325
Percent Increase (Decrease) over Rollback	56.7979%	-%	6.6836%
Property Tax Revenues at Rate Option	38,583,932	24,607,431	26,252,083
Property Tax Revenue at Roll-back Rate	25,902,559	25,902,559	25,902,559
Revenues at Rate Options vs. Roll-back Rate	12,681,374	(1,295,128)	349,525

At the final millage rate of 7.325, on average, the single family homeowner will pay \$798.68 a year of \$66.56 per month in taxes to the City of Sanford.



## **Special Revenue Funds**

The City receives revenues that are restricted to certain governmental purposes, such as fuel taxes dedicated to street projects (Local Option Gas Tax), the 3rd Generation Sales Tax which is dedicated to transportation infrastructure projects, as well as impact fees for expanding recreation, police and fire services, and confiscations and fine revenue dedicated to police training and equipment (2nd Dollar Fund and Police Trust Fund). The budget also includes the Building Inspection Fund, where new construction fees and service charges fund Florida Building Code compliance and adherence to City codes, as well as the Cemetery Fund, which receives revenues for plot sales and provides maintenance services. The City also maintains a two separate special revenue funds for grants, the Low Income Home Energy Fund (LIHEAP) and the Community Development Block Grant Fund (CDBG). The LIHEAP grant is a program that provides energy assistance to help eligible low income households. The CDBG grant is a program that provides assistance to designated low income areas in the City for social programs and infrastructure improvements.

The Local Option Gas Tax Fund will provide about \$1 million for road work in 2020/2021. The Third Generation Sales Tax Fund will provide about \$3.7 million in new revenues for capital street projects. These two funds are effected by COVID-19 and as such the revenues have decreased from prior year by 15% and 2.1% respectively.

## **Component Funds**

The budget includes a Community Redevelopment Agency, a funding mechanism for infrastructure improvements targeting redevelopment and economic development in Sanford, the Downtown Waterfront Agency. In 2020/2021 the City's obligation to this agency will exceed \$1.5 million.

## **Debt Service Fund**

The Debt Service Fund provides for the repayment of debt for general government obligations (debt payments for enterprise and redevelopment funds are shown in their respective funds). This fund pays for the City's fire truck leases, police vehicle leases, and the Public Safety Complex Bond – approximately \$1.66 million in annual payments.

## **Capital Projects Funds**

The Capital Projects Funds contain governmental capital projects, usually funded through a combination of transfers from the General Fund, Grants, Impact Fees, Donations and other funds as applicable. Capital funded from the General Fund in the 2021 budget is \$3,037,689 for various infrastructure and equipment replacement needs.

## **Enterprise Funds (Utilities)**

Enterprise services, such as solid waste collection, storm water management and water and wastewater treatment are funded through service charges; the only rate increases planned for 2021 are from the change in CPI index for water and sewer fees and solid waste fees.

## **Internal Service Funds**

The City has two insurance funds, the General Insurance Fund, which administers the City's liability and workers compensation insurance, and the Health Insurance Fund, which administers all employee and retiree health insurance costs. These are internal service funds, which means that the costs are charged back to the "client" funds based on an allocation related to the type of insurance. General Insurance Fund costs are managed by Risk Management staff in the Human Resources Department.

## **Guiding Principles for Budget Development**

As in prior years, certain principles were employed to develop the 2021 budget. They are:

The City's budget is synonymous with policy. The budget establishes what programs and activities are important to the community.

The City is a service organization. The most important asset of a service organization is trained, motivated, adequately compensated, and properly led employees. With the exception of most Police Department personnel, employees from 2008 through 2020 have gone through eight years without merit raises and five years without COLA's while having many benefits reduced or eliminated. The final budget contains 3% raises for non-union employees. Additionally, the General Fund workforce has been reduced by approximately forty positions (not including authorized and unfunded positions) over the last eight years.

The City's current services are to be given priority. In line with Commission direction, we have focused on maintaining basic services especially in the areas of public safety.

All fee schedules and user charges are to be reviewed and adjusted to ensure that rates are equitable and cover the cost of the service deemed appropriate by the City Commission. Residents will experience an increase in solid waste collection fees, storm water, and water fees.

The City will avoid budget and accounting procedures that balance the current budget at the expense of future budgets. With only enough funding for operating costs and limited capital replacement, the City risks more unanticipated costs as equipment and infrastructure age, which may also impact our ability to maintain a 14% operating reserve.

The City will maintain reserves adequate to ensure that resources are available annually for the replacement of vehicles and equipment. As noted above, this budget calls for very limited capital replacements.

The City will maintain reserves that are adequate to protect against unforeseen events. In 2018 the City Commission voted a minimum operating reserve for the General Fund of 14% of expenditures. Our neighboring Cities have policies ranging from 15%, 20% and 25% while their actual reserves are 43%, 42%, 89%, 54%, 31%, and 22% while the City's actual reserves are currently at 24.64%.

Local funds will be leveraged by aggressively seeking outside funding sources. The City continues to aggressively pursue both federal and state grants; however Federal and State agencies are also struggling to balance their budgets, so funds are severely limited.

High priority will be given to expenditures that will reduce future operating costs — such as better use of technology, equipment, and better business methods. Many improvements to the information technology “infrastructure” have been made in the last five years. However, in order to maintain this progress, we need to continue to fund capital replacements as well as investigate improved technology to aid in basic services.

### **Future Budget Impacts**

The current forecast on general fund revenues is approximately 3.8% in FY 2022 for a total revenue increase of \$1,984,548 and the following increases in expenditures are expected:

- Salary and Benefit Increases \$ 1,346,326
- Operational costs \$ 232,046

As noted earlier – the property tax values in the City have increased over prior years. The City has approximately \$51.7 million dollars worth of asset repairs and replacements that must be addressed on average every 23 years. The past ten years, these assets have been addressed on a limited to no basis. The amount of funds needed to address the assets neglected over the past several years is currently \$26 million dollars and going forward to address recurring repairs and replacements, the City is looking at needing a replacement plan that would allow for funding of \$6 million dollars per year. We continue to urge the City Commission to think strategically and long-term as it relates to budget development.

Sincerely,



Norton N. Bonaparte, Jr.  
City Manager



Cynthia M. Lindsay  
Director of Finance



CITY OF  
**SANFORD**  
FLORIDA

# BUDGET OVERVIEW

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- **BUDGET PROCESS**
- **BUDGET CALENDAR**
- **UNDERSTANDING THE BUDGET DOCUMENT**
- **MAJOR REVENUE SOURCES**
- **FINANCIAL STRUCTURE**
- **FINANCIAL POLICIES**

# Budget Process

The City's fiscal year runs from October 1st through September 30th. The annual budget process is approximately eight months starting in February and proceeding through the end of September.

## **Budget Guidelines (February)**

February is the beginning of the Budget process. Budget guidelines, information, training session, and forms to be used are provided to each department. Departments prepare their budget requests, which include operating, 5 year capital plan, equipment replacements, and personnel.

## **Budget Submission and Review (March/April)**

The Finance Department reviews and analyzes each Department's budget submission. Finance meets with Department Directors and Staff.

## **Budget Review (May)**

During the first two weeks of the month of May, the City Manager reviews the details of each proposed budget for efficiency and compliance with the Commission's direction, and make any necessary adjustments to the requested budget.

## **Budget Workshop (July)**

The City Commission holds a budget workshop to discuss the proposed budget and capital improvement program.

## **1st and 2nd Public Hearings (September)**

The City Commissioners first public hearing date is normally set during the second Monday of September. During the first public hearing the budget is tentatively approved. The second hearing date is usually set for the fourth Monday of September. The final public hearing is when the millage rate and the approved budget are adopted.

## **Amending the Budget**

After the annual budget is adopted, any changes in appropriations that cause an increase or decrease to fund totals is considered a Budget Amendment. The budget can only be amended by Resolution by the City Commission.

## BUDGET CALENDAR

FY 2020-2021		
DATE	ACTIVITY	PARTICIPANTS
<b>February 10</b>	Distribute Budget Materials.Training Session	Department Directors Division Managers Finance Manager
<b>February 27</b>	Submit updated CIP Budgets & Finance	Department Directors Division Managers
<b>March 13</b>	Submit Budget Request to Finance	Department Directors Division Managers
<b>March 23</b>	Finance reviews Budget Requests and returns with questions to Departments	Finance Manager
<b>April 6</b>	Departments return Budget Requests with all questions answered to Finance	Department Directors Division Managers
<b>April 13</b>	Health, Liability, Property and Workers Compensation Insurance Cost Estimates Dues	Department Directors Division Managers
<b>April 13 - April 23</b>	Departments & Finance Budget Review Meetings	Finance Director Finance Manager Department Directors Division Managers
<b>May 4 - May 7 May 11- May 14</b>	Budget Review Meetings	City Manager Deputy City Manager Finance Director Finance Manager Department Directors Division Managers
<b>June 1</b>	Preliminary estimate of taxable value submitted to City	Property Appraiser
<b>June 12</b>	Draft of Proposed Budget to City Manager	Finance City Manager
<b>June 26</b>	Proposed Budget submitted to Commission	City Manager
<b>July 1</b>	Certification of Taxable Value submitted to City	Property Appraiser

## BUDGET CALENDAR

FY 2020-21		
DATE	ACTIVITY	PARTICIPANTS
July 8	Budget Workshop	City Commission City Manager Deputy City Manager Department Directors Division Managers
July 15	Budget Workshop (2nd Day)	City Commission City Manager Deputy City Manager Department Directors Division Managers
July 20	Last Regular Meeting to approve tentative millage rate and hearing schedule	City Commission City Manager
Not Later than July 31	Notification to Property Appraiser of proposed millage rate rolled back tax rate, and date, time and place of First Public hearing.	City Manager Finance Director
August 7	Final Changes to budget completed	City Manager Finance Director
Not later than August 21	Mailing of Notice of Proposed Property Taxes (TRIM notice)	Property Appraiser
September 14	First Public Hearing to adopt proposed millage rates and budget	City Commission City Manager Finance Director
September 24	Newspaper advertisement of Second Public Hearing and Budget Summary Statement	Finance Director
September 28	Second and Final Public Hearing to adopt final millage rates and budget	City Commission City Manager Finance Director
Not Later Than September 23	Submission of approved millage resolution and budget to Property Appraiser, Tax Collector and Florida Department of Revenue	Finance Director



# Understanding the Budget

The budget document is split into two main parts: the Operating Budget, and the Capital Budget.

**Operating Budget** - The Operating Budget provides quick access to general financial information for the City. It contains estimates of the total resources expected to come into the City and the total appropriations to fund City services. Each fund and anticipated revenue and expenditure budgets are described within the Operating Budget, including explanations of any major increases and decreases of budgeted amounts. Funds have been established to provide accountability for the different types of financial resources. Each fund is a separate entity with its own resources, liabilities, and fund balance. Some funds are consolidated for budget adoption and presentation. Funds with similar objectives, activities and legal restrictions are, for reporting purposes, placed in one of two groups: Governmental Funds and Proprietary Funds.

**Governmental Funds** - Governmental Funds account for general governmental activities which are largely supported by taxes and fees. They are accounted for on a “modified accrual basis” or current financial resources basis. They recognize revenue as income only when it becomes “measurable” and “available” to meet current liabilities and expenditures of the current period.

Governmental Funds include the following fund types:

**General Fund** accounts for all resources not reported in other funds. Most citywide activities are accounted for in this fund.

**Special Revenue Funds** account for resources received from special sources which are dedicated or restricted to specific uses.

**Debt Service Funds** account for the accumulation of resources for, and the payment of, interest, principal and other costs of debt.

**Capital Projects Funds** account for the accumulation and use of resources for the acquisition of major buildings and other capital facilities where a specific project is designated or required.

**Proprietary Funds** - Proprietary Funds account for those external and internal business-type activities that are provided on a basis consistent with private enterprise. They are accounted for on “accrual” basis of accounting, recognizing revenues when earned and expenditures as the liability is incurred.

Proprietary Funds include the following two fund types:

**Enterprise Funds** account for activities such as water and solid waste disposal services that are similar to those provided by private enterprise and whose costs are paid from user charges or from revenue sources other than general governmental revenue.

**Internal Service Fund** (“Insurance Fund”) accounts for all types of insurance utilized by the City, including the self-insurance programs for workers’ compensation, general and automotive liability, and property as well as employee group health and life insurance. These costs are allocated to departments.

# Major Revenue Sources

## General Fund

### Taxes

**Ad Valorem Taxes** – A tax on property paid by owners of real and personal property within the city limits. The tax is based on an assessment by the Seminole County Property Appraiser of the market value of property and improvements. A tax rate of one mill produces \$1 of tax revenue on each \$1,000 of taxable property value. The 2020-21 budget is based on an operating millage of 7.325. Anticipated collection of Ad Valorem Taxes (Property Taxes) revenues for the General Fund in FY20-21 is \$25,348,309, which represents approximately 49.9% of total General Fund revenues.

**Community Service Tax** - The Communications Services Tax took effect October 1, 2001, and represents a combination of the former Cable Television and Telecommunication Franchise Fees as well as the Public Service Tax on telecommunications services. Revenue estimates are based on expected growth, and historical trends. Collections from Communications Service Taxes are estimated at \$1,940,849 for fiscal year 2020-21, representing approximately 4% of total General Fund Revenues.

**Utility Taxes** - A tax levied on the purchase of electricity, natural gas, propane, and water. This revenue is based on a contracted percentage applied to the taxable amounts charged by the seller of the service. The City collects utility taxes for electric, water, and gas. Revenue estimates are based on expected growth and historical trends. Collections from utility taxes are estimated at \$5,804,144 for fiscal year 2020-21; which represents \$4,744,894 for electricity, \$853,971 for water, \$120,000 for gas, and \$85,729 for propane. Utility Tax revenue represents approximately 11% of total General Fund Revenues.

**Franchise Fees** - Franchise Fees are negotiated percentages of sales to a company or utility for the use of municipal right-of-ways (poles, lines, pipes, etc.) and may include the value of the right for the utility to be the exclusive provider of its services within the City. The City has franchise agreements for electricity, solid waste, and propane gas. Revenue estimates are based on rate increase information provided by the respective companies,

expected growth and historical trends. Collections from franchise fees are estimated at \$5,036,336 for fiscal year 2020-21; which represents approximately 10% of total General Fund revenues.

**Other Taxes** – Other taxes consists of Professional & Occupational Licenses, Permit Transfer Fees and Other Permits. Collections related to these other taxes are estimated at \$776,228 for fiscal year 20-21, which represents approximately 1.5% of total General Fund Revenues.

## **Intergovernmental**

**Intergovernmental Revenues** - Intergovernmental revenue consists of revenues that are received from other government agencies. The majority of these revenues consist of State Sales Tax, State Shared Revenue, Occupational and Mobile Home Licenses. Other revenues in this category consist of Federal, State and Local grants. Revenue estimates are based on expected growth and historical trends. Collections from Intergovernmental Revenues are estimated at \$5,822,624 for fiscal year 2020-21; this represents \$1,817,610 for State Revenue Sharing, \$11,321 for Mobile Home Licenses Tax, \$55,356 for Alcoholic Beverage License Tax, \$3,597,179 for Half-Cent Sales Tax, \$39,582 for Occupational Licenses, \$23,844 for Firefighters Supplemental Compensation Fund \$23,720 for Other Transportation, and \$293,594 in federal and state grants. Intergovernmental Revenues represent approximately 11.5% of total General Fund Revenues.

## **Charges for Services**

**Charges for Services** - Charges for Services represents fees charged as a result of direct benefit or in lieu of other charges. Charges for service revenue represents all fees collected by General Fund departments for services provided to residents and non-resident users. These charges include fees for building and planning services; public safety fees; fees for parks and recreation services such as pool fees, team sports activities, and admission charges; special events rentals, facilities usage fees (Civic Center, Stadium, Splash Pad, etc.). Other charges for services include miscellaneous protective inspection fees, EMS transport fees, and other miscellaneous fees. For fiscal year

2020-21, charges for service fees are estimated at \$3,298,884, which represents approximately 6.5% of General Fund revenues.

## **Administrative Reimbursement**

**Other Revenues** – Other revenues include various reimbursements to the General Fund from the City’s Building Fund and Enterprise Funds (Solid Waste, Stormwater and Water and Wastewater). This includes an administrative charge representing an annual allocation distributing the estimated costs for General Fund administrative support departments such as Information Technology, Engineering, Human Resources, Finance, Administration, Fleet, and Utilities. The Administrative Reimbursements (Other Revenues) are budgeted at \$2,325,594 for fiscal 20-21, which represents approximately 4.5% of General Fund revenues.

## **Miscellaneous Revenues**

**Fines & Forfeitures** - Includes revenues received from court fines and public safety ordinances. For fiscal year 2020-21, Fines and Forfeitures are estimated at \$194,047, which represents less than 1% of General Fund revenues.

**Rents and Royalties** – Marina Motel Lease Rent, Marina Docks Lease Rent, One Harbor LP Lease Rent and other leases. For fiscal year 2020-21, Rents and Royalties are estimated at \$59,260, which represents approximately less than 1% of General Fund revenues.

**Miscellaneous Revenues** – Includes revenues received from Disposition of Property, Contributions and Donations, and Interests. For fiscal year 2020-21, Miscellaneous Revenues are estimated at \$203,114, which represents approximately 1% of General Fund revenues.

# Enterprise Funds

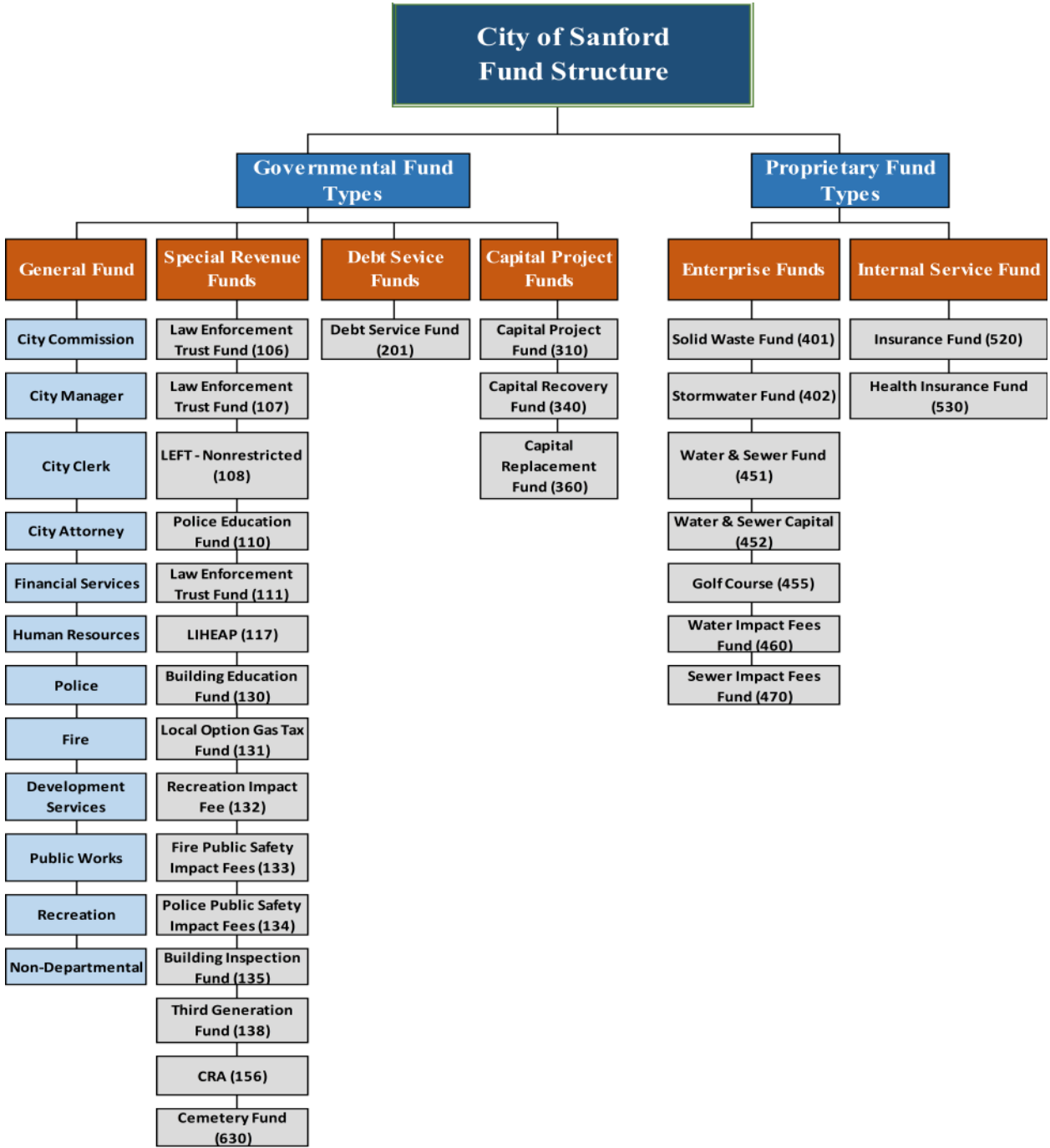
**Water & Wastewater Charges** - Charges paid by residents and businesses for the use of water and sewer services. Water and sewer charges are billed monthly and include a monthly minimum charge to cover administrative costs and specified monthly minimum gallons. These revenue are accounted for in the Utility Fund. For fiscal year 2020-21, Water and Wastewater Revenues are estimated at \$27,536,809, which represents approximately 64% of Enterprise Funds revenues.

**Water and Wastewater Impact Fees** – Impact Fees are collected for commercial and residential developments. For fiscal year 2020-21, Water Impact Fees Revenues are estimated at \$586,400, and Wastewater Impact Fees Revenues are estimated at \$1,261,596. Both represents approximately 4.3% of the total Enterprise Funds revenues.

**Stormwater Fees** - Stormwater activities are derived from fees through Stormwater Utility fees. For fiscal year 2020-21, Stormwater Fees are estimated at \$6,446,284, which represents approximately 15% of Enterprise funds revenues.

**Solid Waste Fees** - The operating revenue of the Solid Waste Fund are derived from services provided for the commercial and residential collection of garbage and yard waste; and a residential, multi-family and commercial recycling operation through a franchise agreement. For fiscal year 2020-21, Solid Waste Fees are estimated at \$6,774,767, which represents approximately 15.8% of Enterprise funds revenues.

# Financial Structure



# Financial Structure

The City of Sanford budget conforms to Generally Accepted Accounting Principles as applicable to local governments. The accounts of the City are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts which comprise its assets, liabilities, fund balances, revenues and expenditures. The City prepares its budget on a fund accounting basis, which segregates funds according to their intended purpose and it is used to aid management in demonstrating compliance with financial related legal and contractual provisions. The City maintains the minimum number of funds consistent with legal and managerial requirements. The City reports the following funds in its annual budget.

## **General Fund**

This is the general operating fund of the City. General tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs not paid through other funds are paid from this fund.

**Special Revenue Funds** – are used to account for and report revenues from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular functions or activities of government. The City has the following Special Revenue Funds:

**CDBG Fund** – To account for grants received by the City; grant proceeds are utilized to provide economic and infrastructure improvement grants to citizens in designated areas.

**LIHEAP Fund** – To account for grants received by the City as a sub grantee; grant proceeds are utilized to provide home energy assistance to qualifying Seminole County residents.

**Building Inspection Fund** – To account for the activities related to administering and enforcing building regulations in the City.



**Local Option Gas Tax Fund** – To account for the City’s allocation of the 6-cent local option gas tax collected in Seminole County and the expenditures used for the additions to or maintenance of the City’s transportation system.

**Local Option Sales Tax Fund** – To account for the City’s share of distributions related to the local government infrastructure surtax. Monies are used to fund transportation projects.

**Law Enforcement Trust Fund** – To account for proceeds obtained through forfeiture of confiscated and unclaimed property through court judgment. The proceeds are to be used solely for law enforcement purposes, with emphasis given to community policing activities, training & law enforcement operations.

**Police Education Fund** – To account for the portion of fines on certain violations, per statute, to fund continuing education for police officers.

**Cemetery Fund** – To account for certain funds set aside to be used for capital improvements and perpetual care of a local cemetery.

**Recreation Facilities Impact Fees Fund, Fire Public Safety Facilities Impact Fees Fund, and Police Public Safety Facilities Impact Fees Funds** – To account for impact fees collected by the City to be used solely for the expansion or acquisition of capital facilities or equipment made necessary by the new construction from which the fees were collected or for principal payments (including sinking fund payments) on bonds to expand or acquire such facilities or equipment.

### **Debt Service Fund**

The Debt Service Fund is used to account for the accumulation of resources and for payment of principal, interest and related costs on Special Facilities Revenue Bonds and capital leases.

### **Capital Projects Funds**

The Capital Projects Funds are used to account for and report financial resources earmarked for the replacement of capital equipment, acquisition or construction of major capital facilities, and other project-oriented activities (other than those financed by proprietary funds):

**Capital Project Fund** – To account for funds set aside for capital projects.

**Capital Recovery Fee Fund** – To account for funds collected as a surcharge on recreation fees for the maintenance and improvement of recreation facilities.

**Capital Replacement Fund** – To account for funds set aside for replacement of equipment and vehicles.

# Financial Policies

This section describes the major financial policies that affect the City's long term financial planning and budgeting processes. The City's financial policies serve to match fluctuating spending needs with available resources. The annual budget is prepared as a balanced budget, with total revenues and other financing sources equaling total expenditures/expenses and other financing uses for each fund. Any shortfalls of current revenue sources matched against anticipated expenditures are supplemented with a reduction in existing fund balance.

The use of fund balance to balance a fund's budget makes a fund balance reserve policy an important planning and budget tool. Large scale capital project spending needs and fluctuating interest rates make debt management a closely watched financial policy issue. Investing the City's financial resources so that the fund's values keep pace with rising costs is aggressively administered.

**Operating Policies** - To adequately safeguard the assets held in public trust, the City will develop and maintain accounting and budgetary control systems.

The City will limit current expenditures to match against current anticipated revenues. The City will avoid balancing current operating expenditures with borrowed revenues.

The City will provide for adequate maintenance of capital, plant and equipment and for their orderly replacement.

The City will balance its budget year so that each fund's anticipated revenues equal the anticipated expenditures. Utilization of existing fund balance as a revenue source to meet current needs will be monitored.

The City will monitor budget to actual activity to ensure compliance with budgetary policy.

The City will annually prepare a Five-year Forecast for the General Fund. The forecast will include estimated operating costs, revenues, and future capital improvements.

The Water and Sewer Fund will cause a Utility Rate Study to be performed every three to five years in which estimated operating costs will be identified.

**Revenue Policies** - The City shall maintain, as permitted by State law, a diversified revenue base to offset the effects of short-term fluctuations in any one revenue source and reduce reliance on any one revenue source.

The City shall estimate its annual revenues as part of the budgetary process through a conservative, objective and analytical process.

It will review and evaluate new revenue sources to fund operating expenditures consistent with City Commission goals and objectives.

The City shall establish all user charges and fees to recover all or a portion of the cost of providing a service.

The City shall review user fees/charges periodically to ensure they are fair and equitable to all users.

Annual transfers from the Water and Sewer Utility Fund, Stormwater Fund, Building Safety Fund, and Solid Waste Fund to the General Fund are based on FTE's, budgeted expenditures, fleet value, and building value as appropriate.

The Water and Sewer Fund shall establish utility rates sufficient to support the revenue requirements of the short and long-term anticipated operating and renewal and replacement costs of the utility system, consistent with the goals and objectives of the City.

The Water and Sewer Fund will transfer to the Renewal and Replacement Fund an amount equal to the anticipated capital expenditures for renewal and replacement each year.

The Water and Sewer Capital Improvement Fund shall capture impact fees charged to developers for funding infrastructure expansion and related expenditure in accordance with Florida Statutes Sec. 163.31801.

**Fund Balance Policy** - The City has established a Fund Balance Policy in accordance with Governmental Accounting Standards Board Statement No. 54. Fund Balances have been designated as non-spendable, restricted, committed, assigned and unassigned fund amounts. Actual fund balances and classifications are determined annually in the preparation of the Comprehensive Annual Financial Report (CAFR).

A 14% reserve balance in General Fund will be calculated as a percentage of total expenditures. This reserve will be used to cover short-term cash flow variations, economic downturns, and emergencies.

Fund balance reserves for the Water & Sewer Utility Fund are calculated as 25% (approximately 3 months) of the operating budget or 90 days of cash reserves. This reserve will be used to cover short-term cash flow variations, economic downturns, and emergencies.

**Investment Policy** - The City has established an investment policy as adopted in Resolution 2106. The City will comply with all applicable Florida Statutes guiding investment policies of local governments and the current Investment Policy of the City of Sanford.

The City's investment policy applies to all of the City's funds except deferred compensation and other employee benefit plans, which have other existing policies or indentures in effect.

The investment objectives are: 1) protection of investment principal, 2) liquidity to meet anticipated cash flows, 3) attainment of a market rate of return 4) diversification to avoid incurring unreasonable market risks, and 5) conformance with all applicable City policies and State and Federal regulations.

The City will utilize an investment manager and investment advisor in order to diversify the City's investment options while minimizing the cost of administering such a program.

Authorized investment instruments are detailed in the policy document and consist of an array of conservative instruments including U.S. Treasuries, Federal Agencies, Federal Instrumentality Securities, Repurchase Agreements, Commercial Paper, Corporate Securities, Intergovernmental Investment Pools under Chapter 163.01, Florida Local Government Surplus Funds, Money Market Mutual Funds, Time Certificate of Deposit, and Guaranteed Investment Contracts.

**Debt Management Policy** - The City will issue debt only in cases where it is a practical method for financing large capital projects. Debt may not be issued to cover operating expenditures.

The City will match the length of financing with the useful life of the asset being financed, wherever practical. The City will utilize the services of an outside financial advisor in the debt decision-making process. Refunding of existing debt is periodically analyzed to take advantage of lower interest rates where possible. The City will adhere to the bond covenants of each debt issue.

**Legal Debt Limits** - The City of Sanford currently has no legal debt limitations imposed on its ability to borrow funds.

**Capital Improvement Policy** - The City will develop multi-year business plans every three to five years for capital improvements. These plans will be updated as necessary and used for future annual and five-year capital budgets.

The five-year Capital Improvement Plan will be incorporated into the City's Comprehensive Plan.

In the development of capital improvement Projects, the City will review the operational impact of each project.

**Capital Asset Policy** - The City will comply with the standards established by the Governmental Accounting Standards Board Statement (GASS) 34 and all subsequent pronouncements set forth by the GASB regarding Capital Asset Accounting.

The City has adopted a Capital Asset Policy Number 2.2.

The City will capitalize all property, plant and equipment with a cost of \$5,000 or more with an estimated useful life of at least two years. Short-lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.

Roads, bridges, water/sewer/stormwater lines and sidewalks will be capitalized when initial costs equal or exceed \$20,000 and have an estimated useful life of more than ten years. Short-lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.

Capital assets will be depreciated utilizing a straight-line method of depreciation.



CITY OF  
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# Citywide Budget

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- **Citywide Budget**
- **Fund Balance Analysis**
- **Budget Summaries**
- **FTE's Citywide**

# 2021 Citywide Budget

	<i>General Fund</i>	<i>Special Revenue</i>	<i>Debt Service</i>	<i>Capital Projects</i>
<b>Use of Fund Balance</b>	\$ -	\$ 1,790,896	\$ -	\$ -
<b>Estimated Revenues</b>				
Taxes				
Property (Ad Valorem)	\$ 25,348,309	\$ -	\$ -	\$ -
Utility and Other Taxes	12,781,329	4,794,498	-	-
Business Tax	620,462	-	-	-
Other General Tax	23,543	-	-	-
Permits and Special Assessments	132,223	1,895,865	-	-
Intergovernmental	5,854,324	1,684,392	-	-
Charges for Services	3,298,884	61,900	-	5,000
Fines and Forfeitures	194,047	11,500	-	-
Other Revenues	2,587,968	433,890	-	306
<b>Total Revenues</b>	<b>50,841,089</b>	<b>8,882,045</b>	<b>-</b>	<b>5,306</b>
Transfers In	-	66,045	1,661,687	3,037,689
Debt Proceeds	-	-	-	800,000
<b>Total Revenues and Other Sources</b>	<b>50,841,089</b>	<b>8,948,090</b>	<b>1,661,687</b>	<b>3,842,995</b>
<b>Total Revenues, Transfers, and Balances</b>	<b>\$ 50,841,089</b>	<b>\$ 10,738,986</b>	<b>\$ 1,661,687</b>	<b>\$ 3,842,995</b>
<b>Expenditures</b>				
General Government	\$ 7,667,492	\$ 1,730,199	\$ -	\$ 190,000
Public Safety	27,517,070	395,611	1,661,687	2,323,880
Physical Environment	1,890,107	127,945	-	86,000
Transportation	1,260,448	6,572,158	-	551,500
Economic Environment	569,612	500,001	-	-
Human Services	138,668	1,172,391	-	-
Culture and Recreation	6,070,732	-	-	686,309
<b>Total Expenditures/Expenses</b>	<b>45,114,129</b>	<b>10,498,305</b>	<b>1,661,687</b>	<b>3,837,689</b>
Transfers Out	4,775,734	-	-	-
Other Uses	315,000	-	-	-
<b>Total Expenditures and Other Uses</b>	<b>50,204,863</b>	<b>10,498,305</b>	<b>1,661,687</b>	<b>3,837,689</b>
Addition to Reserve (Fund Balance)	636,226	240,681	-	5,306
<b>Total Appropriations and Reserves</b>	<b>\$ 50,841,089</b>	<b>\$ 10,738,986</b>	<b>\$ 1,661,687</b>	<b>\$ 3,842,995</b>

The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.

# 2021 Citywide Budget

	<i>Enterprise Fund</i>	<i>CRA Component</i>	<i>Internal Service</i>	<i>Total</i>
<b>Use of Fund Balance</b>	\$ 17,738,956	\$ -	\$ -	\$ 19,529,852
<b>Estimated Revenues</b>				
Taxes				
Property (Ad Valorem)	\$ -	\$ 903,775	\$ -	\$ 26,252,084
Utility and Other Taxes	-	-	-	17,575,827
Business Tax	-	-	-	620,462
Other General Tax	-	-	-	23,543
Permits and Special Assessments	1,847,996	-	-	3,876,084
Intergovernmental	13,000	600,670	-	8,152,386
Charges for Services	39,587,581	-	9,313,468	52,266,833
Fines and Forfeitures	-	-	-	205,547
Other Revenues	1,447,984	-	217,765	4,687,913
<b>Total Revenues</b>	<b>42,896,561</b>	<b>1,504,445</b>	<b>9,531,233</b>	<b>113,660,679</b>
Transfers In	800,000	-	-	5,565,421
Debt Proceeds	-	-	-	800,000
<b>Total Revenues and Other Sources</b>	<b>43,696,561</b>	<b>1,504,445</b>	<b>9,531,233</b>	<b>120,026,100</b>
<b>Total Revenues, Transfers, and Balances</b>	<b>\$ 61,435,517</b>	<b>\$ 1,504,445</b>	<b>\$ 9,531,233</b>	<b>\$ 139,555,952</b>
<b>Expenditures</b>				
General Government	\$ -	\$ -	\$ -	\$ 9,587,691
Public Safety	-	-	-	31,898,248
Physical Environment	57,917,230	-	-	60,021,282
Transportation	-	-	-	8,384,106
Economic Environment	-	778,918	-	1,848,531
Human Services	-	-	-	1,311,059
Culture and Recreation	-	-	-	6,757,041
<b>Total Expenditures/Expenses</b>	<b>57,917,230</b>	<b>778,918</b>	<b>-</b>	<b>119,807,958</b>
Transfers Out	846,000	725,527	-	6,347,261
Other Uses	-	-	9,531,233	9,846,233
<b>Total Expenditures and Other Uses</b>	<b>58,763,230</b>	<b>1,504,445</b>	<b>9,531,233</b>	<b>136,001,452</b>
Addition to Reserve (Fund Balance)	2,672,287	-	-	3,554,500
<b>Total Appropriations and Reserves</b>	<b>\$ 61,435,517</b>	<b>\$ 1,504,445</b>	<b>\$ 9,531,233</b>	<b>\$ 139,555,952</b>

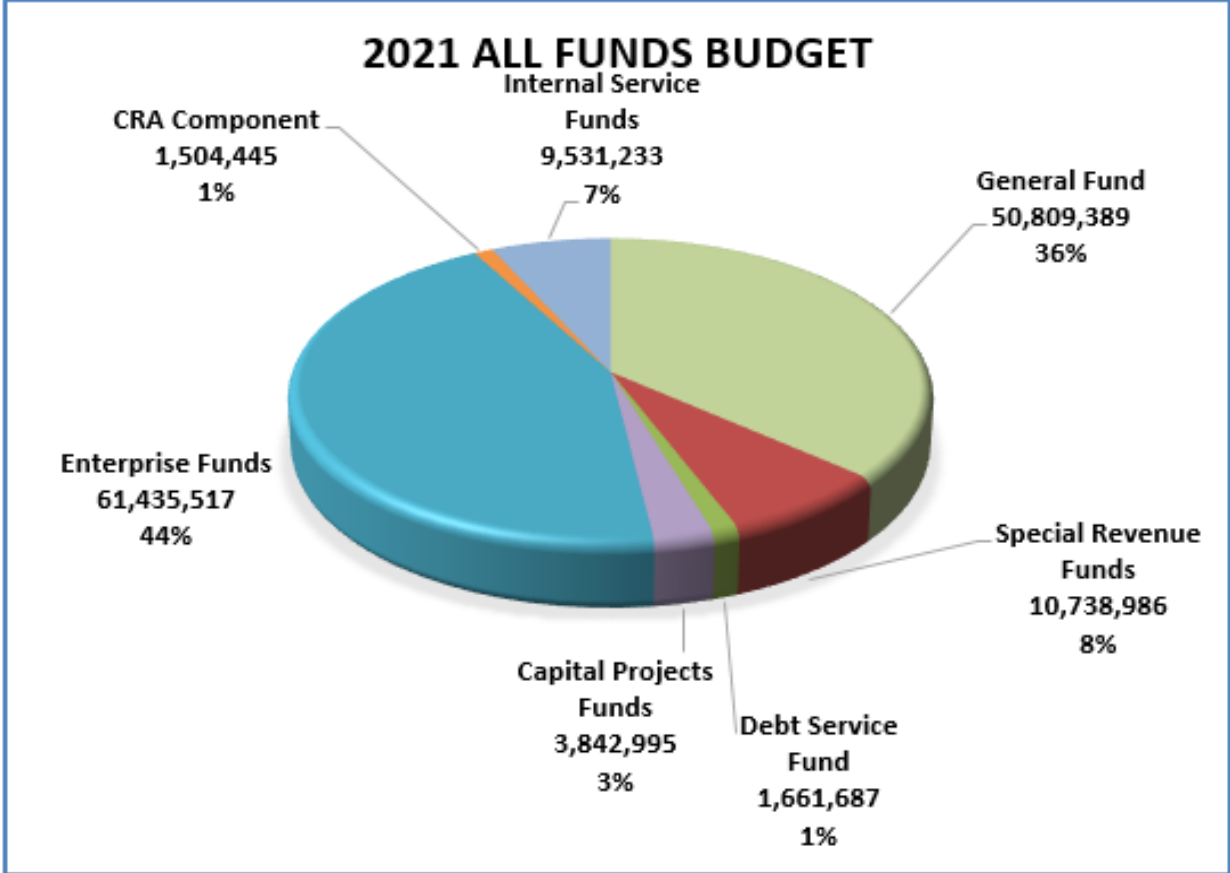
The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.

## Changes in Fund Balance Analysis

	Actual Balance as of 9/30/2019	Estimated Revenues 2019-20	Estimated Expenditures 2019-20	Net Change	Estimated Balance 9/29/2020	Budgeted Revenues 2020-21	Budgeted Expenditures 2020-21	Net Change	Estimated Balance 9/29/2021	
<b>General Fund</b>	26,345,888	49,872,366	(49,977,542)	(105,176)	26,240,712	50,809,389	(49,870,207)	939,182	27,179,894	0%
<b>2nd Dollar Fund</b>	64,116	8,026	(45,000)	(36,974)	27,142	12,500	(45,000)	(32,500)	(5,358)	-99%
<b>Law Enforcement Trust Fund</b>	113,995	31,463	(37,100)	(5,637)	108,358	17,500	(37,100)	(19,600)	88,758	-15%
<b>LIHEAP</b>	30,649	1,299,654	(1,299,654)	0	30,649	1,172,391	(1,172,391)	0	30,649	0%
<b>Local Option Gas Tax Fund</b>	1,512,783	1,268,508	(1,216,364)	52,144	1,564,927	1,244,170	(1,244,170)	0	1,564,927	4%
<b>Impact Fee Funds</b>	2,452,513	355,782	(719,733)	(363,951)	2,088,562	363,000	(315,511)	47,489	2,136,051	-10%
<b>Building Fund</b>	5,691,664	2,236,395	(1,692,094)	544,301	6,235,965	1,733,560	(1,730,199)	3,361	6,239,326	9%
<b>CRA Fund</b>	317,416	1,529,924	(1,475,272)	54,652	372,068	1,504,445	(1,503,196)	1,249	373,317	14%
<b>3rd Generation Fund</b>	10,524,159	3,960,244	(3,410,499)	549,745	11,073,904	3,949,014	(5,327,988)	(1,378,974)	9,694,930	5%
<b>Cemetery Fund</b>	97,393	53,478	(151,727)	(98,249)	(856)	127,945	(127,945)	0	(856)	-90%
<b>Solid Waste Fund</b>	(126,329)	6,341,618	(6,510,410)	(168,792)	(295,121)	6,774,767	(6,840,454)	(65,687)	(360,808)	1626%
<b>Stormwater Fund</b>	19,357,337	13,456,053	(13,456,053)	0	19,357,337	6,446,284	(4,375,890)	2,070,394	21,427,731	-22%
<b>Water and Wastewater Fund</b>	31,853,536	28,593,320	(45,961,181)	(17,367,861)	14,485,675	29,675,510	(46,746,886)	(17,071,376)	(2,585,701)	-8%

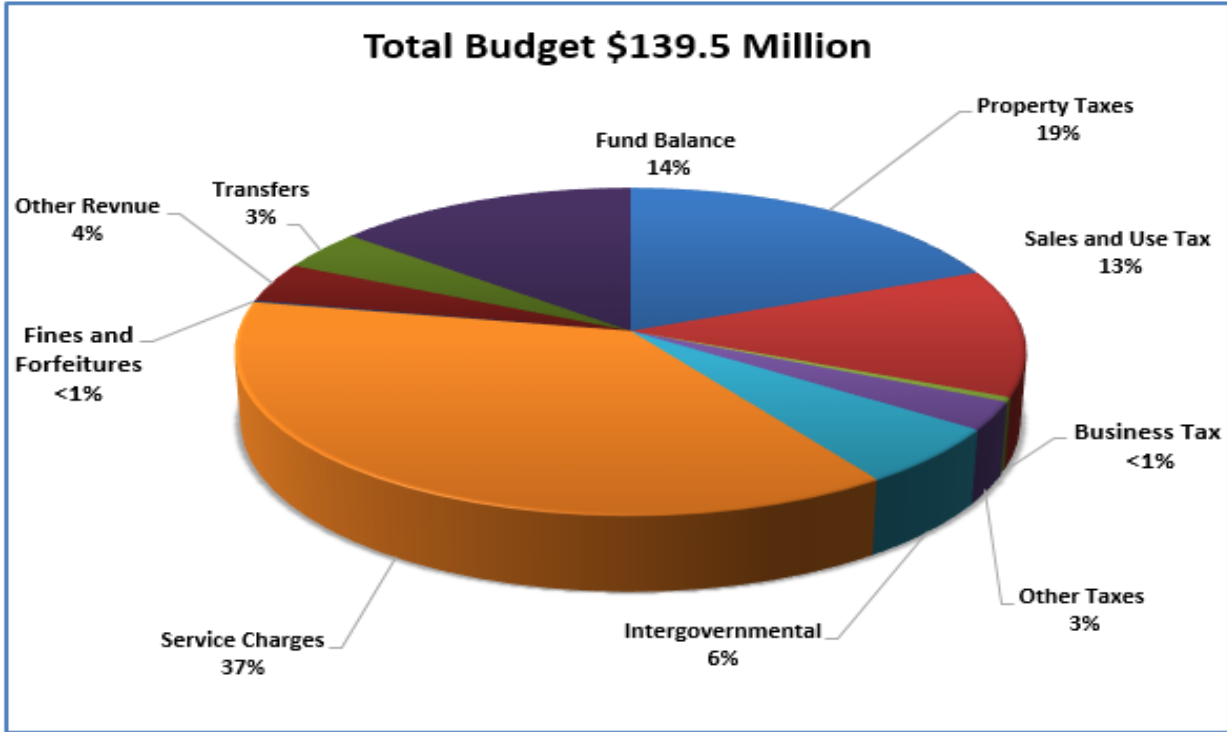
Fund balance is the excess of assets over liabilities. Fund Balance does not necessarily mean funds available for expenditure. Fund Balance can be restricted, committed, or assigned. Only the unassigned balance over the minimum fund balance policy, which for City of Sanford is 14% and is available for allocation for future year budgets. A negative fund balance is often referred to as a deficit.

**FY 2021 Budget \$139,555,952**

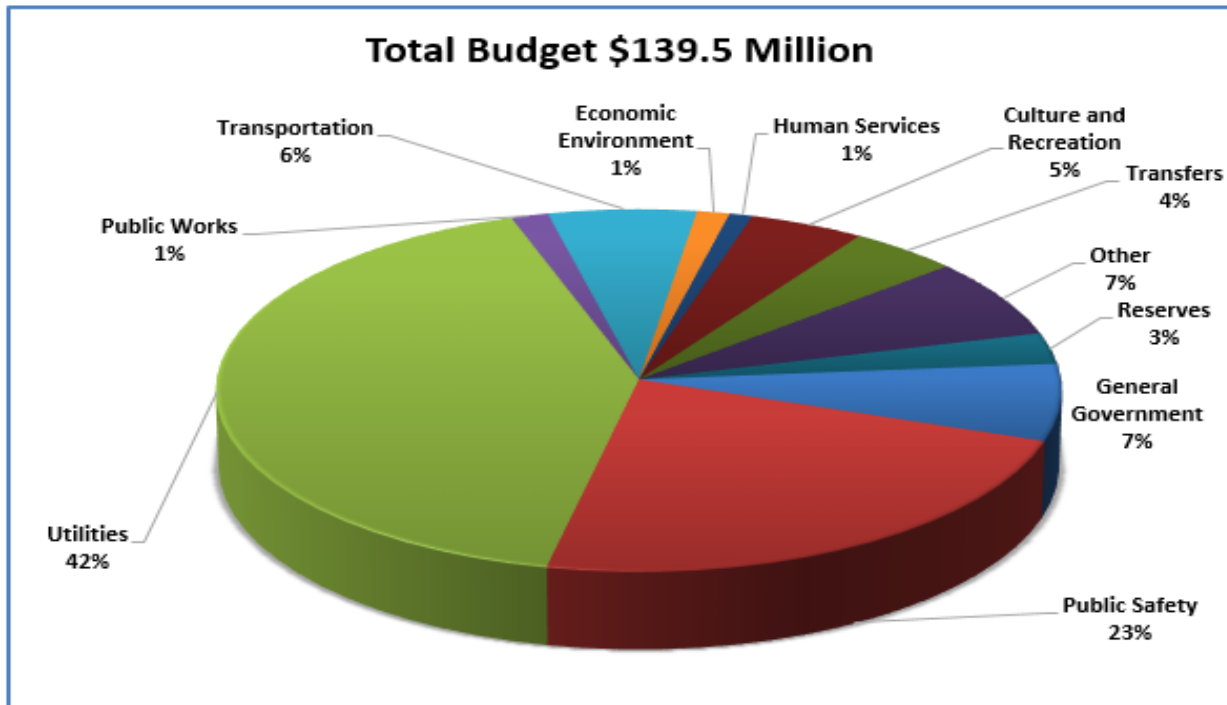


# Citywide Budget Summaries

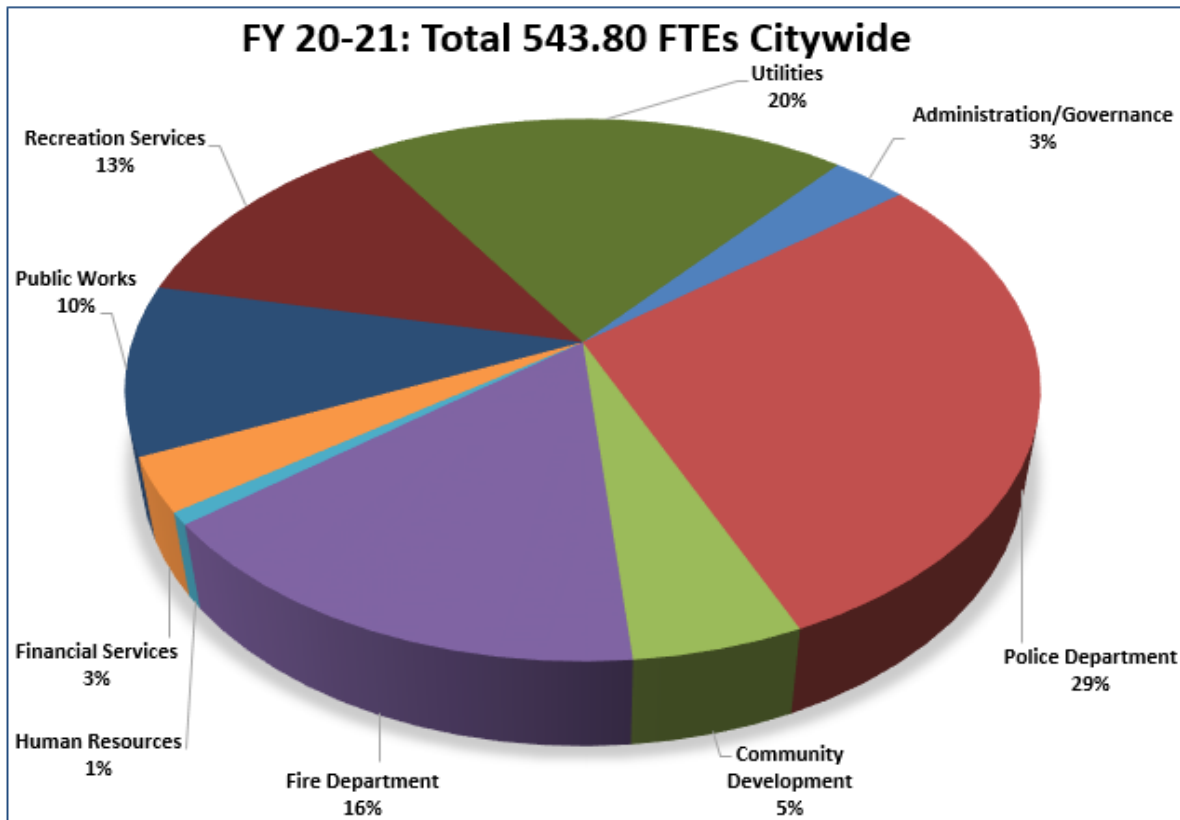
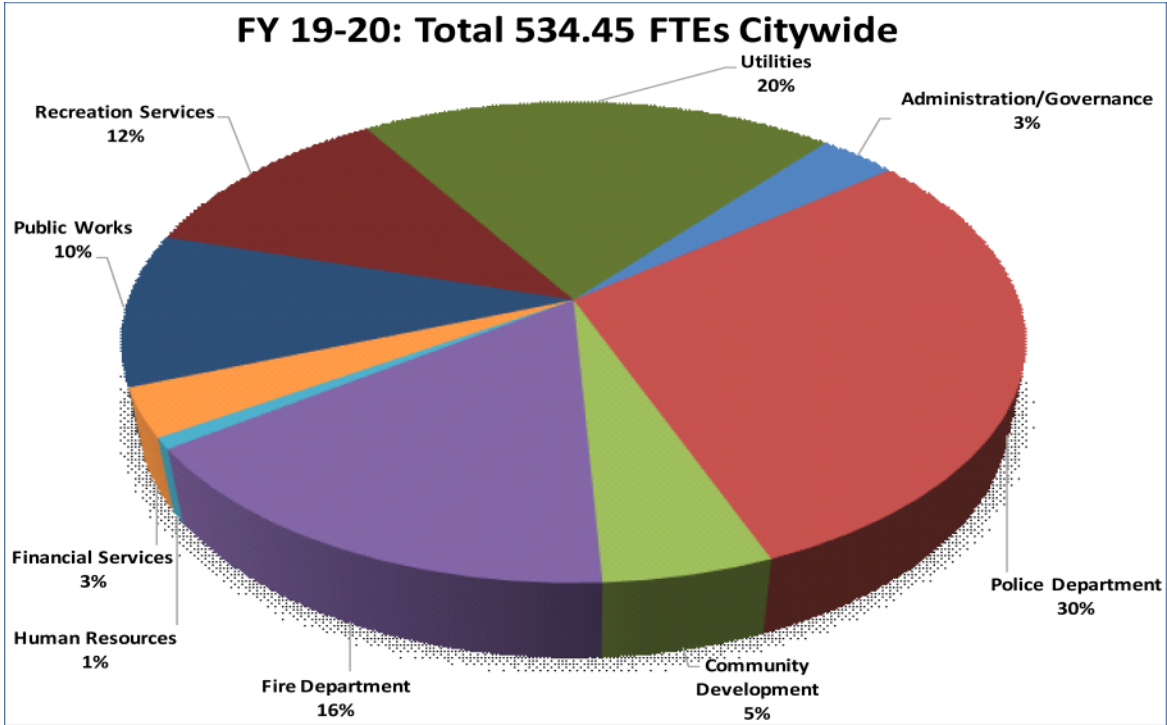
## Revenues



## Expenses



## Authorized Positions by Service Area





CITY OF  
**SANFORD**  
FLORIDA



# GENERAL FUND BUDGET

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- **GENERAL FUND BUDGET SUMMARIES**
- **GENERAL FUND FUNDING SOURCES**
- **GENERAL FUND EXPENDITURES**
- **GENERAL FUND FIVE YEAR FORECAST**



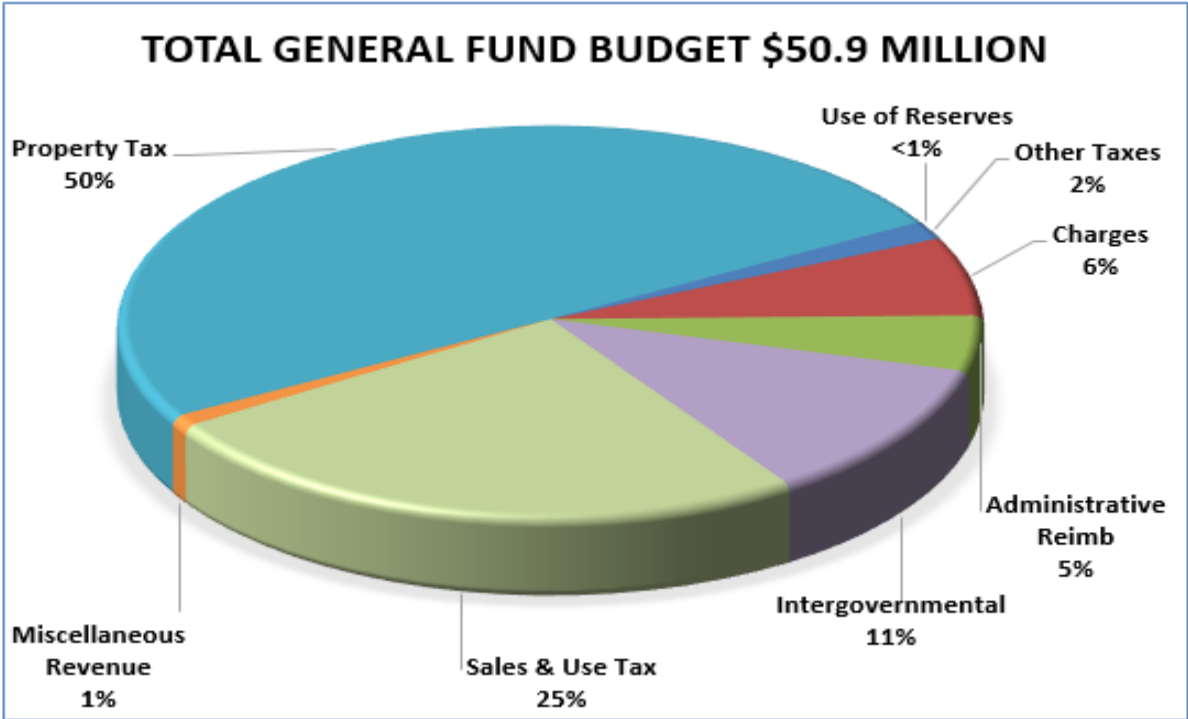
CITY OF  
**SANFORD**  
FLORIDA

# General Fund Budget Summary

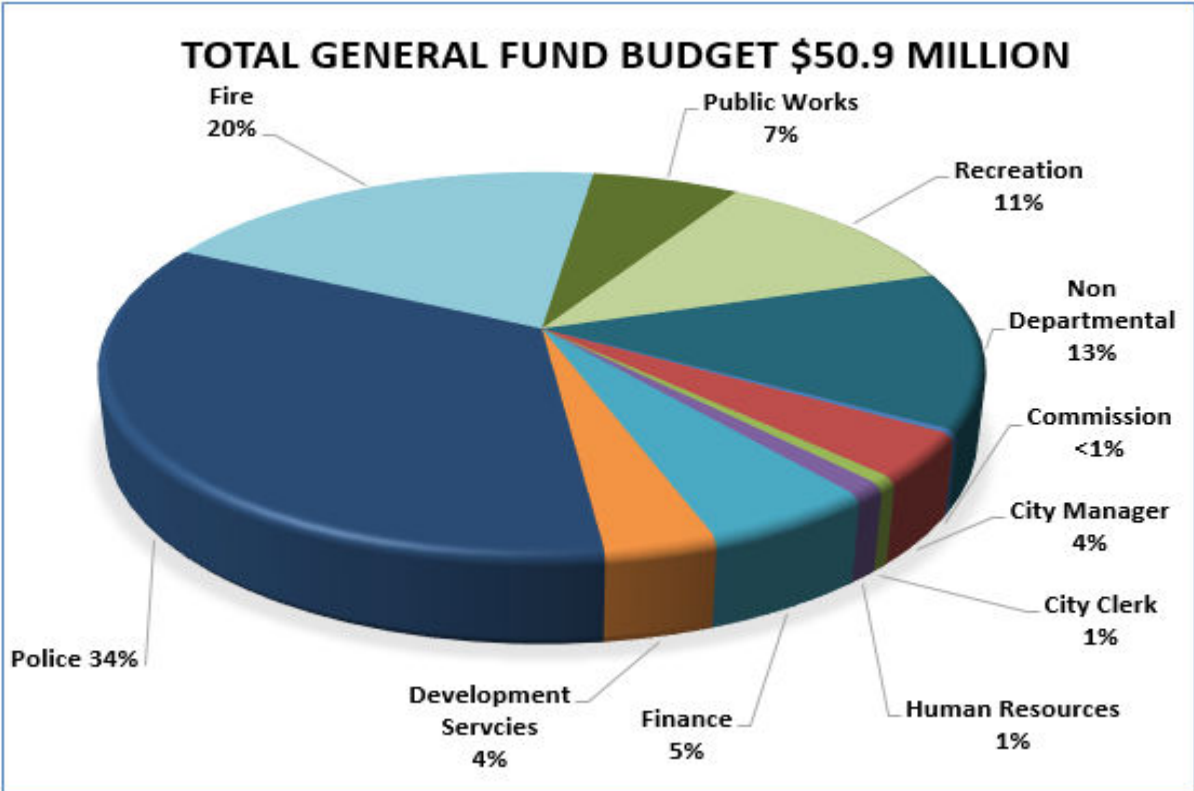
General Government Fund	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Revenues</b>					
Taxes	31,941,507	33,268,822	35,101,230	36,821,562	38,905,866
Intergovernmental	6,123,080	6,717,124	6,273,774	6,827,469	5,822,624
Charges for Services	2,975,704	3,845,823	3,296,055	3,268,602	3,298,884
Fines and Forfeitures	157,442	244,621	187,842	149,733	194,047
Interest	148,764	269,357	1,017,103	148,765	148,765
Rents and Royalties	62,338	61,400	62,641	59,042	59,260
Disposition of Property	60,414	13,308	17,684	14,000	14,000
Contributions and Donations	1,624	2,998	6,500	6,741	5,936
Other	1,912,563	2,333,307	2,517,488	2,461,102	2,360,007
Transfers	75,600	3,650	84,000	115,350	-
Use of Fund Balance	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 43,459,036</b>	<b>\$ 46,760,410</b>	<b>\$ 48,564,317</b>	<b>\$ 49,872,366</b>	<b>\$ 50,809,389</b>
<b>Expenditures</b>					
Commission	287,394	360,846	232,581	160,581	160,042
City Manager	1,372,197	1,584,394	1,677,425	2,032,063	1,955,771
City Clerk	277,198	319,591	308,811	381,764	324,902
Human Resources	446,740	464,045	448,981	531,550	539,424
Finance	2,094,797	2,538,144	2,522,886	2,722,038	2,728,929
Development Services	1,398,364	1,556,171	1,586,986	1,687,552	1,786,907
Police	14,147,198	15,430,219	16,087,654	16,924,942	17,442,042
Fire	8,656,491	9,056,831	9,314,426	9,894,610	10,075,027
Public Works	2,952,967	3,243,394	3,132,650	3,299,939	3,269,983
Recreation	4,664,937	4,966,704	5,351,477	5,861,562	5,791,776
Non Departmental	5,251,229	4,892,607	6,230,544	6,480,941	6,734,586
Total Expenditures	<u>\$ 41,549,512</u>	<u>\$ 44,412,946</u>	<u>\$ 46,894,421</u>	<u>\$ 49,977,542</u>	<u>\$ 50,809,389</u>
Surplus/(Deficit)	<b>\$ 1,909,524</b>	<b>\$ 2,347,464</b>	<b>\$ 1,669,896</b>	<b>\$ (105,176)</b>	<b>-</b>
<b>Total Appropriation and Reserves</b>	<b>\$ 43,459,036</b>	<b>\$ 46,760,410</b>	<b>\$ 48,564,317</b>	<b>\$ 49,872,366</b>	<b>\$ 50,809,389</b>

# General Fund Budget Summaries

## Revenues



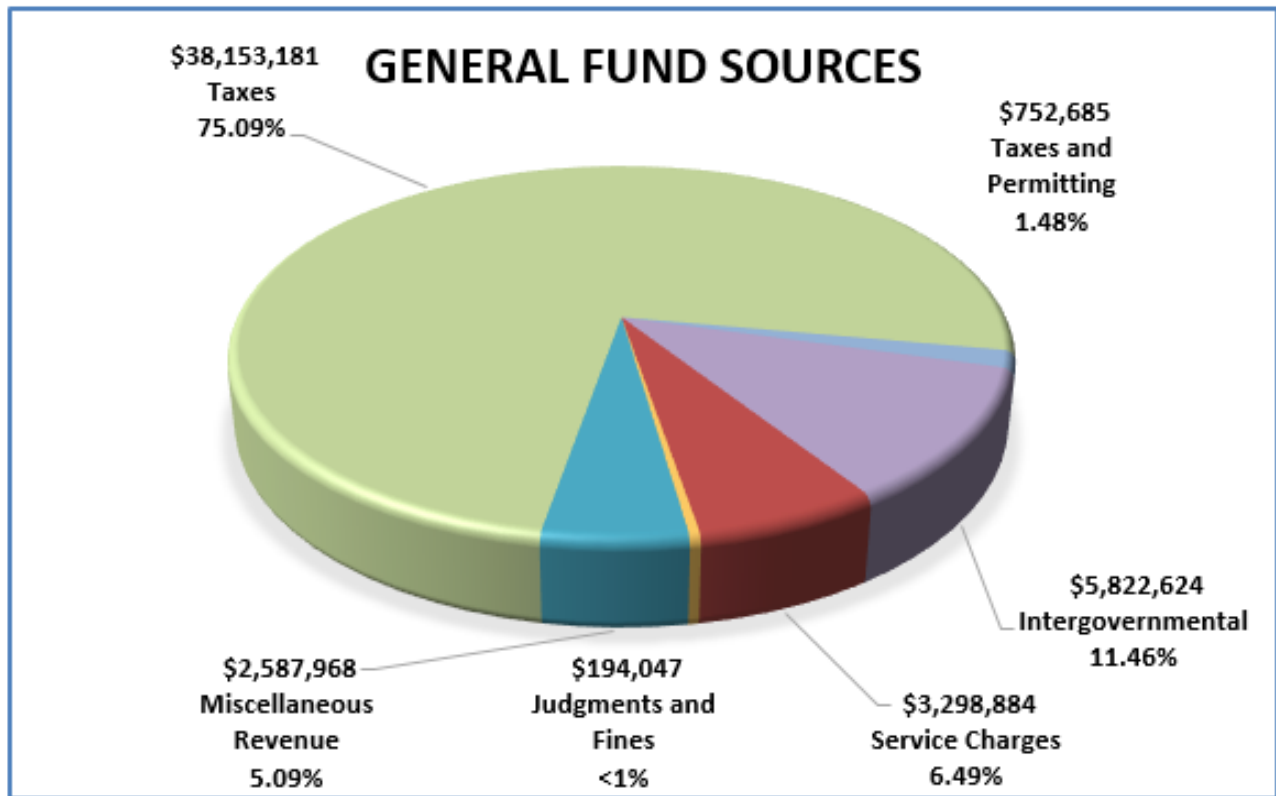
## Expenditures



## General Fund Sources

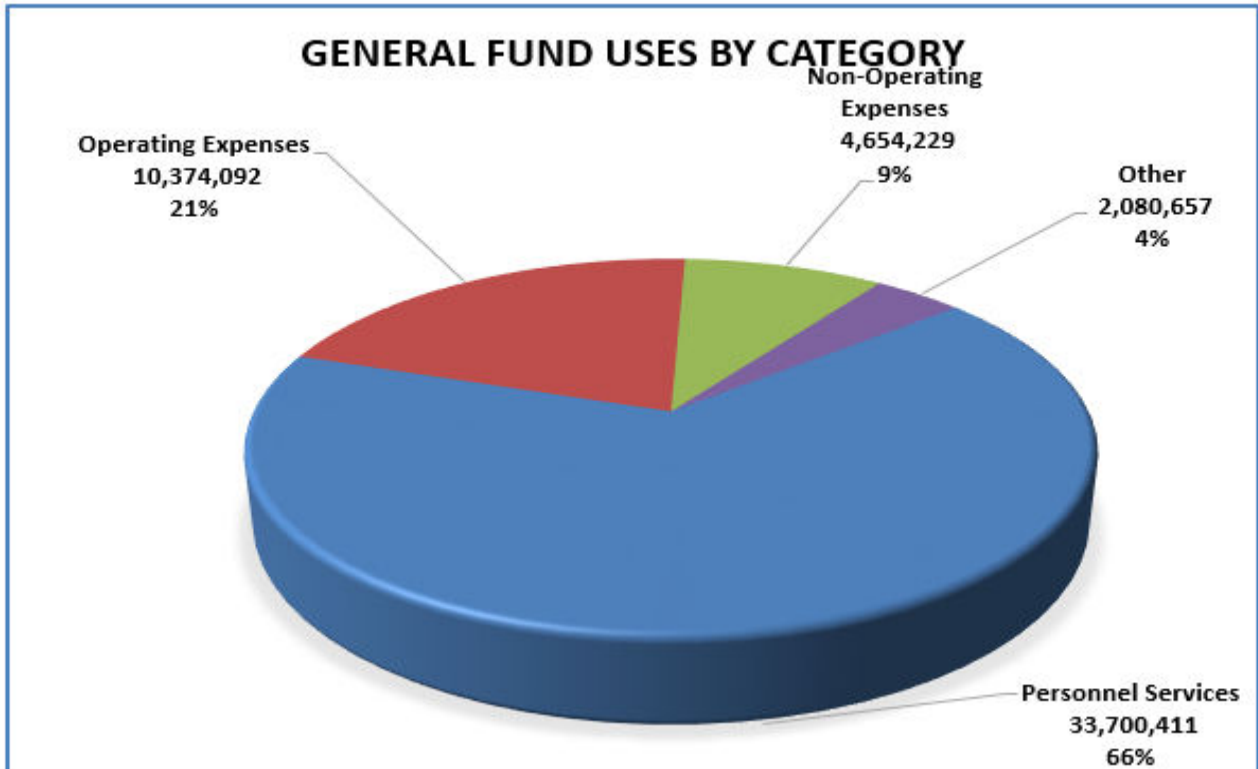
Sources	Actual	Actual	Actual	Budget	2021 Budget
Property Taxes	\$ 18,739,174	\$ 19,741,400	\$ 21,234,990	\$ 23,145,197	\$ 25,348,309
Franchise Fees	4,837,155	4,981,823	5,116,536	4,983,582	5,036,336
Utility Service Tax	5,544,225	5,756,734	5,911,765	5,878,518	5,804,144
Communication Service Tax	1,954,749	2,065,212	1,980,006	1,997,671	1,940,849
Other General Tax	38,415	13,870	111,472	25,612	23,543
<b>Total Taxes</b>	<b>\$ 31,113,718</b>	<b>\$ 32,559,039</b>	<b>\$ 34,354,769</b>	<b>\$ 36,030,580</b>	<b>\$ 38,153,181</b>
Business Tax Receipts	\$ 658,219	\$ 645,003	\$ 627,958	\$ 623,301	\$ 620,462
Building Permits	169,570	64,780	118,503	167,681	132,223
<b>Total Taxes and Permits</b>	<b>\$ 827,789</b>	<b>\$ 709,783</b>	<b>\$ 746,461</b>	<b>\$ 790,982</b>	<b>\$ 752,685</b>
Federal Grants	\$ 31,798	\$ 306,033	\$ 24,832	\$ 191,111	\$ 241,297
State Grants	-	38,708	18,567	-	-
State Shared Revenue	6,044,906	6,331,182	6,186,060	6,599,255	5,541,745
County Shared Revenue	46,376	41,201	44,315	37,103	39,582
<b>Total Intergovernmental</b>	<b>\$ 6,123,080</b>	<b>\$ 6,717,124</b>	<b>\$ 6,273,774</b>	<b>\$ 6,827,469</b>	<b>\$ 5,822,624</b>
Payment in Lieu of Taxes	\$ 3,702	\$ 4,022	\$ 4,375	\$ 4,375	\$ 5,407
General Government	368,278	543,694	544,412	340,898	339,562
Public Safety	2,214,047	2,848,461	2,307,861	2,544,746	2,597,979
Physical Environment	57,774	104,349	58,394	55,665	60,849
Transportation	22,557	955	-	-	-
Culture and Recreation	309,346	344,342	381,013	322,918	295,087
<b>Total Service Charges</b>	<b>\$ 2,975,704</b>	<b>\$ 3,845,823</b>	<b>\$ 3,296,055</b>	<b>\$ 3,268,602</b>	<b>\$ 3,298,884</b>
Fines and Forfeitures	\$ 106,828	\$ 115,745	\$ 101,519	\$ 107,743	\$ 107,742
Violations of Local Ordinances	50,614	128,876	86,323	41,990	86,305
<b>Total Judgments and Fines</b>	<b>\$ 157,442</b>	<b>\$ 244,621</b>	<b>\$ 187,842</b>	<b>\$ 149,733</b>	<b>\$ 194,047</b>
Interest	\$ 148,764	\$ 269,357	\$ 1,017,103	\$ 148,765	\$ 148,765
Rents and Royalties	62,338	61,400	62,641	59,042	59,260
Disposition of Property	60,414	13,308	17,684	14,000	14,000
Contributions and Donations	1,624	2,998	6,500	6,741	5,936
Other Miscellaneous Revenues	1,912,563	2,333,307	2,517,488	2,461,102	2,360,007
Interfund Transfers	75,600	3,650	84,000	115,350	-
Use of Reserves (Fund Balances)	-	-	-	-	-
<b>Total Other Revenues</b>	<b>\$ 2,261,303</b>	<b>\$ 2,684,020</b>	<b>\$ 3,705,416</b>	<b>\$ 2,805,000</b>	<b>\$ 2,587,968</b>
<b>Total Sources</b>	<b>\$ 43,459,036</b>	<b>\$ 46,760,410</b>	<b>\$ 48,564,317</b>	<b>\$ 49,872,366</b>	<b>\$ 50,809,389</b>

## General Fund Sources



## General Fund Uses

Uses	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget
Salary	\$ 19,764,479	\$ 20,619,836	\$ 21,074,973	\$ 22,287,196	\$ 22,955,414
Benefits	8,206,513	9,255,411	10,318,730	10,819,116	10,744,997
Operating	6,571,863	7,587,387	7,283,331	8,159,108	8,129,646
Supplies	1,602,390	1,946,367	1,931,996	2,230,881	2,244,446
Capital	-	-	-	-	-
Transfers	3,935,605	3,119,727	4,438,326	5,118,549	4,649,689
Insurance	387,702	571,785	645,113	675,430	675,430
CRA Payment	626,672	687,213	-	-	-
Grants-in-Aid	147,544	113,680	58,244	263,462	4,540
Retiree Obligations	-	-	-	-	-
Other	298,944	511,540	1,143,710	423,800	1,405,227
<i>Total Revenue Over/(Under) Expenditures</i>	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 41,541,712</b>	<b>\$ 44,412,946</b>	<b>\$ 46,894,423</b>	<b>\$ 49,977,542</b>	<b>\$ 50,809,389</b>



# General Fund Five Year Forecast

## FY2021 - FY2025

	<i>2021 Budget</i>	<i>2022 Projected</i>	<i>2023 Projected</i>	<i>2024 Projected</i>	<i>2025 Projected</i>
Taxes	\$ 38,905,866	\$ 39,821,873	\$ 41,256,495	\$ 42,777,717	\$ 44,293,014
Intergovernmental	5,822,624	5,926,430	5,802,790	5,890,526	5,982,508
Charges for Services	3,298,884	3,708,790	3,639,436	3,624,966	3,729,494
Fines and Forfeitures	194,047	195,475	186,239	181,827	190,306
Interest	148,765	538,829	535,718	473,155	461,091
Rents and Royalties	59,260	60,622	60,407	59,926	60,012
Disposition of Property	14,000	14,140	14,281	14,424	14,568
Contributions and Donations	5,936	5,107	4,898	4,953	4,907
Other	2,360,007	2,603,574	2,496,886	2,456,007	2,463,708
Transfers	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 50,809,389</b>	<b>\$ 52,874,840</b>	<b>\$ 53,997,150</b>	<b>\$ 55,483,501</b>	<b>\$ 57,199,608</b>
Personnel Services	\$ 33,700,411	\$ 37,851,241	\$ 37,851,241	\$ 37,851,241	\$ 37,851,241
Operating	10,374,092	9,841,489	11,369,901	12,960,029	14,521,498
Capital Outlay	-	-	-	-	-
Non-Operating Expenses	6,734,886	5,342,688	5,342,688	5,342,688	5,342,688
<b>Total Expenditures</b>	<b>\$ 50,809,389</b>	<b>\$ 53,035,418</b>	<b>\$ 54,563,830</b>	<b>\$ 56,153,958</b>	<b>\$ 57,715,427</b>
Surplus/(Deficit)	\$ -	\$ (160,578)	\$ (566,680)	\$ (670,457)	\$ (515,819)
Surplus/(Deficit) as % of Operating Budget	0.0%	-0.3%	-1.0%	-1.2%	-0.9%



# Departments

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- **Administration and Governance**
- **Human Resources**
- **Financial Services**
- **Non-Departmental**
- **Community Development**
- **Police Department**
- **Fire Services**
- **Public Works**
- **Recreation**
- **Water and Wastewater**



CITY OF  
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FLORIDA

# Administration and Governance



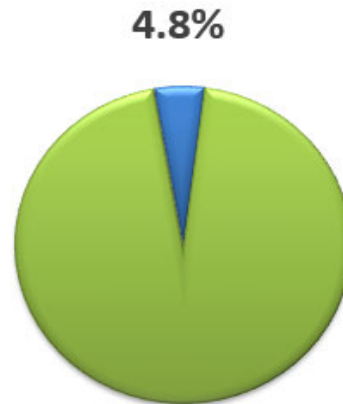
Administration and Governance includes the City Commission, City Manager's Department, City Attorney, Economic Development, Community Relations, and City Clerk functions. The City Commission is responsible for making policy, passing ordinances and adopting the annual budget and tax rates. The Commission works directly with the City Manager, who is responsible for supervising government operations and implementing the policies adopted by the Commission. The City Clerk is the official keeper of the City's records, and documenting the decisions of the Commission for publication and compliance with Florida's stringent public records laws.

## Summary

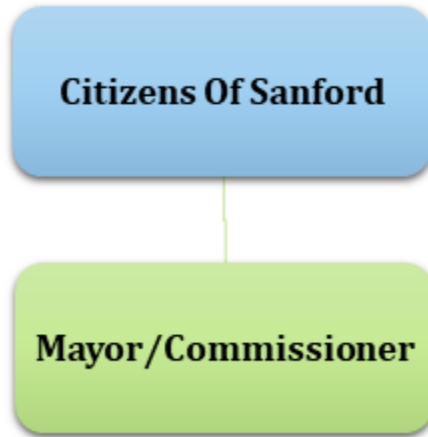
Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 974,625	\$ 1,010,823	\$ 1,018,082	\$ 1,020,346
Benefits	326,050	379,309	405,779	380,521
Operating	801,604	701,754	1,073,315	987,494
Supplies	51,214	72,091	76,932	76,053
Other	111,338	54,848	300	300
<b>Total</b>	<b>\$ 2,264,831</b>	<b>\$ 2,218,825</b>	<b>\$ 2,574,408</b>	<b>\$ 2,464,714</b>

Funding Source	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Fund	2,264,831	2,218,825	2,574,408	2,464,714
<b>Total</b>	<b>\$ 2,264,831</b>	<b>\$ 2,218,825</b>	<b>\$ 2,574,408</b>	<b>\$ 2,464,714</b>

## Administration and Governance as a percentage of General Fund



# CITY COMMISSION



## Role of City Commission

The legislative branch of the City is composed of a five-member elected Commission, including a citywide elected Mayor. The City Commission is governed by the City Charter and by State and Local laws and regulations. The City Commission is responsible for the establishment and adoption of policy. The execution of such policy is delegated by the Commission to their appointed City Manager.

The City Manager, City Clerk, and City Attorney serve at the pleasure of the City Commission. As the elected representatives for the citizens of Sanford, the City Commission is dedicated to a high level of communication with citizens. Individually and collectively, Commission members interact working together with other governmental agencies and jurisdictions. These relationships inform the policy-making decisions that the Commission undertakes in their bimonthly Workshops and Regular public meetings, which are held "in the Sunshine". These meetings provide opportunities for citizen input and published minutes are available on the City's web site.

### Summary

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 82,197	\$ 106,638	\$ 108,748	\$ 109,898
Benefits	20,168	34,819	30,902	29,918
Operating	145,167	29,691	15,291	38,586
Supplies	1,975	6,585	5,340	5,340
Other	111,338	54,848	300	300
<b>Total</b>	<b>\$ 360,845</b>	<b>\$ 232,581</b>	<b>\$ 160,581</b>	<b>\$ 184,042</b>

<b>Funding Source</b>				
General Fund	360,845	232,581	160,581	184,042
<b>Total</b>	<b>\$ 360,845</b>	<b>\$ 232,581</b>	<b>\$ 160,581</b>	<b>\$ 184,042</b>

## ***Our Accomplishments for 2019-20***

- ❖ Adopted 50 ordinances and 50 resolutions in order to improve the quality of life of the residents.

## ***Goals and Objectives for 2020-21***

- ❖ To meet the needs and concerns of the residents and businesses of the City of Sanford with effective representation and legislation.

<b>CITY COMMISSION Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Ordinances Adopted	35	48	50	50
Resolutions Approved	75	53	50	50

## City Commission

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0101-511.11-00	Executive Salaries	39,000	44,582	102,638	103,948	105,098
001-0101-511.12-06	Reg Salaries - Opt Out Health Insurance	4,700	4,800	4,000	4,800	4,800
001-0101-511.15-01	Special Pay	36,000	32,815	-	-	-
001-0101-511.21-00	FICA/Medicare Taxes	5,203	5,484	7,379	8,342	8,439
001-0101-511.22-01	Retirement Contributions - FRS	2,978	3,589	8,541	9,122	9,282
001-0101-511.23-00	Medical Insurance	8,004	10,612	18,252	12,703	11,256
001-0101-511.23-02	Medical Insurance - Life & ST Disability	399	391	439	539	704
001-0101-511.24-00	Worker's Compensation	88	92	208	196	237
	<b>Subtotal Personnel Services</b>	<b>\$ 96,372</b>	<b>\$ 102,365</b>	<b>\$ 141,457</b>	<b>\$ 139,650</b>	<b>\$ 139,816</b>
<b>Operating</b>						
001-0101-511.31-00	Professional Services	-	-	-	-	24,000
001-0101-511.40-00	Travel & Per Diem	512	1,423	3,563	1,500	1,500
001-0101-511.41-00	Communications Services	3,294	3,001	2,486	2,898	2,898
001-0101-511.45-01	Insurance - Operating Liability	648	710	1,253	1,373	668
001-0101-511.47-00	Printing & Binding	190	110	374	200	200
001-0101-511.48-00	Promotional Activities	1,820	925	236	900	900
001-0101-511.49-00	Other Charges/Obligations	35,262	138,998	21,779	8,420	8,420
001-0101-511.51-00	Office Supplies	-	-	133	-	-
001-0101-511.52-00	Operating Supplies	31	-	3,242	2,000	2,000
001-0101-511.52-05	Operating Supplies - Uniforms	-	-	235	-	-
001-0101-511.54-01	Books/Pubs/Subsc/Memb - Prof Dues	1,782	1,450	1,375	1,565	1,565
001-0101-511.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	1,670	525	1,600	1,200	1,200
001-0101-511.54-03	Books/Pubs/Subsc/Memb - Subscriptions	575	-	-	575	575
	<b>Subtotal Operating</b>	<b>\$ 45,784</b>	<b>\$ 147,142</b>	<b>\$ 36,276</b>	<b>\$ 20,631</b>	<b>\$ 43,926</b>
<b>Other</b>						
001-0101-511.81-00	Grants	145,238	111,338	54,848	300	300
	<b>Subtotal Other</b>	<b>\$ 145,238</b>	<b>\$ 111,338</b>	<b>\$ 54,848</b>	<b>\$ 300</b>	<b>\$ 300</b>
<b>Total</b>		<b>\$ 287,394</b>	<b>\$ 360,845</b>	<b>\$ 232,581</b>	<b>\$ 160,581</b>	<b>\$ 184,042</b>

# CITY MANAGER'S OFFICE







The purpose of the Office of the City Manager is to oversee the implementation of the City Commission policy directives and to oversee all City operations. The City Manager's Department includes the Communications Officer, Community Relations Director, Economic Development, and the City Attorney.

**Mission Statement**

To provide the citizens of Sanford with efficient and effective services that meet their needs and to deliver them in a friendly and courteous manner. To manage and direct all activities of City government in a manner consistent with the City Charter, Cod of Ordinances, and as directed by the Board of Commissioners.

**Role of City Manager**

The City Manager is the Chief Administrative Officer of the City. While the Commission sets the policies of the City, the City Manager is responsible for the operational management of all City activities, the direct supervision and administration of all departments, offices and agencies of the City, the enforcement of the City's laws and policies, preparation and the presentation of annual financial reports and the annual budget.

**Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 416,809	\$ 440,179	\$ 440,802	\$ 453,546
Benefits	146,275	158,175	172,268	174,022
Operating	104,007	163,464	265,114	226,062
Supplies	26,269	27,778	31,266	29,561
<b>Total</b>	<b>\$ 693,360</b>	<b>\$ 789,596</b>	<b>\$ 909,450</b>	<b>\$ 883,191</b>

<b>Funding Source</b>				
General Fund	693,360	789,596	909,450	883,191
<b>Total</b>	<b>\$ 693,360</b>	<b>\$ 789,596</b>	<b>\$ 909,450</b>	<b>\$ 883,191</b>

## **Communications Office**

The Communications Office is contained within the City Manager's budget. It serves to keep the public and stakeholders informed of city services, programs and events through effective marketing, communications, media relations and promotional strategies, at the same time managing the city's overall brand. The Communications Office utilizes a variety of tools to achieve its goals, including advertising, digital and direct marketing, partnerships, and public relations. The Office is responsible for all communication and marketing efforts for the City including the creation, publication, and distribution of materials across all platforms, including social media, the City's website and the City's Podcast, Sanford Says. The Communications Office also helps foster citizen engagement, overseeing the Citizens Academy and the Mayor's Youth Council.

### ***Our Accomplishments for 2019-20***

- ❖ Created a friendly and cooperative business environment whereby over 2,000 new jobs with over \$110 million in annual payroll were added in Sanford.
- ❖ Established the Economic Development Advisory Board (EDAB).
- ❖ Hosted and participated in over 600 functions across the City for family events, fundraisers, instructional courses, school events and meeting through the Community.
- ❖ Developed partnership with employers, secondary schools, and colleges/universities and was an active participant in developing our residents and students to meet immediate job needs and jobs of the future.
- ❖ More than \$1 billion in project investment in progress.
- ❖ Offering incentives as well as a wide range of services that include ongoing business retention efforts, business education, business connections, and promoting available properties, and buildings to strengthen existing and attract new businesses.

### ***Goals and Objectives for 2020-21***

- ❖ Enhance our community through the promotion and placement of public art in City hall and other public places.
- ❖ Develop a safe and complete transportation system that provides mobility for all modes of travel from automobiles to bicycles, golf carts, electric vehicles, motorcycles, and pedestrians.
- ❖ Protect our established neighborhoods while maintaining the individual character of each community.

- ❖ Develop and publish an Economic Development plan that identifies opportunities and serves as a guide in decision-making concerning incentives and desired development.
- ❖ Continue to foster internal and external communication with transparency and access to City information and activities.
- ❖ Develop a realistic annual budget that addresses current capital needs as well as future operational and maintenance needs of the City's assets.
- ❖ Break ground for the Heritage Park project.
- ❖ Develop a Public Safety plan that addresses current needs and anticipates and addresses future growth.
- ❖ Acquire property for a new Fire Station in the southeast quadrant of the City.

<b>CITY MANAGER Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
% of complaints responded to or actioned within two business days	98%	98%	99%	99%
Unassigned Fund Balance as a % of annual General Fund expenditures	25%	17%	14%	14%
% of Residents who are satisfied or highly satisfied with the quality of City Services	0%	0%	0%	98%
% of Citizens who agree or strongly agree that City staff meet or exceed customer service expectations	0%	0%	0%	99%
Number of Economic Development Advisory Board recommendations adopted and implemented	-	-	-	3

### Authorized Positions

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>City Manager</b>						
City Manager	4.90	1.00	1.00	-	1.00	-
Deputy City Manager	436	1.00	1.00	-	1.00	-
Public Information Officer	422	1.00	1.00	-	1.00	-
Executive Assistant to the City Manager	418	1.00	1.00	-	1.00	-
Administrative Coordinator **	413	-	-	-	-	0.50
Intern		-	-	-	-	0.50
<b>Total Full Time Equivalents</b>		<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>4.00</b>	<b>1.00</b>

\*\*Split between funds or departments/divisions

## City Manager

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0102-512.11-00	Executive Salaries	-	-	-	182,606	188,073
001-0102-512.12-00	Regular Salaries & Wages	417,984	401,209	424,516	242,596	249,873
001-0102-512.12-02	Regular Salaries - Additional Pays	14,400	14,400	14,463	14,400	14,400
001-0102-512.12-06	Reg Salaries - Opt Out Health Insurance	1,200	1,200	1,200	1,200	1,200
001-0102-512.14-00	Overtime	22	-	-	-	-
001-0102-512.21-00	FICA/Medicare Taxes	26,121	28,782	28,892	29,316	30,839
001-0102-512.22-01	Retirement Contributions - FRS	71,038	75,672	84,414	92,424	95,807
001-0102-512.22-06	Retirement Contributions - City Cont 457	6,428	6,536	6,818	9,421	9,704
001-0102-512.23-00	Medical Insurance	20,921	32,319	34,681	38,107	33,767
001-0102-512.23-02	Medical Insurance - Life & ST Disability	2,201	2,475	2,531	2,177	2,894
001-0102-512.24-00	Worker's Compensation	447	491	839	823	1,011
	<b>Subtotal Personnel Services</b>	<b>\$ 560,762</b>	<b>\$ 563,084</b>	<b>\$ 598,354</b>	<b>\$ 613,070</b>	<b>\$ 627,568</b>
<b>Operating</b>						
001-0102-512.31-00	Professional Services	3,950	14,000	12,500	10,000	10,000
001-0102-512.34-00	Other Contractual Services	1,500	-	-	-	800
001-0102-512.34-21	Other Contractual Services-Lobbying Activity	-	13,750	20,000	30,800	30,000
001-0102-512.40-00	Travel & Per Diem	7,314	8,682	6,929	11,887	11,887
001-0102-512.41-00	Communications Services	2,654	2,614	2,855	2,064	2,064
001-0102-512.42-00	Postage & Transportation	216	182	5,267	295	295
001-0102-512.44-00	Rentals & Leases	2,129	2,129	2,005	2,129	2,129
001-0102-512.45-01	Insurance - Operating Liability	9,675	8,846	9,874	9,983	7,746
001-0102-512.46-00	Repair & Maintenance Services	197	3,529	20,462	3,646	3,846
001-0102-512.47-00	Printing & Binding	952	2,745	927	2,930	1,380
001-0102-512.48-00	Promotional Activities	18,456	12,232	11,369	17,000	11,500
001-0102-512.48-01	Promotional Activities-Marketing	-	32,398	68,324	173,301	143,336
001-0102-512.49-00	Other Charges/Obligations	3,346	2,900	2,952	1,079	1,079
001-0102-512.51-00	Office Supplies	889	1,354	1,186	2,320	2,320
001-0102-512.52-00	Operating Supplies	844	528	3,613	1,000	1,000
001-0102-512.52-05	Operating Supplies - Uniforms	67	52	479	500	500
001-0102-512.54-01	Books/Pubs/Subsc/Memb - Prof Dues	12,054	13,705	11,904	12,826	12,826
001-0102-512.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	6,369	10,013	10,347	13,420	12,715
001-0102-512.54-03	Books/Pubs/Subsc/Memb - Subscriptions	20	(383)	199	200	200
001-0102-512.55-00	Books/Pubs/Subsc/Memb - Subscriptions	-	1,000	50	1,000	-
	<b>Subtotal Operating</b>	<b>\$ 70,632</b>	<b>\$ 130,276</b>	<b>\$ 191,242</b>	<b>\$ 296,380</b>	<b>\$ 255,623</b>
	<b>Total</b>	<b>\$ 631,394</b>	<b>\$ 693,360</b>	<b>\$ 789,596</b>	<b>\$ 909,450</b>	<b>\$ 883,191</b>

# Economic Development

## *Role of Economic Development*

Sanford is an excellent place to locate diverse businesses. Through marketing and advertising the Economic Development Department effectively promotes the City to attract new business. Understanding the trends and conditions of economic development in the area is key to providing jobs that lead to a healthy local economy. This Department offers incentives for new businesses and incentives to retain existing ones, as well as coordinating activities throughout the City that market Sanford as a business hub that is committed to sustainability in the Central Florida region.

### Summary

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 193,312	\$ 179,111	\$ 168,707	\$ 169,277
Benefits	62,031	72,632	82,098	68,693
Operating	150,956	166,213	310,560	301,198
Supplies	12,409	32,889	30,445	30,445
Total	\$ 418,708	\$ 450,845	\$ 591,810	\$ 569,613

<b>Funding Source</b>				
General Fund	418,708	450,845	591,810	569,613
Total	\$ 418,708	\$ 450,845	\$ 591,810	\$ 569,613

## *Our Accomplishments in 2019-20*

- ❖ Worked closely with Enterprise Florida, the Orlando Economic Partnership and Seminole County's Economic Development Dept. to recruit two new companies to Sanford – Acme Glass and Fastenal.
- ❖ Worked closely with Seminole County's Economic Development Dept. and the Sanford Chamber of Commerce to assist in the expansion /retention of three companies in Sanford — CLX Eng., Next Horizon and Boss Laser.
- ❖ Assisted in the location of a new Assisted Living Facility on Marina Isle.
- ❖ Ensured the success of the City's Business Retention & Expansion (BRE) program by supporting the visitations of the Sanford Chamber of Commerce's Economic Development Committee of 40 existing businesses.
- ❖ Assisted the Sanford Chamber of Commerce in continuing and expanding the City's Industry Recognition initiatives.
- ❖ Supported Seminole State College in the SBDC's Business and Beans assistance program for small businesses

## *Goals and Objectives for 2020-21*

- ❖ Recruitment of new companies to Sanford – creating new high wage high value jobs that are 115% - 150% over the County's average wage.
- ❖ Review the success of the City's Business Retention & Expansion (BRE) program by supporting the Sanford Chamber of Commerce's EDC Committee and determine the best delivery system to contract a minimum of 48 existing businesses this year.
- ❖ Establish a CEO Roundtable program to provide a venue for existing company executives to share issues and opportunities.
- ❖ Collaborate with My Sanford Magazine to expand the City's Industry Recognition program.
- ❖ Conduct more research and development opportunities for Sanford's existing industries.
- ❖ Marketing and promotion of Sanford and the Downtown CRA.
- ❖ Maintain a system that tracks fair housing complaints.

**CITY MANAGER - ECONOMIC DEVELOPMENT**  
**Performance Measures**

<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
# of Projects Recruited/Expanded	14	20	15	15
# of Jobs Created	195	2000	1000	1000
% Increase in promotional and marketing opp	10	10	10	10
# of Existing business contact	100	100	100	100

**Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>City Manager-Economic Development</b>						
Economic Development and Promotions Director**	427	1.00	1.00	-	1.00	-
Administrative Coordinator **	413	-	-	-	-	0.50
Economic Development Project Manager	424	0.40	0.40	-	0.40	-
Farmers Market Coordinator (Part-Time)	412	0.15	0.15	(0.15)	-	0.15
Administrative Specialist III **	412	0.50	0.50	-	0.50	-
<b>Total Full Time Equivalents</b>		<b>2.05</b>	<b>2.05</b>	<b>-</b>	<b>1.90</b>	<b>0.65</b>

\*\*Split between funds or departments/divisions

## Economic Development

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0102-559.12-00	Regular Salaries & Wages	111,331	177,879	174,690	155,400	155,970
001-0102-559.12-02	Regular Salaries - Additional Pays	6,925	7,789	4,219	11,107	11,107
001-0102-559.12-06	Reg Salaries - Opt Out Health Insurance	600	600	150	600	600
001-0102-559.13-00	Part Time Wages	7,257	5,698	-	-	-
001-0102-559.14-00	Overtime	223	1,346	52	1,600	1,600
001-0102-559.21-00	FICA/Medicare Taxes	9,131	14,400	13,469	12,940	12,996
001-0102-559.22-01	Retirement Contributions - FRS	22,198	28,934	29,790	37,506	38,496
001-0102-559.23-00	Medical Insurance	13,963	17,386	27,761	30,486	15,758
001-0102-559.23-02	Medical Insurance - Life & ST Disability	699	1,084	1,252	818	1,027
001-0102-559.24-00	Worker's Compensation	147	227	360	348	416
	<b>Subtotal Personnel Services</b>	<b>\$ 172,474</b>	<b>\$ 255,343</b>	<b>\$ 251,743</b>	<b>\$ 250,805</b>	<b>\$ 237,970</b>
<b>Operating</b>						
001-0102-559.31-00	Professional Services	47,419	13,097	25,100	35,000	25,000
001-0102-559.34-00	Other Contractual Services	21,725	-	23,705	15,000	39,000
001-0102-559.40-00	Travel & Per Diem	2,832	8,140	3,397	16,100	8,100
001-0102-559.41-00	Communications Services	1,277	1,166	1,501	1,471	1,511
001-0102-559.42-00	Postage & Transportation	6	615	157	200	200
001-0102-559.43-00	Utility Services	171	139	-	139	139
001-0102-559.44-00	Rentals & Leases	76	-	-	-	-
001-0102-559.45-01	Insurance - Operating Liability	3,771	4,255	3,992	4,236	1,809
001-0102-559.46-00	Repair & Maintenance Services	1,400	1,400	7,350	3,800	3,800
001-0102-559.47-00	Printing & Binding	383	7,698	1,375	7,604	7,604
001-0102-559.48-00	Promotional Activities	135,644	112,553	98,171	223,610	210,635
001-0102-559.49-00	Other Charges/Obligations	3,753	1,893	1,465	3,400	3,400
001-0102-559.51-00	Office Supplies	99	484	345	400	400
001-0102-559.52-00	Operating Supplies	1,982	251	16,171	-	-
001-0102-559.52-01	Operating Supplies - Gasoline/Diesel/Lubric	9	-	-	-	-
001-0102-559.52-05	Operating Supplies - Uniforms	125	193	73	250	250
001-0102-559.54-01	Books/Pubs/Subsc/Memb - Prof Dues	2,115	5,545	8,595	7,375	7,375
001-0102-559.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	2,758	5,838	4,405	18,720	18,720
001-0102-559.54-03	Books/Pubs/Subsc/Memb - Subscriptions	237	98	3,300	3,700	3,700
	<b>Subtotal Operating</b>	<b>\$ 225,782</b>	<b>\$ 163,365</b>	<b>\$ 199,102</b>	<b>\$ 341,005</b>	<b>\$ 331,643</b>
<b>Total</b>		<b>\$ 398,256</b>	<b>\$ 418,708</b>	<b>\$ 450,845</b>	<b>\$ 591,810</b>	<b>\$ 569,613</b>



# Community Relations

## *Role of Community Relations*

To ensure the City of Sanford embraces diversity and inclusion and promotes equality, justice and equal protection under the law for all its citizens. Also, to ensure that all residents in the City of Sanford are treated fairly and have equal access to opportunities in education, employment, housing, and certain public accommodations regardless of race, color, religion, sex (gender) or national origin.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 93,957	\$ 94,223	\$ 105,206	\$ 90,136
Benefits	25,382	30,607	30,619	23,672
Operating	39,729	70,568	50,983	62,818
Supplies	3,227	1,630	1,745	4,090
Total	\$ 162,295	\$ 197,028	\$ 188,553	\$ 180,716

Funding Source				
General Fund	162,295	197,028	188,553	180,716
Total	\$ 162,295	\$ 197,028	\$ 188,553	\$ 180,716

## *Our Accomplishments in 2019-20*

- ❖ Submitted CDBG Annual Action Plan and CAPER on Time.
- ❖ Completed 9 Immediate Needs houses, in collaboration with Seminole County completed 6 reconstructed houses.
- ❖ Secured T.A. from HUD to assist with preparing for closeout of NSP-3 program in 2021.
- ❖ In collaboration with Seminole County conducted one Homeownership Fair.
- ❖ In collaboration with Code enforcement facilitated the donation of three properties to Habitat for Humanity for low-income homeownership.
- ❖ In collaboration with Habitat for Humanity completed 2 homes for low-income homebuyer in Sanford.
- ❖ Continued implementation of the Goldsboro Choice Neighborhood Initiative Transformation Planning.

- ❖ Continued to facilitate the Homeless Task Force and increase services to the chronic homeless in the City of Sanford.
- ❖ Participated in three My Brother Keepers Webinar and established the advisory Committee.
- ❖ Partnered with Goldsboro Front Porch Council and CareerSource to provide summer employment for 15 students.
- ❖ Continued to work on increasing the visibility and quality of produce at the Goldsboro Farmers Market.
- ❖ Established a positive working relationship with the LGBTQ community to address diversity, equity and inclusion in the City of Sanford.

### *Goals and Objectives for 2020-21*

- ❖ Be compliant with HUD/CDBG/NSP/LIHEAP and DEO program guidelines and policy.
- ❖ Accomplish Goals and Objectives in CDBG and LIHEAP Annual Action Plans.
- ❖ Address Homelessness in the 2020-2021 Annual Action Plan.
- ❖ Continue to collaborate with Seminole County and affordable housing organizations to support the development of more affordable housing in Sanford.
- ❖ Continue implementation of Goldsboro Choice Neighborhood Transformation Plan.
- ❖ Implement Action Plan for My Brother’s Keeper.

Promote diversity, equality and inclusion of all City communities e.g. to include LGBTQ.

<b>CITY MANAGER - COMMUNITY RELATIONS Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Goldsboro Choice Neighborhood Plan	N/A	N/A	N/A	Facilitate meetings with SHA and GFPC
My Brothers Keeper Action Plan	N/A	N/A	N/A	Review and update
MBK Job Fair	N/A	N/A	N/A	In partnership with Career Source conduct 1 fair
Youth Job Readiness Workshop	N/A	N/A	N/A	Identify a partner and conduct 1 workshop
Father son Annual Banquet	N/A	N/A	N/A	One banquet for 150 fathers and sons
State Attorney Annual Conference	N/A	N/A	N/A	Sponsor 10 youth

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>City Manager-Community Relations</b>						
Community Relations and Neighborhood Engagement Director **	427	1.00	0.75	0.03	0.78	-
Administrative Specialist III **	412	0.50	0.50	-	0.50	-
<b>Total Full Time Equivalents</b>		<b>1.50</b>	<b>1.25</b>	<b>-</b>	<b>1.28</b>	<b>-</b>

\*\*Split between funds or departments/divisions

## Community Relations

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0102-569.12-00	Regular Salaries & Wages	51,788	91,411	93,421	102,406	87,504
001-0102-569.12-02	Regular Salaries - Additional Pays	600	600	600	600	432
001-0102-569.12-06	Reg Salaries - Opt Out Health Insurance	600	600	150	600	600
001-0102-569.14-00	Overtime	185	1,346	52	1,600	1,600
001-0102-569.21-00	FICA/Medicare Taxes	3,940	7,093	7,065	8,070	6,921
001-0102-569.22-01	Retirement Contributions - FRS	3,997	7,444	7,779	9,127	7,870
001-0102-569.23-00	Medical Insurance	4,512	10,131	14,944	12,703	8,104
001-0102-569.23-02	Medical Insurance - Life & ST Disability	354	604	629	522	575
001-0102-569.24-00	Worker's Compensation	61	110	190	197	202
	<b>Subtotal Personnel Services</b>	<b>\$ 66,037</b>	<b>\$ 119,339</b>	<b>\$ 124,830</b>	<b>\$ 135,825</b>	<b>\$ 113,808</b>
<b>Operating</b>						
001-0102-569.31-00	Professional Services	3,300	-	-	-	-
001-0102-569.34-00	Other Contractual Services	31,452	32,692	62,099	35,000	46,700
001-0102-569.40-00	Travel & Per Diem	4,605	4,763	6,431	6,731	5,232
001-0102-569.41-00	Communications Services	1,030	1,384	958	1,177	1,177
001-0102-569.42-00	Postage & Transportation	194	-	42	275	100
001-0102-569.45-01	Insurance - Operating Liability	-	-	-	-	1,809
001-0102-569.46-00	Repair & Maintenance Services	-	50	-	800	800
001-0102-569.47-00	Printing & Binding	-	50	-	-	-
001-0102-569.48-00	Promotional Activities	875	599	447	500	500
001-0102-569.49-00	Other Charges/Obligations	931	191	591	6,500	6,500
001-0102-569.51-00	Office Supplies	35	226	354	250	250
001-0102-569.52-00	Operating Supplies	28	2,659	-	-	-
001-0102-569.52-05	Operating Supplies	-	95	151	100	150
001-0102-569.54-01	Books/Pubs/Subsc/Memb - Prof Dues	-	-	-	195	1,665
001-0102-569.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	145	220	1,125	1,200	2,025
001-0102-569.54-03	Books/Pubs/Subsc/Memb - Subscriptions	-	27	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 42,595</b>	<b>\$ 42,956</b>	<b>\$ 72,198</b>	<b>\$ 52,728</b>	<b>\$ 66,908</b>
<b>Total</b>		<b>\$ 108,632</b>	<b>\$ 162,295</b>	<b>\$ 197,028</b>	<b>\$ 188,553</b>	<b>\$ 180,716</b>

The Community Relations Director also oversees two grant funded programs: the Community Development Block Grant (CDBG) and the Neighborhood Stabilization Program (NSP). CDBG provides grants to entitled cities, urban counties and states to develop viable urban communities by providing decent housing and a suitable living environment. The NSP is currently spent down but there is still necessary monitoring going forward.

## CDBG Fund

The Community Relations division also oversees the Community Development Block Grant (CDBG). CDBG develops viable communities by providing decent housing and suitable living environments and expanding economic opportunities, principally for people of low and moderate income. The CDBG budget for 2021 is \$500,001.

### Authorized Positions

Full Time Equivalents	Grade	Funded 2018	Funded 2019	+/-	Funded 2020	Authorized & Unfunded
Community Improvement - CDBG (Grant Funded)						
CDBG Program Manager	422	-	-	1.00	1.00	-
Total Full Time Equivalents		-	-	1.00	1.00	-

\*\*Split between funds or departments/divisions

The budget for this program is located in the Special Revenue Fund section of this budget document.

### *Our Accomplishments in 2019-20*

- ❖ Completed 6 Immediate Needs houses, 2 major rehab/reconstructions, and 3 Façade improvement grants.
- ❖ In collaboration with Seminole County conducted one Homeownership Fair.
- ❖ Updated the Homeless Information Card in Spanish and English.
- ❖ Collaboration with Seminole County on implementation of Goldsboro Transformation Plan.
- ❖ Collaborated with Habitat for Humanity on the building of 2 new homes for low-income homebuyer.

### *Goals and objectives for 2020-21*

- ❖ Be compliant with HUD/CDBG/NSP program guidelines and policy.
- ❖ Implement CDBG programs, monitor and enter information on a timely basis to HUD.
- ❖ Address Homelessness in the 2019-2020 Annual Action Plan.
- ❖ Increase community awareness of CDBG funded activities.
- ❖ Continue to work with Sanford Housing Authority, Habitat for Humanity, GoldenRule and other affordable housing organizations to identify grants to assist with development of affordable housing units.
- ❖ Implementation of Goldsboro CNI Transformation Plan.

- ❖ Address needs in distressed areas of the City that are not part of CDBG target area.
- ❖ Promote homeownership for low and middle-income homebuyers.

<b>CITY MANAGER - CDBG Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Conducts Distressed Areas Assessment	Develop action plan	Develop action plan	Create a neighborhood revitalization program	Create a neighborhood revitalization program
NSP-3 Acquire/Rehab/sale 12 units	Donate 2 unites	Donate 2 unites	Complete donation of 2 duplexes	Complete donation of 2 duplexes
NSP-3 Administration	Submitted 4 QPRs	4 QPRs	Submit quarterly reports on time	Submit quarterly reports on time
NSP-3 Monitor fo Affordability	12 units	12 units	Complee annual monitoring on 12 units	Complee annual monitoring on 12 units
CDBG Annual Action Plan	1	1	Submit annual action plan by 8/15/19	Submit annual action plan by 12/30/2020
CDBG Economic Development	4 ED grants	4 ED grants	Complete 4 facade improvement grants on HGB	Complete 4 facade improvement grants on HGB
CDBG Facilities Improvement	Upgrade street lights Goldsboro	Upgrade street lights Goldsboro	N/A	N/A
CDBG-Public Services	300 youth	300 youth	400 youth	400 youth
Increase awareness of CDBG	N/A	N/A	Publish two newsletters	Publish two newsletters
CDBG Housing Immediate Needs	15 Houses	15 Houses	5 Houses	5 Houses
SHIP/HOME Rehab/REconstruct	7 Houses	7 Houses	3 Houses	2 Houses
Affordable Housing Rehab/Reconst Habitat	1 House	1 House	3 Houses	2 Houses
Affordable Housing Disabled Veterans	1 House	1 House	1 House	N/A
Goldsboro Farmers Market	N/A	N/A	Increase visibility/website and activity/vendors	Increase visibility/website and activity/vendors
Goldsboro Choice Neighborhood Initiative	Complete Report	Establish lead agency	Facilitate meetings with SHA and GFPC	Facilitate meetings with SHA and GFPC
Homeless Services	Revise brochures	Day program	Establish a day center downtown	Establish a day center downtown

## LIHEAP Division & LIHEAP Fund

The Community Relations division also oversees the Low Income Home Energy Assistance Program (LIHEAP) grant program. LIHEAP provides grants to local governments to assist eligible low-income households in meeting the cost of home heating and cooling. The LIHEAP budget for 2020 is \$1,172,391.

### Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Community Improvement - LIHEAP (Grant Funded)</b>						
Executive Director of Development Services **	433	0.25	-	-	-	-
Community Relations and Neighborhood Engagement Director **	427	-	0.25	(0.03)	0.22	-
Customer Service Supervisor	412	1.00	1.00	-	1.00	-
Administrative Specialist I	406	1.00	1.00	-	1.00	-
LIHEAP Outreach Technician	403	1.00	1.00	-	1.00	1.00
<b>Total Full Time Equivalents</b>		<b>3.25</b>	<b>3.25</b>	<b>-</b>	<b>3.22</b>	<b>1.00</b>

\*\*Split between funds or departments/divisions

The budget for this program is located in the Special Revenue Fund section of this budget document.

### *Our Accomplishments in 2019-20*

- ❖ Provided supplemental energy assistance to 1,514 families in Seminole County.

### *Goals and objectives for 2020-21*

- ❖ Expend at least 95% of our client service funding.
- ❖ Conduct three outreach programs this year.
- ❖ Target senior with disabilities for services.

<b>LIHEAP Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Number of clients served	1,793	1,925	2,118	2,543
Percentage of funding expended for services	78.00%	95.00%	95.00%	95.00%

## City Attorney

Representing the interests of the City and its Commission, the law firm of Stenstrom, McIntosh, Colbert, Whigham & Partlow, P.A., provides legal advice to the City covering municipal law, liability issues, and contractual reviews, as well as recommending additional legal expertise when needed.

### Summary

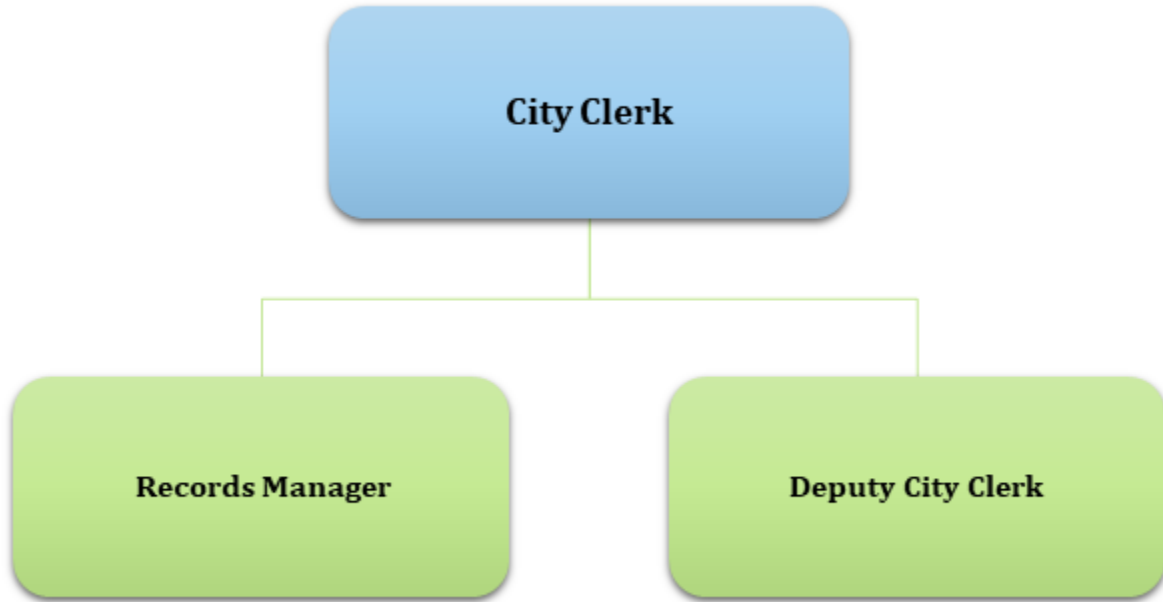
Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Operating	\$ 309,758	\$ 239,612	\$ 340,700	\$ 320,700
Supplies	275	350	1,550	1,550
Total	\$ 310,033	\$ 239,962	\$ 342,250	\$ 322,250

Funding Source				
General Fund	310,033	239,962	342,250	322,250
Total	\$ 310,033	\$ 239,962	\$ 342,250	\$ 322,250

### City Attorney

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
001-0103-514.31-00	Professional Services	232,432	309,053	238,832	340,000	320,000
001-0103-514.40-00	Travel & Per Diem	419	705	780	700	700
001-0103-514.49-00	Other Charges/Obligations	168	-	-	-	-
001-0103-514.54-01	Books/Pubs/Subsc/Memb - Prof Dues	-	-	-	700	700
001-0103-514.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	896	275	350	850	850
	<b>Subtotal Operating</b>	<b>\$ 233,915</b>	<b>\$ 310,033</b>	<b>\$ 239,962</b>	<b>\$ 342,250</b>	<b>\$ 322,250</b>
	<b>Total</b>	<b>\$ 233,915</b>	<b>\$ 310,033</b>	<b>\$ 239,962</b>	<b>\$ 342,250</b>	<b>\$ 322,250</b>

# CITY CLERK





### Mission Statement

The City Clerk's mission is to provide effective and efficient administrative support to the City Commission in accordance with Statutes, Charter, Code and City Commission directives. It is also to provide information to the public in a fair, impartial and efficient manner.

### Role of City Clerk

The City Clerk serves as the official record-keeper for the City, perpetuating the minutes of all City Commission meetings and recording all ordinances, resolutions and other actions of the City Commission. The City Clerk is responsible for all City Commission meetings. In addition, the Clerk must ensure that all meetings are held "in the Sunshine" with legal notice and in compliance with public records laws.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 188,350	\$ 190,672	\$ 194,619	\$ 197,489
Benefits	72,194	83,076	89,892	84,216
Operating	51,987	32,206	90,667	38,130
Supplies	7,059	2,859	6,586	5,067
<b>Total</b>	<b>\$ 319,590</b>	<b>\$ 308,813</b>	<b>\$ 381,764</b>	<b>\$ 324,902</b>

Funding Source	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Fund	319,590	308,813	381,764	324,902
<b>Total</b>	<b>\$ 319,590</b>	<b>\$ 308,813</b>	<b>\$ 381,764</b>	<b>\$ 324,902</b>

### Authorized Positions

Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
City Clerk	1.00	1.00	-	1.00	-
Records Manager	1.00	1.00	-	1.00	-
Deputy City Clerk	1.00	1.00	-	1.00	-
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>	<b>-</b>

## *Our Accomplishments in 2019-20*

- ❖ Held several training sessions for staff and board members for Ethics Training (1–4 hour sessions), and a Public Records (1 class).
- ❖ Conducted (2) Citizen’s Academy Presentations.
- ❖ Assistance in coordinating the City’s Annual Safety Luncheon.

## *Goals and Objectives for 2020-21*

- ❖ The goal of the City Clerk's Office is to continue to provide professionalism and service to our citizens, City Commission, and Staff through openness and transparency in government; and to continue to provide information to the public in a fair, impartial, and efficient manner.

<b>CITY CLERK Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Commission Agendas Prepared	43	43	50	50
Minutes Prepared	43	43	50	50
Ordinances Prepared for Adoption	48	43	50	50
Resolutions Prepared for Approval	53	64	70	70
Laserfische Documents Scanned	11,433	16,256	18,000	20,000
Documents Disposed (cubic feet)	625	279	500	500
Public Records Requests Processed	168	225	250	250

## City Clerk

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0104-512.12-00	Regular Salaries & Wages	171,804	183,452	185,084	190,779	193,649
001-0104-512.12-02	Regular Salaries - Additional Pays	480	3,651	2,787	840	840
001-0104-512.14-00	Overtime	1,543	1,247	2,801	3,000	3,000
001-0104-512.21-00	FICA/Medicare Taxes	12,894	14,105	14,148	14,928	15,164
001-0104-512.22-01	Retirement Contributions - FRS	26,595	30,755	32,786	35,527	33,580
001-0104-512.23-00	Medical Insurance	24,013	26,111	34,531	38,107	33,767
001-0104-512.23-02	Medical Insurance - Life & ST Disability	1,088	1,029	1,233	965	1,263
001-0104-512.24-00	Worker's Compensation	201	194	378	365	442
	<b>Subtotal Personnel Services</b>	<b>\$ 238,618</b>	<b>\$ 260,544</b>	<b>\$ 273,748</b>	<b>\$ 284,511</b>	<b>\$ 281,705</b>
<b>Operating</b>						
001-0104-512.31-00	Professional Services	1,424	2,626	1,252	2,000	-
001-0104-512.34-00	Other Contractual Services	-	-	-	39,600	2,000
001-0104-512.40-00	Travel & Per Diem	3,697	3,052	2,174	6,506	5,656
001-0104-512.41-00	Communications Services	1,702	1,459	2,004	1,495	1,495
001-0104-512.42-00	Postage & Transportation	274	325	382	400	400
001-0104-512.44-00	Rentals & Leases	2,679	2,679	2,483	2,680	2,680
001-0104-512.45-01	Insurance - Operating Liability	919	2,442	1,157	1,248	686
001-0104-512.46-00	Repair & Maintenance Services	-	236	-	600	-
001-0104-512.47-00	Printing & Binding	1,278	1,299	3,074	1,503	1,503
001-0104-512.49-00	Other Charges/Obligations	22,392	37,869	19,680	34,635	23,710
001-0104-512.51-00	Office Supplies	939	399	769	900	900
001-0104-512.52-00	Operating Supplies	183	2,585	191	2,500	200
001-0104-512.52-05	Operating Supplies - Uniforms	-	-	-	-	300
001-0104-512.54-01	Books/Pubs/Subsc/Memb - Prof Dues	1,040	1,271	784	1,055	1,536
001-0104-512.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	2,050	2,804	1,115	2,110	2,110
001-0104-512.54-03	Books/Pubs/Subsc/Memb - Subscriptions	3	-	-	21	21
	<b>Subtotal Operating</b>	<b>\$ 38,580</b>	<b>\$ 59,046</b>	<b>\$ 35,065</b>	<b>\$ 97,253</b>	<b>\$ 43,197</b>
<b>Total</b>		<b>\$ 277,198</b>	<b>\$ 319,590</b>	<b>\$ 308,813</b>	<b>\$ 381,764</b>	<b>\$ 324,902</b>

# HUMAN RESOURCES DEPARTMENT





## Mission Statement

To administer a personnel system, which shall provide for an equitable system of operating procedures designed to ensure uniform, fair and effective treatment of all personnel in accordance with Federal and/or State laws relating to the functions of personnel administration. Also, to administer risk management services to identify property and liability exposures, insure and mitigate accordingly. And to administer a quality benefits and wellness program to the benefit of employees and eligible dependents. Provide a level of customer service where all employees and citizens are treated as guests of honor.

## Role of Human Resources

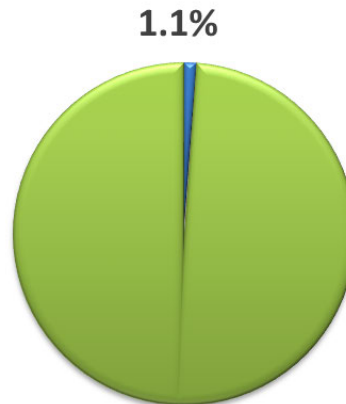
The Human Resources/Risk Management Department exists to provide an organizational frame work to recruit, select, classify, compensate, develop, and reward the City's diverse workforce, while ensuring an environment that optimizes safety, productivity, efficiency and effectiveness. Human Resources/Risk Management is also responsible for risk management which oversees more than \$10 million in liability, property, casualty, workers compensation and employee health insurance with a combination of self-insurance and risk outsourcing. The overall cost of insurance to the City is budgeted in an internal service fund which charges all funds for a share of the cost. The Department of Human Resources/Risk Management provides administrative support to all departments for the management of the City's workforce.

## Summary

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 253,001	\$ 261,323	\$ 272,900	\$ 283,866
Benefits	87,169	105,128	115,975	113,508
Operating	120,031	76,745	130,190	129,215
Supplies	3,845	5,785	12,485	12,835
<b>Total</b>	<b>\$ 464,046</b>	<b>\$ 448,981</b>	<b>\$ 531,550</b>	<b>\$ 539,424</b>

<b>Funding Source</b>				
General Fund	464,046	448,981	531,550	539,424
<b>Total</b>	<b>\$ 464,046</b>	<b>\$ 448,981</b>	<b>\$ 531,550</b>	<b>\$ 539,424</b>

## Human Resources as a percentage of General Fund



The functions of the department are as follows:

- Recruitment and Selection - Provide a quality pool of applicants to fill departmental vacancies through the proper mechanisms in determining relative ability, knowledge, and skills to meet the City's overall goals and objectives.
- Classification and Compensation - Assure both internal and external equities in pay and classification of City employees.
- Employee Relations - These functions revolve around customer service to the employees of the City with the goal of retaining top performers.
- Training - Provide an internal training program for employee training and development.
- Compliance - Endeavors that employee activities are conducted with the highest ethical standards and in compliance with all applicable State and Federal statutes, laws, and regulations.
- Benefits, Wellness and Records Administration - Coordinates the various benefits provided to employees, including, but not exclusive to, health, dental, life, vision, and short term disability insurance, general employee retirement, Family Medical Leave and Health Reimbursement Account reimbursement. This division develops and coordinates various wellness programs and initiatives in order to encourage employee healthy life styles and to mitigate health insurance costs. Also, this division administers the department's public records requests, document retention, as well as maintenance of department files in order to properly maintain personnel, medical, recruitment and claim files in accordance with State and Federal laws as well as abide by State of Florida public records and retention statutes.

- Risk Management - Ensures proper property and casualty insurance coverages, as well as assist in mitigating claims exposure by reviewing language in Certificates of Insurance and City contracts with vendors. Risk Management is the first contact for all tort and professional liability claims and lawsuits made against the City, as well as workers compensation injuries, for administration, processing and defense. Ensures proper property and casualty insurance coverages, as well as assist in mitigating claims exposure by reviewing language in Certificates of Insurance and City contracts with vendors. Risk Management is the first contact for all tort and professional liability claims and lawsuits made against the City, as well as workers compensation injuries, for administration, processing and defense.

### ***Our Accomplishments in 2018-19***

- ❖ Coordinated language assessment testing for participating employees; eligible employees receive a \$20 bi-weekly per language assessed incentive.
- ❖ Maintained low levels of Workers Compensation Claims administered by Johns Eastern of 21 in FY19; 26 in FY18; 33 in FY17.
- ❖ Administered for the sixth consecutive year the reinstated Employee Service Awards Recognition and Luncheon for Years of Service.
- ❖ Held a successful Breast Cancer Awareness Week in October 2019.
- ❖ Hosted CareHere Lunch and Learns throughout the year on health and wellness topics.
- ❖ Conducted Annual Effective Supervisory Training Classes.
- ❖ Recovered \$73,374 in CY2019, \$58,982 in CY2018, \$141,348 in CY2017, \$83,467 in CY2016, and \$74,710 in CY2015 from others due to their damage to City property and vehicles, as well as \$1,068,682 In Workers Compensation claim recoveries.

### ***Goals and Objectives for 2019-20***

- ❖ Continue the training of staff member specifically in the area of recruitment, employee in processing and employment related issues and activities.
- ❖ Schedule Effective Supervisory Training classes.
- ❖ Continued training in NeoGov performance evaluation program.

- ❖ Supervisor Performance Evaluation Training.
- ❖ Review and research with health insurance partners strategies to reduce the traditional health insurance claim dollars.
- ❖ Coordinate city training classes on social security, health/welness, and FRS.
- ❖ Develop or revise various administrative policies.
- ❖ Complete the integration between payroll and BenefitFocus.
- ❖ Pursue the possibility of Functional Capacity Exams or equivalent on general employee new hires as part of the new hire pre-employment/post offer process.

<b>HUMAN RESOURCES Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Number of days from final approval or requisition to job posting	7	7	5	5
Number of days from job posting closing to referrals to respective department	4	3	3	3
Number of workers compensation Lost Time Claims; bring employees back to work in restricted duty capacity	6	6	6	6
Days dept selection to meet with candidate	N/A	5	5	5

### Authorized Positions

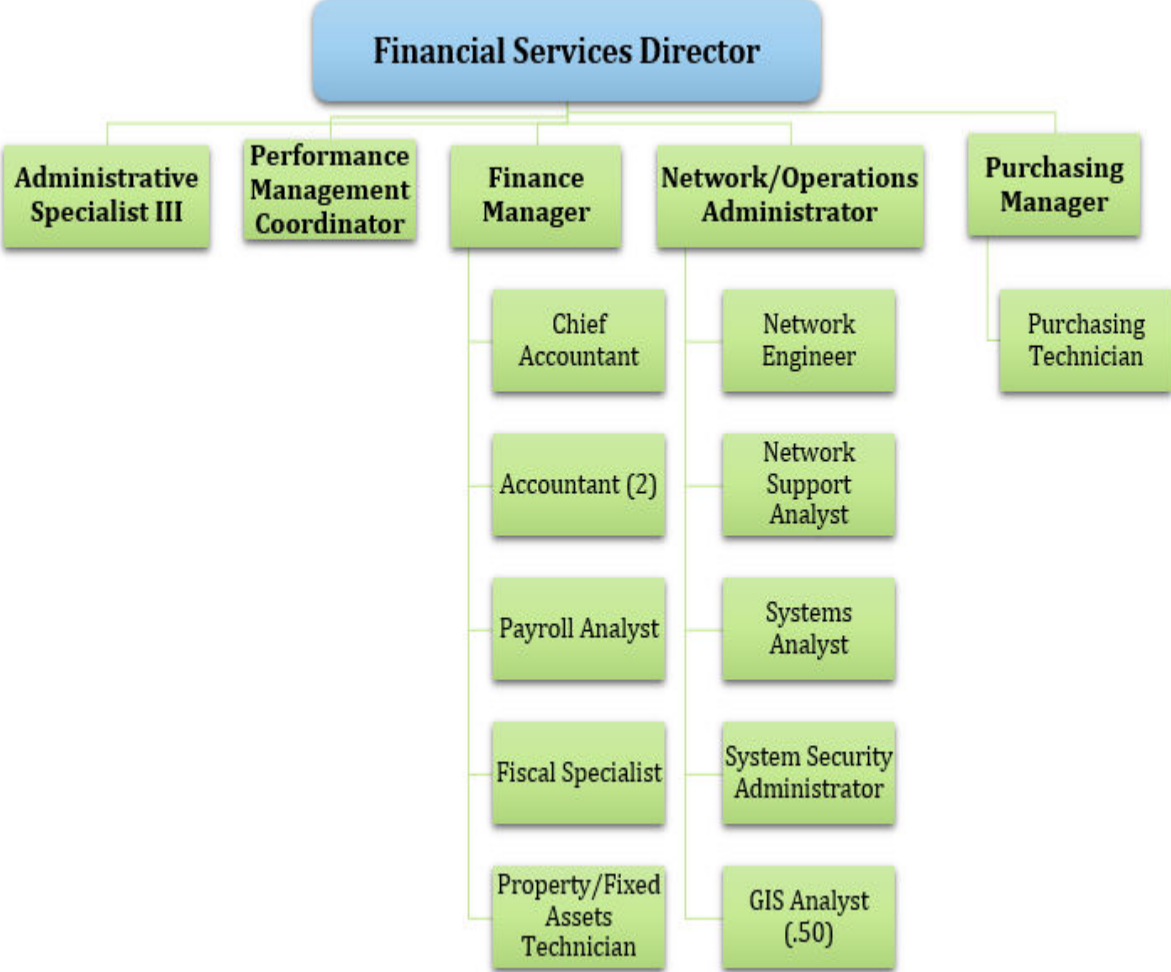
<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Human Resources</b>						
Human Resources Director	431	1.00	1.00	-	1.00	-
Risk Manager		-	-	-	-	1.00
Senior HR Analyst-Recruit & Employee Relations	419	1.00	1.00	-	1.00	-
Senior HR Analyst-Benefits, Wellness	418	1.00	1.00	-	1.00	-
Risk Management Administrator	422	1.00	1.00	-	1.00	-
Administrative Specialist III	412	-	-	-	-	1.00
<b>Total Full Time Equivalents</b>		<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>4.00</b>	<b>2.00</b>



## Human Resources

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0105-513.12-00	Regular Salaries & Wages	238,889	246,401	252,963	266,300	214,803
001-0105-513.12-02	Regular Salaries - Additional Pays	5,400	5,400	7,160	5,400	5,400
001-0105-513.12-06	Reg Salaries - Opt Out Health Insurance	1,200	1,200	1,200	1,200	1,200
001-0105-513.13-00	Part Time Wages	-	-	-	-	59,463
001-0105-513.14-00	Overtime	-	-	-	-	3,000
001-0105-513.21-00	FICA/Medicare Taxes	17,844	18,209	18,322	20,933	21,813
001-0105-513.22-01	Retirement Contributions - FRS	32,536	35,210	38,277	42,369	44,185
001-0105-513.23-00	Medical Insurance	24,013	31,837	46,370	50,809	45,022
001-0105-513.23-02	Medical Insurance - Life & ST Disability	1,528	1,617	1,638	1,358	1,859
001-0105-513.24-00	Worker's Compensation	283	296	521	506	629
	<b>Subtotal Personnel Services</b>	<b>\$ 321,693</b>	<b>\$ 340,170</b>	<b>\$ 366,451</b>	<b>\$ 388,875</b>	<b>\$ 397,374</b>
<b>Operating</b>						
001-0105-513.31-00	Professional Services	96,968	87,429	52,816	77,962	78,453
001-0105-513.34-00	Other Contractual Services	4,483	10,109	6,828	12,601	9,206
001-0105-513.40-00	Travel & Per Diem	1,858	2,698	426	7,300	7,800
001-0105-513.41-00	Communications Services	2,015	1,904	1,861	1,646	1,646
001-0105-513.42-00	Postage & Transportation	911	1,417	1,170	1,560	1,560
001-0105-513.44-00	Rentals & Leases	1,998	1,998	1,875	1,998	1,998
001-0105-513.45-01	Insurance - Operating Liability	1,147	1,655	1,265	1,347	1,050
001-0105-513.45-02	Insurance - Auto Liability	207	243	109	138	184
001-0105-513.46-00	Repair & Maintenance Services	1,793	357	1,139	1,500	1,500
001-0105-513.47-00	Printing & Binding	1,948	2,725	1,428	2,298	2,298
001-0105-513.48-00	Promotional Activities	4,847	3,179	4,569	10,050	11,550
001-0105-513.49-00	Other Charges/Obligations	3,958	6,317	3,259	11,790	11,970
001-0105-513.51-00	Office Supplies	336	1,039	2,917	3,450	3,450
001-0105-513.52-00	Operating Supplies	888	924	116	600	600
001-0105-513.52-01	Operating Supplies - Gasoline/Diesel/Lubric	36	35	-	200	200
001-0105-513.54-01	Books/Pubs/Subsc/Memb - Prof Dues	434	135	210	1,235	1,235
001-0105-513.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	1,095	1,612	2,442	4,400	4,750
001-0105-513.54-03	Books/Pubs/Subsc/Memb - Subscriptions	100	100	100	100	100
001-0105-513.55-00	Training	25	-	-	2,500	2,500
	<b>Subtotal Operating</b>	<b>\$ 125,047</b>	<b>\$ 123,876</b>	<b>\$ 82,530</b>	<b>\$ 142,675</b>	<b>\$ 142,050</b>
<b>Total</b>		<b>\$ 446,740</b>	<b>\$ 464,046</b>	<b>\$ 448,981</b>	<b>\$ 531,550</b>	<b>\$ 539,424</b>

# FINANCIAL SERVICES DEPARTMENT



## Mission Statement

To demonstrate excellence in the level of financial services provided to our public customers, elected officials, and the City of Sanford and its departments, while maintaining prudent use of financial resources in compliance with all associated laws, regulation and policies. To support the mission and goals of the City and its departments with timely, reliable, cost-effective technology services and to provide assistance and advice in its use.

## Role of Financial Services Department

The Financial Services Department administers Accounting and Treasury functions, Debt Management, as well as Grant Compliance, Budgeting, Financial Management, Purchasing, and Information Technology Services for all City departments.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 958,386	\$ 1,012,810	\$ 1,067,601	\$ 1,095,267
Benefits	306,326	343,799	386,478	373,867
Operating	1,245,612	1,130,994	1,212,755	1,205,712
Supplies	27,820	35,285	55,204	54,083
Total	\$ 2,538,144	\$ 2,522,888	\$ 2,722,038	\$ 2,728,929

Funding Source				
General Fund	\$ 2,538,144	\$ 2,522,888	\$ 2,722,038	\$ 2,728,929
Total	\$ 2,538,144	\$ 2,522,888	\$ 2,722,038	\$ 2,728,929

Financial Services as a percentage of General Fund

5.4%



## ***Accounting Division***

In its accounting, treasury, debt management, budgeting and financial and grant compliance capacities the Finance Department must ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with professional accounting standards and federal, state, and local laws. This division handles the payroll for all City employees, pays all invoices for goods and services used by City departments, records and tracks fixed assets, monitors grant funding and manages the City's investing and borrowing activities. Finance also coordinates the Comprehensive Annual Financial Report, which is part of the City's annual, independent audit process. The Finance department also assumed the duties of the Budget Department starting with fiscal year 2011 and as such administers the City's budget process as well.

### ***Our accomplishments for 2019-20***

- ❖ Completed the CAFR without audit comments and received the Certificate of Achievement for Excellence in Financial Reporting.
- ❖ Received the Distinguished Budget Award for the 2020 budget.
- ❖ Completion of the budget process.

### ***Goals and objectives for 2020-21***

- ❖ Obtain the Certificate of Excellence in Financial Reporting award.
- ❖ Performance Measurement enhancement Citywide.
- ❖ Coordinate the preparation of the budget document and publish the adopted budget by October 1st.
- ❖ Update accounting policies and procedures.
- ❖ Coordinate with the City's external auditors and provide account analysis, reconciliations, and audit schedules to expedite the audit process and reduce the time needed to complete the Comprehensive Annual Financial Report (CAFR).

**FINANCE - ACCOUNTING**  
**Performance Measures**

<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2019-2020</b>
# A/P Transactions	5,889	5,685	5,600	5,700
# Purchase Card Transactions	9,092	9,424	9,000	9,200
# Payroll Transactions	14,098	14,443	14,440	14,440
# Budget Adjustments Updated	67	90	85	85
# of Grants Managed	31	39	35	35
# of A/R Invoices Processed	236,502	239,118	235,000	238,000
Value of Fixed Assets (Citywide Inventory)	\$ 518,287,953	\$ 500,000,000	\$ 501,000,000	\$ 505,000,000
# of Journal Entries Updated	680	630	650	650
# of Grant Compliance Findings	0	0	0	0
# of Audit Adjustments	0	0	0	0
# CAFR Comments (with Grant Compliance)	0	0	0	0
# of Adverse Comments on TRIM from DOR	0	0	0	0

**Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 500,292	\$ 533,150	\$ 570,089	\$ 582,213
Benefits	175,791	190,844	231,342	222,551
Operating	211,118	191,340	165,329	163,359
Supplies	13,485	14,477	26,324	23,914
<b>Total</b>	<b>\$ 900,686</b>	<b>\$ 929,811</b>	<b>\$ 993,084</b>	<b>\$ 992,037</b>

<b>Funding Source</b>				
General Fund	\$ 900,686	\$ 929,811	\$ 993,084	\$ 992,037
<b>Total</b>	<b>\$ 900,686</b>	<b>\$ 929,811</b>	<b>\$ 993,084</b>	<b>\$ 992,037</b>

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Finance - Accounting and Finance</b>						
Finance Director	431	1.00	1.00	-	1.00	-
Finance Manager	426	1.00	1.00	-	1.00	-
Chief Accountant	420	1.00	1.00	-	1.00	-
Performance Management Coordinator	418	1.00	1.00	-	1.00	-
Accountant	417	2.00	2.00	-	2.00	1.00
Payroll Analyst	414	1.00	1.00	-	1.00	-
Fiscal Specialist	412	1.00	1.00	-	1.00	-
Administrative Specialist III	412	1.00	1.00	-	1.00	-
Property/Fixed Assets Technician	410	1.00	1.00	-	1.00	-
Budget Manager		-	-	-	-	1.00
Senior Accountant		-	-	-	-	1.00
Resource Specialist		-	-	-	-	1.00
Fiscal Technician		-	-	-	-	2.00
<b>Total Full Time Equivalents</b>		<b>10.00</b>	<b>10.00</b>	<b>-</b>	<b>10.00</b>	<b>6.00</b>

## Finance/Accounting

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0401-513.12-00	Regular Salaries & Wages	487,893	491,585	525,996	566,769	578,893
001-0401-513.12-02	Regular Salaries - Additional Pays	2,256	7,169	3,509	1,720	1,720
001-0401-513.12-06	Reg Salaries - Opt Out Health Insurance	300	1,200	2,200	1,200	1,200
001-0401-513.14-00	Overtime	112	338	1,445	400	400
001-0401-513.21-00	FICA/Medicare Taxes	35,319	35,944	38,219	43,728	44,705
001-0401-513.22-01	Retirement Contributions - FRS	54,130	57,206	61,363	69,365	71,475
001-0401-513.23-00	Medical Insurance	76,412	79,097	86,759	114,320	101,300
001-0401-513.23-02	Medical Insurance - Life & ST Disability	3,047	2,971	3,444	2,865	3,774
001-0401-513.24-00	Worker's Compensation	568	573	1,059	1,064	1,297
	<b>Subtotal Personnel Services</b>	<b>\$ 660,037</b>	<b>\$ 676,083</b>	<b>\$ 723,994</b>	<b>\$ 801,431</b>	<b>\$ 804,764</b>
<b>Operating</b>						
001-0401-513.31-00	Professional Services	43,719	54,001	35,755	20,000	20,000
001-0401-513.32-00	Accounting & Auditing	80,380	57,260	90,000	70,000	70,000
001-0401-513.34-00	Other Contractual Services	150	-	-	-	800
001-0401-513.40-00	Travel & Per Diem	7,367	4,262	3,293	6,558	9,023
001-0401-513.41-00	Communications Services	2,434	2,517	3,148	2,534	3,095
001-0401-513.42-00	Postage & Transportation	5,634	2,780	3,250	6,360	6,360
001-0401-513.44-00	Rentals & Leases	7,663	6,355	6,343	6,454	6,474
001-0401-513.45-01	Insurance - Operating Liability	3,279	5,249	4,636	4,983	2,958
001-0401-513.46-00	Repair & Maintenance Services	1,379	24,000	384	1,000	5,384
001-0401-513.47-00	Printing & Binding	2,911	3,315	1,832	3,290	1,950
001-0401-513.49-00	Other Charges/Obligations	48,428	51,379	42,699	44,150	37,315
001-0401-513.51-00	Office Supplies	5,738	5,158	4,397	7,300	4,885
001-0401-513.52-00	Operating Supplies	1,032	3,053	4,288	1,100	1,100
001-0401-513.54-01	Books/Pubs/Subsc/Memb - Prof Dues	790	3,785	3,880	4,005	4,010
001-0401-513.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	2,643	1,389	1,912	13,819	13,819
001-0401-513.54-03	Books/Pubs/Subsc/Memb - Subscriptions	58	100	-	100	100
	<b>Subtotal Operating</b>	<b>\$ 213,605</b>	<b>\$ 224,603</b>	<b>\$ 205,817</b>	<b>\$ 191,653</b>	<b>\$ 187,273</b>
	<b>Total</b>	<b>\$ 873,642</b>	<b>\$ 900,686</b>	<b>\$ 929,811</b>	<b>\$ 993,084</b>	<b>\$ 992,037</b>

# Information Technology Services

## ***Mission Statement***

“Our mission as the City of Sanford’s Information Technology Services Division is to support the mission and goals of the City and its internal departments with timely, reliable, cost-effective technology services and to provide assistance and advice on its use.”

## ***Role of Information Technology***

The Information Technology Division is responsible for installing and maintaining all of the City’s computers and the supporting infrastructure to include: Desktops, Laptops, Servers, Routers, Switches, Cell Phones, Desk Phones, Software Applications and more. The department suggests and pioneers new technology implementations that meet the goals and needs of the city, develops policies and procedures relating to technology, and trains employees on its use. The IT department also services the cities GIS needs, maintaining and working with GPS related data in order for city employees to understand this information as it relates to a location on a map.

## **Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 326,058	\$ 375,479	\$ 386,887	\$ 399,139
Benefits	101,439	115,195	111,203	109,388
Operating	1,030,933	935,628	1,042,169	1,036,776
Supplies	10,746	18,234	25,925	26,175
Total	\$ 1,469,176	\$ 1,444,536	\$ 1,566,184	\$ 1,571,478

<b>Funding Source</b>				
General Fund	\$ 1,469,176	\$ 1,444,536	\$ 4,566,184	\$ 1,571,478
Total	\$ 1,469,176	\$ 1,444,536	\$ 4,566,184	\$ 1,571,478

## *Our Accomplishments in 2019-20*

- ❖ Completed network switch replacement
- ❖ Refreshed 50% of aging computer fleet
- ❖ Upgraded internet circuits
- ❖ Passed FDLE CJIS Technical Audit
- ❖ Implemented new Disaster Recovery system
- ❖ Upgraded Windows Domain environment to 2016
- ❖ Upgraded Internet service
- ❖ Implemented IT Self Service Portal
- ❖ Increased storage capacity
- ❖ Completed ADA Accessibility remediation
- ❖ Replace office printers/copiers
- ❖ Implemented Virtual phone, meeting, and collaboration tools to support Coronavirus Teleworking requirements

## *Goals and Objectives for 2020-21*

- ❖ Cognos Reports upgrade
- ❖ Integrate HR Benefits with AS400 payroll process
- ❖ Implement new phone system
- ❖ Digital Transformation
- ❖ Implement new Meeting Agenda and Recording system
- ❖ Transform City website that adds value for visitors



## FINANCE - INFORMATION TECHNOLOGY Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
% of Requests Completed	99.90%	100%	97.00%	99.00%
% of time with No Significant Outage	96.00%	93.00%	95.00%	97.00%
% of Projects Completed	40.00%	50.00%	50.00%	50.00%
Customer Satisfaction	Very Satisfied	Very Satisfied	Satisfied	Satisfied

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Finance - Information Systems</b>						
Communications Manager		-	-	-	-	1.00
Computer Support Technician		-	-	-	-	1.00
Network/Operations Administrator	426	1.00	1.00	-	1.00	-
Network Engineer	422	1.00	1.00	-	1.00	-
System Analyst	420	1.00	1.00	-	1.00	-
Network Support Analyst	422	1.00	1.00	-	1.00	-
System Security Administrator	420	1.00	1.00	-	1.00	-
GIS Analyst **	416	0.50	0.50	-	0.50	-
Help Desk Technician	413	-	-	-	-	1.00
<b>Total Full Time Equivalents</b>		<b>5.50</b>	<b>5.50</b>	<b>-</b>	<b>5.50</b>	<b>3.00</b>

\*\*Split between funds or departments/divisions

## Information Technology

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0402-513.12-00	Regular Salaries & Wages	330,589	306,952	352,163	361,245	372,083
001-0402-513.12-02	Regular Salaries - Additional Pays	11,251	11,835	10,258	10,882	11,156
001-0402-513.12-06	Reg Salaries - Opt Out Health Insurance	300	600	1,200	2,400	2,400
001-0402-513.14-00	Overtime	6,246	6,671	11,858	12,360	13,500
001-0402-513.21-00	FICA/Medicare Taxes	26,129	24,512	27,744	29,673	30,644
001-0402-513.22-01	Retirement Contributions - FRS	26,483	26,016	31,097	33,634	34,933
001-0402-513.23-00	Medical Insurance	42,088	45,007	52,290	44,458	39,395
001-0402-513.23-02	Medical Insurance - Life & ST Disability	2,076	1,981	2,372	1,856	2,469
001-0402-513.24-00	Worker's Compensation	796	623	1,692	1,582	1,947
001-0402-513.25-00	Unemployment Compensation	-	3,300	-	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 445,958</b>	<b>\$ 427,497</b>	<b>\$ 490,674</b>	<b>\$ 498,090</b>	<b>\$ 508,527</b>
<b>Operating</b>						
001-0402-513.31-00	Professional Services	93,558	317,725	271,550	293,200	303,200
001-0402-513.40-00	Travel & Per Diem	3,898	-	3	3,000	3,000
001-0402-513.41-00	Communications Services	14,502	12,165	11,092	16,563	16,563
001-0402-513.42-00	Postage & Transportation	234	6	13	300	300
001-0402-513.44-00	Rentals & Leases	128	128	121	128	128
001-0402-513.45-01	Insurance - Operating Liability	10,316	11,822	11,496	12,476	10,939
001-0402-513.45-02	Insurance - Auto Liability	397	514	154	196	260
001-0402-513.46-00	Repair & Maintenance Services	498,639	685,704	639,739	692,706	678,906
001-0402-513.46-03	Repair & Maintenance Services-Adobe	-	-	-	3,000	-
001-0402-513.46-04	Repair & Maintenance Services	-	2,644	622	-	3,000
001-0402-513.47-00	Printing & Binding	207	189	319	280	280
001-0402-513.49-00	Other Charges/Obligations	659	36	519	20,320	20,200
001-0402-513.51-00	Office Supplies	541	743	36	800	800
001-0402-513.52-00	Operating Supplies	11,295	9,331	16,488	12,000	12,000
001-0402-513.52-01	Operating Supplies - Gasoline/Diesel/Lubric	697	216	1,598	800	800
001-0402-513.54-01	Books/Pubs/Subsc/Memb - Prof Dues	395	200	-	395	395
001-0402-513.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	4,860	-	-	11,580	11,580
001-0402-513.54-03	Books/Pubs/Subsc/Memb - Subscriptions	47	256	112	350	600
	<b>Subtotal Operating</b>	<b>\$ 640,373</b>	<b>\$ 1,041,679</b>	<b>\$ 953,862</b>	<b>\$ 1,068,094</b>	<b>\$ 1,062,951</b>
	<b>Total</b>	<b>\$ 1,086,331</b>	<b>\$ 1,469,176</b>	<b>\$ 1,444,536</b>	<b>\$ 1,566,184</b>	<b>\$ 1,571,478</b>

## *Purchasing Division*

The Finance Department, also includes the Purchasing Division, which is responsible to manage the citywide procurement process to provide a highly cost-effective acquisition process that delivers innovative, effective, and timely contracting solutions in concert with the highest standards of ethics and professionalism.

### Summary

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 132,036	\$ 104,181	\$ 110,625	\$ 113,915
Benefits	29,096	37,760	43,933	41,928
Operating	3,561	4,026	5,257	5,577
Supplies	3,589	2,574	2,955	3,994
Total	\$ 168,282	\$ 148,541	\$ 162,770	\$ 165,414

<b>Funding Source</b>				
General Fund	\$ 168,282	\$ 148,541	\$ 162,770	\$ 165,414
Total	\$ 168,282	\$ 148,541	\$ 162,770	\$ 165,414

### *Our Accomplishments in 2019-20*

- ❖ Continued evaluating the contracts and Purchasing Policy. Revised procurement templates to conform to city policy.

### *Goals and Objectives for 2020-21*

- ❖ Process bids and prepare contracts.
- ❖ Update SharePoint with existing contracts, templates, and documentation.
- ❖ Revise Purchasing Policy, and separate the terms and conditions for CCNA contracts and good & services approved by City Attorney.
- ❖ Reduce pcard transactions, and provide procurement training.

<b>FINANCE - PURCHASING Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Purchase orders processed	550	600	625	700
RFP's, RFQ's and bids processed	150	175	110	75

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Finance - Purchasing</b>						
Purchasing Manager **	425	0.97	0.97	-	0.97	-
Purchasing Analyst	414	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>1.97</b>	<b>1.97</b>	<b>-</b>	<b>1.97</b>	<b>-</b>

\*\*Split between funds or departments/divisions

## Purchasing

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-0403-513.12-00	Regular Salaries & Wages	110,635	130,486	102,847	109,523	112,813
001-0403-513.12-02	Regular Salaries - Additional Pays	600	350	913	1,102	1,102
001-0403-513.12-06	Reg Salaries - Opt Out Health Insurance	2,300	1,200	-	-	-
001-0403-513.14-00	Overtime	-	-	421	-	-
001-0403-513.21-00	FICA/Medicare Taxes	8,708	10,036	7,532	8,486	8,747
001-0403-513.22-01	Retirement Contributions - FRS	8,452	9,229	8,624	9,657	10,010
001-0403-513.23-00	Medical Insurance	-	9,264	20,719	25,024	22,174
001-0403-513.23-02	Medical Insurance - Life & ST Disability	369	445	675	557	740
001-0403-513.24-00	Worker's Compensation	128	122	210	209	257
	<b>Subtotal Personnel Services</b>	<b>\$ 131,192</b>	<b>\$ 161,132</b>	<b>\$ 141,941</b>	<b>\$ 154,558</b>	<b>\$ 155,843</b>
<b>Operating</b>						
001-0403-513.40-00	Travel & Per Diem	-	170	917	2,124	2,600
001-0403-513.41-00	Communications Services	361	330	393	321	321
001-0403-513.42-00	Postage & Transportation	289	605	436	320	320
001-0403-513.44-00	Rentals & Leases	383	383	364	383	383
001-0403-513.45-01	Insurance - Operating Liability	735	678	760	792	686
001-0403-513.47-00	Printing & Binding	705	748	564	592	692
001-0403-513.49-00	Other Charges/Obligations	45	647	592	725	575
001-0403-513.51-00	Office Supplies	34	819	996	800	800
001-0403-513.52-00	Operating Supplies	-	1,462	20	10	10
001-0403-513.52-05	Operating Supplies - Uniforms	-	-	-	-	250
001-0403-513.54-01	Books/Pubs/Subsc/Memb - Prof Dues	120	428	769	340	1,149
001-0403-513.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	960	880	789	1,805	1,785
	<b>Subtotal Operating</b>	<b>\$ 3,632</b>	<b>\$ 7,150</b>	<b>\$ 6,600</b>	<b>\$ 8,212</b>	<b>\$ 9,571</b>
	<b>Total</b>	<b>\$ 134,824</b>	<b>\$ 168,282</b>	<b>\$ 148,541</b>	<b>\$ 162,770</b>	<b>\$ 165,414</b>

## Mission Statement

The non-departmental program includes all costs and activities not allocated to one specific department. Expenditures are managed by the Finance Director, including: amortization expense and any related debt expense; retiree payments and insurance; aid to private organizations and transfers.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 10,500	\$ 9,600	\$ 12,800	\$ 10,000
Benefits	571,785	645,113	675,430	675,430
Operating	53,368	14,454	36,000	15,000
Other	689,556	3,396	263,162	4,240
Transfers	3,567,399	5,557,982	5,493,549	5,726,960
<b>Total</b>	<b>\$ 4,892,608</b>	<b>\$ 6,230,545</b>	<b>\$ 6,480,941</b>	<b>\$ 6,431,630</b>

Funding Source				
General Fund	\$ 4,892,608	\$ 6,230,545	\$ 6,480,941	\$ 6,431,630
<b>Total</b>	<b>\$ 4,892,608</b>	<b>\$ 6,230,545</b>	<b>\$ 6,480,941</b>	<b>\$ 6,431,630</b>

### Non-Departmental as a percentage of General Fund

**13.3%**



## Non-Departmental

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-7979-518.12-06	Retiree Payments	9,700	10,500	9,600	12,800	10,000
001-7979-518.23-03	Medical/Life Insurance	387,702	571,785	645,113	675,430	675,430
	<b>Subtotal Personnel Services</b>	<b>\$ 397,402</b>	<b>\$ 582,285</b>	<b>\$ 654,713</b>	<b>\$ 688,230</b>	<b>\$ 685,430</b>
<b>Other</b>						
001-7979-539.31-00	Professional Services	84,121	53,368	14,454	36,000	15,000
	<b>Subtotal Operating</b>	<b>\$ 84,121</b>	<b>\$ 53,368</b>	<b>\$ 14,454</b>	<b>\$ 36,000</b>	<b>\$ 15,000</b>
<b>Other</b>						
001-7979-559.81-00	17-92 TIF County Portion	626,672	687,213	-	-	-
001-7979-569.82-06	Aid to Private Organization	2,306	2,343	3,396	263,162	4,240
	<b>Subtotal Other</b>	<b>\$ 628,978</b>	<b>\$ 689,556</b>	<b>\$ 3,396</b>	<b>\$ 263,162</b>	<b>\$ 4,240</b>
<b>Transfers</b>						
001-7979-581.91-08	Transfers	9,382	-	9,045	-	-
001-7979-581.91-20	Transfers-Debt	1,831,310	1,699,532	1,781,714	1,731,941	1,612,000
001-7979-581.91-22	Transfers	24,000	-	152,294	-	-
001-7979-581.91-28	Transfers-Capital Equipment	2,080,295	1,328,711	2,339,629	3,386,608	3,037,689
001-7979-581.91-36	Transfers	-	91,484	164,689	-	-
001-7979-581.91-46	Transfer-Cemetery	-	-	-	-	66,045
001-7979-581.91-79	Transfers-Mayfair	-	392,000	1,110,611	60,000	60,000
001-7979-590.99-01	Other Uses	195,741	55,672	-	315,000	315,000
001-7979-590.99-70	Other Uses	-	-	-	-	636,226
	<b>Subtotal Transfers</b>	<b>\$ 4,140,728</b>	<b>\$ 3,567,399</b>	<b>\$ 5,557,982</b>	<b>\$ 5,493,549</b>	<b>\$ 5,726,960</b>
<b>Total</b>		<b>\$ 5,251,229</b>	<b>\$ 4,892,608</b>	<b>\$ 6,230,545</b>	<b>\$ 6,480,941</b>	<b>\$ 6,431,630</b>

# DEVELOPMENT SERVICES DEPARTMENT



## Mission Statement

To provide outstanding customer service while helping our property owners and residents, and the development community maintain and enhance the community's quality of life by assisting them in understanding the process and application requirements for development and building construction which comply with applicable codes and regulations

## Vision

To make Sanford a premier City in which to live, work and play by embracing our diversity, celebrating our past and planning for our future.

## Role of Planning & Development Services

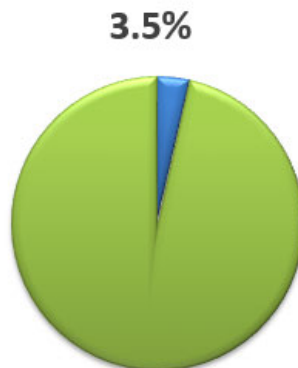
The department oversees consolidated development services consisting of Building, Planning, and Code Enforcement. The department provides for permit/project processing and review, as well as coordination with the public and other City departments.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 919,119	\$ 934,295	\$ 986,367	\$ 1,056,154
Benefits	327,030	371,730	408,762	420,312
Operating	259,903	230,420	237,049	281,362
Supplies	50,117	50,542	55,374	60,779
Total	\$ 1,556,169	\$ 1,586,987	\$ 1,687,552	\$ 1,818,607

Funding Source	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Fund	\$ 1,556,169	\$ 1,586,987	\$ 1,687,552	\$ 1,818,607
Total	\$ 1,556,169	\$ 1,586,987	\$ 1,687,552	\$ 1,818,607

### Development Services as a percentage of General Fund





## Planning Division

Planning activities include but are not limited to the following:

- Addressing
- Annexations
- Building Plans Review
- Certificates of Appropriateness
- Concurrency
- Conditional Uses
- Development Agreements
- Future Land Use Amendments
- Historic Preservation
- Master Plans
- Public Art
- Rezoning
- ROW Use Permits
- Site and Engineering Plans
- Site Development Inspections
- Street Vacates and Easements
- Subdivision Plats
- Variances
- Vested Rights

The division also issues site development permits and development orders. In addition to working with the business and development community on the items listed, Planning's staff also coordinates the activities of the Planning and Zoning Commission, Historic Preservation Board, Public Art Commission and the Development Review Team as well as development approvals before the City Commission.

### ***Our Accomplishments in 2019-20***

- ❖ Facilitated 12 public meetings and hearings for the Historic Preservation Board
- ❖ Facilitated 11 public meetings and hearings for the Planning and Zoning Commission
- ❖ Facilitated 48 public meetings and hearings for the Development Review Team
- ❖ Facilitated 12 public meetings for the Public Art Commission

- ❖ Provided several lectures and training sessions for staff, board members and the public
- ❖ Processed 2,136 development applications. Applications include:
  - ❖ § 21 Annexations
  - ❖ § 270 Certificates of Appropriateness
  - ❖ § 38 Conditional Use Permits
  - ❖ § 27 Driveway and other Engineering Permits
  - ❖ § 7 Rezoning applications including Planned Developments
  - ❖ § 42 Variances
- ❖ Reviewed and processed several demolition projects
- ❖ Executed over 50 Development Orders
- ❖ Reviewed and inspected 1,956 Building Permits for zoning compliance
- ❖ Over 1,000 Business Tax Receipts processed with zoning compliance

### *Goals and Objectives for 2020-21*

- ❖ Continue to implement CitizenServe for Electronic Plan Review and Permitting processes
- ❖ Update Land Development Regulations including but not limited to:
  - Complete downtown parking study
  - Schedule K: Signs Regulations
  - Schedule N: Subdivision Regulations
  - Schedule O: Drainage, Easement and Site Preparations/Excavation Requirements
  - Schedule S: Historic Preservation
- ❖ Commence Land Use and Rezoning for the Goldsboro community
- ❖ Georgetown National Register of Historic Places designation
- ❖ Revise and possibly redesign Architectural Design Standards
- ❖ Review of Resiliency Goals, Objectives and Policies and potential new Resiliency Schedule for the Land Development Regulations

## DEVELOPMENT SERVICES - PLANNING

### Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
Development Applications Processed	2,136	2,346	2,000	2,100
Building Permits Reviewed	3,500	3,581	3,500	3,600
Development Permits	975	952	900	900
Development Fees	261,159	276,924	250,000	300,000

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 566,095	\$ 563,883	\$ 615,758	\$ 651,607
Benefits	198,376	224,426	254,737	263,620
Operating	118,077	41,532	38,323	78,036
Supplies	37,739	35,389	39,893	45,233
Total	\$ 920,287	\$ 865,230	\$ 948,711	\$ 1,038,496

Funding Source				
General Fund	\$ 920,287	\$ 865,230	\$ 948,711	\$ 1,006,796
Total	\$ 920,287	\$ 865,230	\$ 948,711	\$ 1,006,796

### Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Development Services - Planning</b>						
Executive Director of Development Services	433	0.15	0.15	0.35	0.50	-
Planning Director	431	1.00	1.00	-	1.00	-
Development Services Manager	424	1.00	1.00	-	1.00	-
Project Manager	423	1.00	1.00	-	1.00	-
Planning Engineer	421	1.00	1.00	-	1.00	-
Senior Planner	419	1.00	1.00	1.00	2.00	-
Community Planner	418	1.00	1.00	-	1.00	-
Planner	418	1.00	1.00	(1.00)	-	-
Planning Technician	413	1.00	1.00	-	1.00	-
Administrative Coordinator	413	1.00	1.00	-	1.00	-
Development Services Inspector		-	-	-	-	1.00
Principal Planner		-	-	-	-	1.00
Intern		-	-	-	-	0.50
<b>Total Full Time Equivalents</b>		<b>9.15</b>	<b>9.15</b>	<b>0.35</b>	<b>9.50</b>	<b>2.50</b>

\*\*Split between funds or departments/divisions

## Planning

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-1110-515.12-00	Regular Salaries & Wages	525,566	556,921	554,658	605,327	640,456
001-1110-515.12-02	Regular Salaries - Additional Pays	8,990	8,990	9,171	9,710	10,430
001-1110-515.14-00	Overtime	402	184	54	721	721
001-1110-515.21-00	FICA/Medicare Taxes	38,780	41,153	40,808	47,231	50,034
001-1110-515.22-01	Retirement Contributions - FRS	54,622	58,475	66,612	76,457	89,723
001-1110-515.23-00	Medical Insurance	72,420	88,717	101,568	116,226	105,260
001-1110-515.23-02	Medical Insurance - Life & ST Disability	3,202	3,442	3,728	3,075	4,155
001-1110-515.24-00	Worker's Compensation	6,150	6,589	11,710	11,748	14,448
	<b>Subtotal Personnel Services</b>	<b>\$ 710,132</b>	<b>\$ 764,471</b>	<b>\$ 788,309</b>	<b>\$ 870,495</b>	<b>\$ 915,227</b>
<b>Operating</b>						
001-1110-515.31-00	Professional Services	51,438	78,078	2,550	-	31,700
001-1110-515.40-00	Travel & Per Diem	1,946	3,074	35	2,422	4,422
001-1110-515.41-00	Communications Services	4,234	3,893	4,445	3,853	4,366
001-1110-515.42-00	Postage & Transportation	1,791	2,026	2,437	1,500	2,300
001-1110-515.44-00	Rentals & Leases	2,435	2,435	2,560	2,436	2,436
001-1110-515.45-01	Insurance - Operating Liability	3,112	4,550	3,442	3,664	3,664
001-1110-515.45-02	Insurance - Auto Liability	322	322	154	215	215
001-1110-515.46-00	Repair & Maintenance Services	6,535	10,485	10,437	14,500	14,900
001-1110-515.47-00	Printing & Binding	2,840	4,016	4,017	3,353	3,353
001-1110-515.48-00	Promotional Activities	-	-	180	330	330
001-1110-515.49-00	Other Charges/Obligations	8,151	9,198	11,275	6,050	10,350
001-1110-515.51-00	Office Supplies	1,931	2,305	2,227	2,500	2,500
001-1110-515.52-00	Operating Supplies	935	973	695	700	700
001-1110-515.52-01	Operating Supplies - Gasoline/Diesel/Lubric	1,031	1,176	779	1,820	1,200
001-1110-515.52-05	Operating Supplies - Uniforms	-	194	124	120	1,080
001-1110-515.54-01	Books/Pubs/Subsc/Memb - Prof Dues	2,307	3,167	2,219	2,611	3,993
001-1110-515.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	790	1,300	425	2,625	5,625
001-1110-515.54-05	Books/Pubs/Subsc/Memb - Metro Plan	28,450	28,624	28,920	29,517	30,135
	<b>Subtotal Operating</b>	<b>\$ 118,248</b>	<b>\$ 155,816</b>	<b>\$ 76,921</b>	<b>\$ 78,216</b>	<b>\$ 123,269</b>
	<b>Total</b>	<b>\$ 828,380</b>	<b>\$ 920,287</b>	<b>\$ 865,230</b>	<b>\$ 948,711</b>	<b>\$ 1,038,496</b>

## Community Improvement Division

Community Improvement is primarily responsible for enforcement of most of the City’s Code of Ordinances and Land Development Codes. The Community Improvement office completes proactive inspections in the City and receives complaints from citizens with the goal of achieving cooperative compliance. Cases that go unresolved by the responsible party may go to the City’s Special Magistrate for action.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 288,010	\$ 276,834	\$ 297,264	\$ 326,324
Benefits	105,929	108,380	126,663	129,329
Operating	135,489	174,581	191,275	193,075
Supplies	11,530	14,669	14,451	14,451
Total	\$ 540,958	\$ 574,464	\$ 629,653	\$ 663,179

Funding Source				
General Fund	\$ 540,958	\$ 574,464	\$ 629,653	\$ 663,179
Total	\$ 540,958	\$ 574,464	\$ 629,653	\$ 663,179

### *Our Accomplishments in 2019-20*

- ❖ Investigated 1,747 code complaints (1.1% increase). 89% of the code complaints had initial inspection/response within one business day.
- ❖ Cited 2,536 violations by code enforcement officers (4.8% decrease from).
- ❖ Scheduled 330 cases (5.3% of all code complaints) for Special Magistrate hearings.
- ❖ Collected \$142,075 in outstanding code enforcement liens through the Lien Amnesty Program, which allowed 35 properties to be brought into code compliance.
- ❖ Collected \$97,250 in vacant property registration fees.

### *Goals and Objectives for 2020-21*

- ❖ Review of Benchmarks as part of our Performance Standards.
- ❖ Complete the condemnation and demolition of 4 dilapidated structures.
- ❖ Maintain the average plan review time frame to 30 days or less.

- ❖ Expand use of Citizenserve online portal payment processes.

<b>DEVELOPMENT SERVICES - COMMUNITY IMPROVEMENT</b>				
<b>Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Number of code complaints received	1,747	1,705	1,733	1,800
Number of cases taken to Special Magistrate	392	381	387	400
Number of cases closed by compliance	1,368	1,341	1,385	1,400
Number of cases fine imposed	27	22	23	30
Number of cases abated by city	109	121	117	130

### Authorized Positions

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2020</b>	<b>Authorized &amp; Unfunded</b>
<b>Community Improvement</b>						
Executive Director of Development Services	433	0.25	0.50	(0.35)	0.15	-
Community Improvement Director **	431	-	-	-	-	-
Administrative Coordinator	413	1.00	1.00	-	1.00	-
Administrative Specialist I	406	1.00	1.00	-	1.00	-
Code Enforcement Officer	413	3.00	3.00	-	3.00	-
Code Enforcement Supervisor	417	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>6.25</b>	<b>6.50</b>	<b>(0.35)</b>	<b>6.15</b>	<b>-</b>

\*\*Split between funds or departments/divisions

## Community Improvement

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-1103-519.12-00	Regular Salaries & Wages	274,950	282,010	273,045	289,664	318,244
001-1103-519.12-02	Regular Salaries - Additional Pays	4,800	4,800	2,463	1,720	2,200
001-1103-519.12-06	Reg Salaries - Opt Out Health Insurance	1,200	1,200	1,200	1,200	1,200
001-1103-519.14-00	Overtime	-	-	126	4,680	4,680
001-1103-519.21-00	FICA/Medicare Taxes	20,471	20,785	19,590	22,801	25,056
001-1103-519.22-01	Retirement Contributions - FRS	31,000	34,478	30,344	31,621	36,904
001-1103-519.23-00	Medical Insurance	36,850	46,580	52,475	66,687	60,217
001-1103-519.23-02	Medical Insurance - Life & ST Disability	1,731	1,774	1,832	1,470	2,085
001-1103-519.24-00	Worker's Compensation	2,279	2,312	4,139	4,084	5,067
	<b>Subtotal Personnel Services</b>	<b>\$ 373,281</b>	<b>\$ 393,939</b>	<b>\$ 385,214</b>	<b>\$ 423,927</b>	<b>\$ 455,653</b>
<b>Operating</b>						
001-1103-519.31-00	Professional Services	5,932	7,877	13,903	15,500	15,500
001-1103-519.34-01	Other Contractual Services - Lot Mowing	42,790	43,428	49,850	44,000	44,000
001-1103-519.34-02	Other Contractual Services - Demolition	-	38,239	31,535	80,000	80,000
001-1103-519.40-00	Travel & Per Diem	-	-	197	1,070	1,070
001-1103-519.41-00	Communications Services	7,919	5,432	7,359	7,027	7,027
001-1103-519.42-00	Postage & Transportation	8,472	9,111	8,684	10,000	10,000
001-1103-519.44-00	Rentals & Leases	1,573	1,573	1,453	1,574	1,574
001-1103-519.45-01	Insurance - Operating Liability	2,026	2,847	2,253	2,388	2,388
001-1103-519.45-02	Insurance - Auto Liability	1,586	1,862	897	1,116	1,116
001-1103-519.46-00	Repair & Maintenance Services	13,061	12,003	40,999	15,800	17,200
001-1103-519.47-00	Printing & Binding	776	1,281	2,225	800	1,200
001-1103-519.49-00	Other Charges/Obligations	11,997	11,836	15,226	12,000	12,000
001-1103-519.51-00	Office Supplies	2,559	1,868	2,975	3,000	3,000
001-1103-519.52-00	Operating Supplies	2,343	3,786	2,055	3,000	3,000
001-1103-519.52-01	Operating Supplies - Gasoline/Diesel/Lubric	3,062	3,736	4,541	4,176	4,176
001-1103-519.52-05	Operating Supplies - Uniforms	858	1,700	1,361	1,500	1,500
001-1103-519.54-01	Books/Pubs/Subsc/Memb - Prof Dues	401	440	1,687	275	275
001-1103-519.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	1,125	-	2,050	2,500	2,500
	<b>Subtotal Operating</b>	<b>\$ 106,480</b>	<b>\$ 147,019</b>	<b>\$ 189,250</b>	<b>\$ 205,726</b>	<b>\$ 207,526</b>
	<b>Total</b>	<b>\$ 479,761</b>	<b>\$ 540,958</b>	<b>\$ 574,464</b>	<b>\$ 629,653</b>	<b>\$ 663,179</b>

## Business Tax Receipts Division

The Business Tax Receipts division is the collection and assessment point for business tax revenue. The conduct of businesses in the City is regulated by verification of compliance with State statutes and licensing requirements.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 65,014	\$ 93,578	\$ 73,345	\$ 78,223
Benefits	22,725	38,924	27,362	27,363
Operating	6,337	14,307	7,451	10,251
Supplies	848	484	1,030	1,095
Total	\$ 94,924	\$ 147,293	\$ 109,188	\$ 116,932

Funding Source				
General Fund	\$ 94,924	\$ 147,293	\$ 109,188	\$ 116,932
Total	\$ 94,924	\$ 147,293	\$ 109,188	\$ 116,932

### *Our Accomplishments in 2019-20*

- ❖ Business tax receipt are completely online this year. Business owners can apply for and pay for their tax receipts as well. The public can also look up businesses to find out information. The tax due notices that will be generated in July will collect information to allow the customer to pay by card. Business tax receipts are also available to be printed online.

### *Goals and Objectives for 2020-21*

- ❖ Increase the number of customers that can pay online by obtaining an email address for those customers that do not have an email contact.
- ❖ Creating procedures for the new software system to enable other to process a business tax receipt.



**DEVELOPMENT SERVICES - BUSINESS TAX RECEIPTS DIVISION**  
**Performance Measures**

<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Business Tax Receipts billed	3,152	2,893	3,200	3,200
Business Tax Receipts second notices	1,557	1,374	1,000	1,000
Tax Due Notices to collections	0	51	100	100

**Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Business Tax Receipts</b>						
Fire Marshall **	214	0.03	-	-	-	-
Deputy Building Official **	422	-	0.05	-	0.05	-
Building Official **	425	0.10	-	-	-	-
Permit/Licensing Coordinator **	415	0.85	-	-	-	-
Information and Licensing Coordinator **	417	-	0.95	-	0.95	-
Permit Coordinator **	408	0.10	0.09	-	0.09	-
Administrative Specialist II **	409	0.10	-	-	-	-
Administrative Specialist III **	412	-	0.10	-	0.10	-
<b>Total Full Time Equivalents</b>		<b>1.18</b>	<b>1.19</b>	<b>-</b>	<b>1.19</b>	<b>-</b>

\*\*Split between funds or departments/divisions

## Business Tax Receipts

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-1101-513.12-00	Regular Salaries & Wages	63,182	64,918	93,080	70,729	75,607
001-1101-513.12-02	Regular Salaries - Additional Pays	-	-	310	-	-
001-1101-513.12-06	Reg Salaries - Opt Out Health Insurance	60	15	-	36	36
001-1101-513.14-00	Overtime	-	55	188	2,580	2,580
001-1101-513.15-00	Special Pay	40	26	-	-	-
001-1101-513.21-00	FICA/Medicare Taxes	4,497	4,571	6,694	5,626	6,006
001-1101-513.22-01	Retirement Contributions - FRS	4,606	4,970	7,785	6,433	6,906
001-1101-513.22-03	Retirement Contributions - Fire Pension	-	106	-	-	-
001-1101-513.23-00	Medical Insurance	9,653	12,437	23,522	14,735	13,696
001-1101-513.23-02	Medical Insurance - Life & ST Disability	398	417	600	356	489
001-1101-513.24-00	Worker's Compensation	241	224	323	212	266
	<b>Subtotal Personnel Services</b>	<b>\$ 82,677</b>	<b>\$ 87,739</b>	<b>\$ 132,502</b>	<b>\$ 100,707</b>	<b>\$ 105,586</b>
<b>Operating</b>						
001-1101-513.34-00	Other Contractual Services	148	182	317	250	250
001-1101-513.40-00	Travel & Per Diem	40	-	-	110	110
001-1101-513.41-00	Communications Services	180	164	196	180	180
001-1101-513.42-00	Postage & Transportation	2,733	2,246	2,554	2,300	2,300
001-1101-513.44-00	Rentals & Leases	713	713	658	730	730
001-1101-513.45-01	Insurance - Operating Liability	19	19	20	21	21
001-1101-513.46-00	Repair & Maintenance Services	-	-	5,156	-	-
001-1101-513.47-00	Printing & Binding	793	670	913	860	860
001-1101-513.49-00	Other Charges/Obligations	2,556	2,343	4,493	3,000	5,800
001-1101-513.51-00	Office Supplies	-	160	257	235	260
001-1101-513.52-00	Operating Supplies	-	638	342	500	500
001-1101-513.54-01	Books/Pubs/Subsc/Memb - Prof Dues	165	50	(115)	50	50
001-1101-513.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	199	-	-	245	285
	<b>Subtotal Operating</b>	<b>\$ 7,546</b>	<b>\$ 7,185</b>	<b>\$ 14,791</b>	<b>\$ 8,481</b>	<b>\$ 11,346</b>
	<b>Total</b>	<b>\$ 90,223</b>	<b>\$ 94,924</b>	<b>\$ 147,293</b>	<b>\$ 109,188</b>	<b>\$ 116,932</b>

## Building Division & Building Inspection Fund

Responsible for routing and issuing all permits for all vertical construction throughout the city. Responsible for all plan review and inspections for all the applicable trades involved, by being assured that all pertinent codes and state statutes are followed and that all contractors are properly licensed and insured. While the Building Inspection Fund resides in the Development Services Department operationally, it is 100% funded by fee revenues and contained in its own fund as required by Florida Statue.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 575,002	\$ 602,469	\$ 734,677	\$ 748,819
Benefits	183,977	216,666	271,660	264,549
Operating	404,950	407,091	601,251	632,325
Supplies	26,101	53,843	52,506	52,506
Capital	57,299	-	32,000	32,000
Transfers	-	-	552,860	5,692
<b>Total</b>	<b>\$ 1,247,329</b>	<b>\$ 1,280,069</b>	<b>\$ 2,244,954</b>	<b>\$ 1,735,891</b>

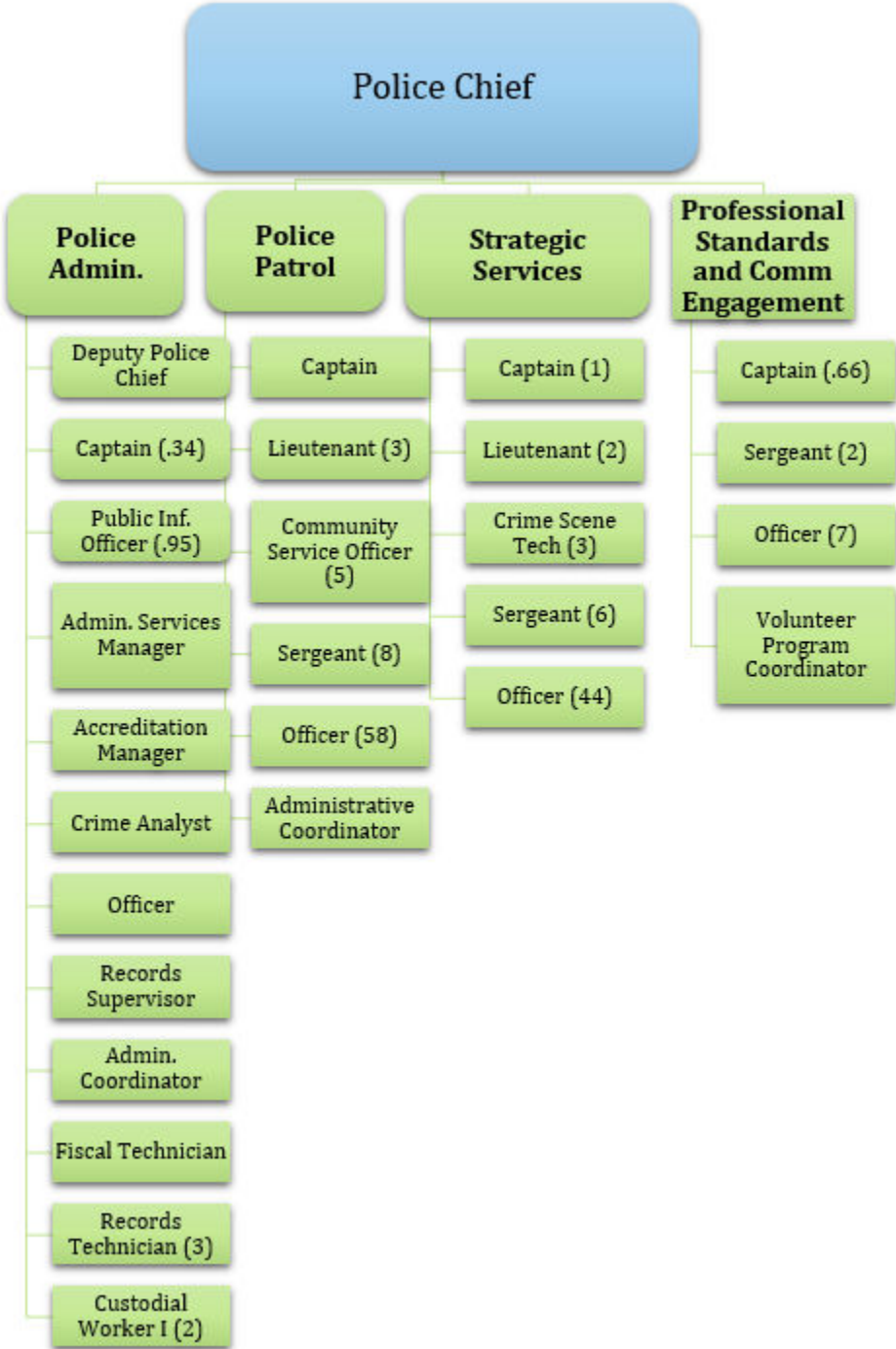
### Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Building Inspection Fund</b>						
Executive Director of Development Services **	433	0.35	0.35	-	0.35	-
Building Official **	425	1.00	1.00	-	1.00	-
Deputy Building Official **	422	0.95	0.95	-	0.95	-
Plans Examiner	419/422	1.00	1.00	-	1.00	-
Building Codes Inspector I	415	1.00	1.00	-	1.00	-
Building Codes Inspector II	417	1.00	1.00	-	1.00	1.00
Building Codes Inspector III	419	2.00	2.00	-	2.00	-
Information and Licensing Coordinator **	417	0.05	0.05	-	0.05	-
Permit Technician II	-	-	-	-	-	1.00
Permit Coordinator **	408	2.91	2.91	-	2.91	-
Administrative Specialist III **	412	0.90	0.90	-	0.90	-
<b>Total Full Time Equivalents</b>		<b>11.16</b>	<b>11.16</b>	<b>-</b>	<b>11.16</b>	<b>2.00</b>

\*\*Split between funds or departments/divisions

The budget for Building Inspection Fund is located in the Special Revenue Fund section of this budget document.

# POLICE DEPARTMENT



## Mission Statement

It is the mission of the Sanford Police Department to enhance the quality of life in our city by working in partnership with the community, within the framework of the constitution, to enforce the laws, preserve the peace, reduce fear, and provide a safe environment.

## Vision

The Sanford Police Department, in partnership with the community, is committed to providing and maintaining a highly motivated, professional police agency, thereby making our neighborhoods safe to all.

## Values

- Honesty and integrity in personal and professional relationships.
- Respect for the worth and dignity of persons, freedoms and property.
- Moral conviction to excellence in service through tolerance and hard work.
- Positive enthusiasm, recognizing and welcoming creativity and warranted change.
- Faith and support of the constitution and the laws associated with our chosen profession.
- Courage to officiate duties regardless of ridicule, scorn or danger.

## Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 8,687,957	\$ 8,836,277	\$ 9,197,627	\$ 9,642,527
Benefits	4,109,299	4,575,232	4,727,549	4,754,804
Operating	1,859,493	1,914,594	2,138,883	2,203,909
Supplies	731,878	761,550	860,883	840,802
Total	\$ 15,388,627	\$ 16,087,653	\$ 16,924,942	\$ 17,442,042

Funding Source	2018 Actual	2019 Actual	2020 Budget	2021 Budget
General Fund	\$ 15,430,219	\$ 16,087,653	\$ 16,924,942	\$ 17,442,042
Total	\$ 15,430,219	\$ 16,087,653	\$ 16,924,942	\$ 17,442,042

## Police Department as a percentage of General Fund

34.3%



With a total workforce of 157.95 employees, 138 of which are sworn officers, the Police Department is the largest department in number of employees. This reflects the nature of this 24/7 operation and the deep commitment of our citizens to a safe community.

### *A Fully Accredited Police Department*

The Sanford Police Department has been accredited through the Commission for Florida Law Enforcement Accreditation since February 2005. The Sanford Police Department will be awarded its fifth successful triennial reaccreditation on October 3, 2018. Accreditation has long been recognized as a means of maintaining the highest standards of professionalism. Accreditation is the certification by an independent reviewing authority that an entity has met specific requirements and prescribed standards. Schools, universities, and hospitals are some of the most well-known organizations that are required to maintain accreditation. Since 1993 law enforcement agencies in Florida have attained accredited status through the Commission for Florida Law Enforcement Accreditation, Inc. To maintain law enforcement accreditation, the Sanford Police Department is required to comply with over 250 professional standards of performance.

## Police Department Combined

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2020-521.12-00	Regular Salaries & Wages	7,463,597	8,044,957	8,121,025	8,485,754	8,866,080
001-2020-521.12-02	Regular Salaries - Additional Pays	125,087	124,997	130,741	141,421	145,026
001-2020-521.12-05	Regular Salaries - Incentive Bonus	-	-	-	1,557	1,943
001-2020-521.12-06	Reg Salaries - Opt Out Health Insurance	25,800	16,200	13,400	14,825	15,550
001-2020-521.13-00	Part Time Wages	-	-	-	-	40,211
001-2020-521.14-00	Overtime	409,686	382,906	459,676	421,537	444,024
001-2020-521.15-00	Special Pay	39,391	40,843	36,990	48,030	47,599
001-2020-521.15-02	Special Pay - Police State Incentive	67,479	73,454	73,045	74,999	82,094
001-2020-521.15-07	Special Pay - Mortgage Assistance	6,285	4,600	1,400	9,504	-
001-2020-521.21-00	FICA/Medicare Taxes	604,978	641,695	649,502	703,100	737,537
001-2020-521.22-01	Retirement Contributions - FRS Retirement Contributions - Police Pension	88,127	667,123	887,097	979,045	1,092,744
001-2020-521.22-02		1,826,234	1,250,168	1,168,819	909,875	936,033
001-2020-521.22-06	Retirement Contributions - City Cont 457	18,796	23,016	24,114	39,568	23,400
001-2020-521.23-00	Medical Insurance	1,019,613	1,348,764	1,543,930	1,795,160	1,586,535
001-2020-521.23-02	Medical Insurance - Life & ST Disability	18,901	20,422	21,738	22,656	28,294
001-2020-521.24-00	Worker's Compensation	146,192	158,111	279,233	278,145	350,261
001-2020-521.25-00	Unemployment Compensation	-	-	799	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 11,860,166</b>	<b>\$ 12,797,256</b>	<b>\$ 13,411,509</b>	<b>\$ 13,925,176</b>	<b>\$ 14,397,331</b>
<b>Operating</b>						
001-2020-521.31-00	Professional Services	2,098	61,746	67,009	4,300	4,300
001-2020-521.34-00	Other Contractual Services	585,137	614,300	630,037	718,828	741,208
001-2020-521.40-00	Travel & Per Diem	786	21,800	41,204	26,805	26,805
001-2020-521.41-00	Communications Services	187,401	208,817	251,711	239,540	244,223
001-2020-521.42-00	Postage & Transportation	1,233	1,886	1,575	2,651	2,651
001-2020-521.43-00	Utility Services	93,459	102,188	100,565	96,474	96,474
001-2020-521.44-00	Rentals & Leases	162,555	161,290	176,438	167,941	182,298
001-2020-521.45-01	Insurance - Operating Liability	74,843	86,580	89,020	95,942	87,108
001-2020-521.45-02	Insurance - Auto Liability	54,336	73,617	33,935	44,735	60,158
001-2020-521.46-00	Repair & Maintenance Services	473,084	441,423	452,220	570,894	587,754
001-2020-521.47-00	Printing & Binding	12,696	12,022	8,959	18,795	18,795
001-2020-521.48-00	Promotional Activities	24,499	33,955	24,944	40,000	40,000
001-2020-521.49-00	Other Charges/Obligations	75,986	39,869	36,977	111,978	112,135
001-2020-521.51-00	Office Supplies	11,848	14,211	18,303	21,029	30,236
001-2020-521.52-00	Operating Supplies	179,130	220,012	234,592	267,335	226,193
001-2020-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	285,671	351,029	364,208	389,681	389,681
001-2020-521.52-05	Operating Supplies - Uniforms	59,626	84,379	68,784	101,768	103,922
001-2020-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	1,783	4,367	5,415	7,170	8,870
001-2020-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	9,986	40,713	4,100	4,100
001-2020-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	2,361	16,587	88	5,225	5,225
001-2020-521.54-04	Books/Pubs/Subsc/Memb - Subscriptions	(1,500)	31,307	29,447	64,575	72,575
	<b>Subtotal Operating</b>	<b>\$ 2,287,032</b>	<b>\$ 2,591,371</b>	<b>\$ 2,676,144</b>	<b>\$ 2,999,766</b>	<b>\$ 3,044,711</b>
	<b>Total</b>	<b>\$ 14,147,198</b>	<b>\$ 15,388,627</b>	<b>\$ 16,087,653</b>	<b>\$ 16,924,942</b>	<b>\$ 17,442,042</b>

## Administration

The Administration Division coordinates and directs department activities which relate to budget and fiscal control, personnel administration, data collection, records management, training, accreditation and public relations. The training unit is responsible for handling recruitment and testing, career development, both in-house and external training classes, promotional testing and training documentation for all employees, as well as assisting outside organizations in their pursuit for professional training.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 875,195	\$ 830,190	\$ 893,380	\$ 882,018
Benefits	343,667	354,090	386,257	374,021
Operating	445,618	511,175	484,236	501,144
Supplies	84,302	85,269	57,768	77,582
Total	\$ 1,748,782	\$ 1,780,724	\$ 1,821,641	\$ 1,834,765

Funding Source				
General Fund	\$ 1,748,782	\$ 1,780,724	\$ 1,821,641	\$ 1,834,765
Total	\$ 1,748,782	\$ 1,780,724	\$ 1,821,641	\$ 1,834,765

### *Our Accomplishments in 2019-20*

- ❖ Reduced overall crime by 2%
- ❖ Increased School Resource Officer canine sweeps
- ❖ Conducted fifteen proactive criminal investigations
- ❖ Neighborhood Response Unit conducting ten tactical operations focusing on drug trafficking, prostitution and assisting the County City Investigative Bureau and the DEA with multi-agency operations within our jurisdiction.
- ❖ We began implementing body camera and taser signal technology and added two automatic license plate readers
- ❖ Conducted 3,133 outreach events and activities and achieved an increased activity on all social media platforms by more than 5% overall
- ❖ Expanded the volunteer program to 60 members and increased citizens on patrol time by 10%
- ❖ Implementation of the law enforcement academy tuition reimbursement program we hope to continue to attract quality candidates



- ❖ Decreased the load weight of officers

### *Goals and Objectives for 2020-21*

- ❖ Over the past eight years, the Police Department has implemented significant organizational, professional and cultural improvements throughout our agency. The implementation of empirically measured goals and objectives has led the department on a path of continuous improvement. Most noteworthy is the City's continued investment in officer training. This investment is reaping the tangible benefits of the increased professionalism and performance of every sworn officer and nonsworn support staff. There is a direct correlation between increased employee professional competency and the ability to reduce crime throughout our city, while also fostering overall trust and cooperation. It is our goal to continue investing in our most valuable resources, our employees. In support of this initiative, sponsoring sworn applicant candidates at the law enforcement academy has significantly improved our agency's ability to attract quality individuals to fill positions trusted with protecting our citizens.

<b>POLICE - ADMINISTRATION (2022)</b>				
<b>Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Internal Complaints	41	50	53	48
Citizen Complaints	9	14	27	15
Crries Analyst Inquiries	650	650	450	450
Number of Officer Body Cameras Deployed	90	90	140	140

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Police - Administration</b>						
Police Chief	432	1.00	1.00	-	1.00	-
Deputy Police Chief	216	1.00	1.00	-	1.00	-
Lieutenant	213	-	-	-	-	-
Captain **	214	0.34	0.34	-	0.34	-
Public Information Officer **	423	0.95	0.95	-	0.95	-
Support Services Supervisor		-	-	-	-	1.00
Administrative Services Manager	422	1.00	1.00	-	1.00	-
Accreditation Manager	416	1.00	1.00	-	1.00	-
Crime Analyst	416	1.00	1.00	-	1.00	-
Officer	205	1.00	1.00	-	1.00	-
Records Supervisor	412	1.00	1.00	-	1.00	-
Administrative Coordinator	413	1.00	1.00	-	1.00	-
Fiscal Technician	410	1.00	1.00	-	1.00	-
Records Technician	409	3.00	3.00	-	3.00	-
Administrative Specialist I	406	-	-	-	-	1.00
Custodial Worker I	302	1.00	2.00	-	2.00	-
<b>Total Full Time Equivalents</b>		<b>14.29</b>	<b>15.29</b>	<b>-</b>	<b>15.29</b>	<b>2.00</b>

\*\*Split between funds or departments/divisions

## Police Administration

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2022-521.12-00	Regular Salaries & Wages	869,676	824,035	775,593	838,167	784,098
001-2022-521.12-02	Regular Salaries - Additional Pays	6,131	6,049	5,391	4,170	4,170
001-2022-521.12-06	Reg Salaries - Opt Out Health Insurance	2,900	3,268	1,608	1,568	1,510
001-2022-521.13-00	Part Time Wages	-	-	-	-	40,211
001-2022-521.14-00	Overtime	38,651	39,358	45,297	46,196	48,750
001-2022-521.15-00	Special Pay	1,040	340	-	1,989	1,989
001-2022-521.15-02	Special Pay - Police State Incentive	1,763	2,145	2,301	1,290	1,290
001-2022-521.21-00	FICA/Medicare Taxes	68,125	64,478	60,603	67,701	67,180
001-2022-521.22-01	Retirement Contributions - FRS	37,433	37,466	37,636	53,168	51,349
001-2022-521.22-02	Retirement Contributions - Police Pension	68,030	69,153	58,696	20,711	41,634
001-2022-521.22-06	Retirement Contributions - City Cont 457	18,796	23,016	24,114	39,568	23,400
001-2022-521.23-00	Medical Insurance	122,740	136,000	153,318	185,151	165,750
001-2022-521.23-02	Medical Insurance - Life & ST Disability	3,863	4,167	4,248	4,087	5,151
001-2022-521.24-00	Worker's Compensation	9,227	9,387	15,475	15,871	19,557
	<b>Subtotal Personnel Services</b>	<b>\$ 1,248,375</b>	<b>\$ 1,218,862</b>	<b>\$ 1,184,280</b>	<b>\$ 1,279,637</b>	<b>\$ 1,256,039</b>
<b>Operating</b>						
001-2022-521.31-00	Professional Services	825	55,329	64,737	300	300
001-2022-521.34-00	Other Contractual Services	90	-	37	25,828	30,828
001-2022-521.40-00	Travel & Per Diem	435	6,951	27,960	-	-
001-2022-521.41-00	Communications Services	23,110	24,854	31,554	23,265	23,265
001-2022-521.42-00	Postage & Transportation	1,233	1,886	1,575	2,651	2,651
001-2022-521.43-00	Utility Services	93,459	102,188	100,565	96,474	96,474
001-2022-521.44-00	Rentals & Leases	17,324	17,213	16,158	17,338	17,838
001-2022-521.45-01	Insurance - Operating Liability	74,843	86,580	89,020	95,942	87,108
001-2022-521.45-02	Insurance - Auto Liability	2,176	2,945	1,357	1,789	2,406
001-2022-521.46-00	Repair & Maintenance Services	102,811	99,353	143,342	140,517	159,985
001-2022-521.47-00	Printing & Binding	4,204	4,162	2,077	4,230	4,230
001-2022-521.48-00	Promotional Activities	21,981	28,269	23,948	40,000	40,000
001-2022-521.49-00	Other Charges/Obligations	54,325	15,888	8,845	35,902	36,059
001-2022-521.51-00	Office Supplies	4,754	3,479	9,071	6,775	13,775
001-2022-521.52-00	Operating Supplies	27,034	24,573	27,632	15,270	16,230
001-2022-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	26,159	35,629	37,302	18,990	18,990
001-2022-521.52-05	Operating Supplies - Uniforms	2,903	8,575	4,226	1,846	4,000
001-2022-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	1,466	3,442	4,356	4,300	6,000
001-2022-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	2,250	1,899	3,800	3,800
001-2022-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	149	-	88	387	387
001-2022-521.54-04	Books/Pubs/Subsc/Memb - School Tuition	-	6,354	695	6,400	14,400
	<b>Subtotal Operating</b>	<b>\$ 459,281</b>	<b>\$ 529,920</b>	<b>\$ 596,444</b>	<b>\$ 542,004</b>	<b>\$ 578,726</b>
<b>Total</b>		<b>\$ 1,707,656</b>	<b>\$ 1,748,782</b>	<b>\$ 1,780,724</b>	<b>\$ 1,821,641</b>	<b>\$ 1,834,765</b>

## *Patrol Operations*

The Patrol Division is committed to preventing and reducing crime, protecting our citizens from harm and providing assistance to those in need. They are responsible for general field operations, including the protection of life and property, the apprehension of criminals, and the enforcement of state and municipal traffic laws. Community Service Officers (CSO's) respond to minor crime scenes, traffic crashes, and conduct initial scene investigation and evidence processing. With CSO's responding to some of the non-emergency calls, sworn officers are available for emergency calls. This allows for quicker response times and more time with victims.

### **Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 3,440,783	\$ 3,645,934	\$ 4,424,067	\$ 4,545,477
Benefits	1,677,075	1,882,626	2,333,258	2,300,654
Operating	968,515	997,162	1,162,168	1,193,291
Supplies	334,302	360,253	439,202	397,100
Total	\$ 6,420,675	\$ 6,885,975	\$ 8,358,695	\$ 8,436,522

<b>Funding Source</b>				
General Fund	\$ 6,420,675	\$ 6,858,996	\$ 8,358,695	\$ 8,436,522
Total	\$ 6,420,675	\$ 6,858,996	\$ 8,358,695	\$ 8,436,522

### ***Our Accomplishments in 2019-20***

- ❖ Patrol Division's output has increased by 5.43% from the previous year.
- ❖ Tangible pieces of work per month per officer have increased from by 2.15%. These include calls for service, offense reports, CJS reports, Trespass, Community Outreach, Field Contacts, Intelligence Collection, as well as Citations, Written Warnings, and Traffic Crash Reports.
- ❖ The Patrol Division's four K-9's and handlers were recently evaluated by the very challenging standards of the North American Police Work Dog Association. Of the 85 K-9 teams in attendance, from across the nation, only 11 of the 85 teams were able to achieve the venerated highest title of "Police Utility Dog" Of the 11 three were City of Sanford Police K-9 teams.

## Goals and Objectives for 2020-21

- ❖ The Patrol Division will continue to answer calls for service as received, providing the most professional service possible. As the population of our city continues to grow, the demand for police services will also likely increase. The City's commitment to incrementally increase the number of police employees (sworn and non-sworn) commensurate with the increasing City population and its demand for services will support our goal of providing a quality driven safe community for every citizen within our jurisdiction. Patrol Officer discretionary time that occurs between answering calls for service is often dedicated to a wide array of crime prevention activities that significantly contributes to fostering trust and cooperation. As the demand for police services increases with population growth, the number of calls for service will also increase, thereby decreasing the amount of discretionary time officers will have available to devote to these valuable prevention activities. Therefore, it will be one of our most important goals to clearly communicate our agency's needs to City decision makers the need to increase sworn and nonsworn police employees as the population continues to increase.

<b>POLICE - PATROL OPERATIONS (2023)</b>				
<b>Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Total Call for Service	148,941	136,737	128,257	130,000
Officer Intitaded Calls	77,440	66,983	55,000	55,000
# Citations/Warnings Issued	22,297	26,256	20,000	20,000
# Part 1 Crimes	2,713	2,647	3,000	-
Total Number of Reports Generated	18,872	17,829	22,000	20,000
Average Response Time to Priority 1 Calls (min)	6.8	7.1	3.7	3.1

## Authorized Positions

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Police - Patrol</b>						
Sergeant	209	8.00	8.00	-	8.00	2.00
Captain	214	1.00	1.00	-	1.00	-
Lieutenant	213	3.00	3.00	-	3.00	-
Administrative Coordinador	413	1.00	1.00	-	1.00	-
Community Service Officer	411	4.00	5.00	-	5.00	-
Officer	205	52.00	55.00	-	55.00	-
Officer - Cops Grant Funded	205	3.00	3.00	-	3.00	-
<b>Total Full Time Equivalents</b>		<b>72.00</b>	<b>76.00</b>	<b>-</b>	<b>76.00</b>	<b>2.00</b>

## Patrol Patrol

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2023-521.12-00	Regular Salaries & Wages	3,098,773	3,176,905	3,296,307	3,981,504	4,097,428
001-2023-521.12-02	Regular Salaries - Additional Pays	57,203	56,169	61,819	78,645	78,665
001-2023-521.12-06	Reg Salaries - Opt Out Health Insurance	11,400	5,100	5,000	5,850	4,680
001-2023-521.14-00	Overtime	151,398	151,524	219,975	164,697	173,748
001-2023-521.15-00	Special Pay	21,031	19,189	14,119	22,308	19,441
001-2023-521.15-02	Special Pay - Police State Incentive	31,524	29,896	28,931	36,270	37,089
001-2023-521.15-07	Special Pay - Mortgage Assistance	2,400	2,000	-	4,824	-
001-2023-521.21-00	FICA/Medicare Taxes	250,538	254,041	266,726	328,560	337,533
001-2023-521.22-01	Retirement Contributions - FRS	13,880	327,309	470,285	577,007	612,246
001-2023-521.22-02	Retirement Contributions - Police Pension	842,374	480,111	370,096	329,982	327,677
001-2023-521.23-00	Medical Insurance	410,770	541,935	640,303	866,927	761,198
001-2023-521.23-02	Medical Insurance - Life & ST Disability	7,204	7,516	7,981	9,427	11,407
001-2023-521.24-00	Worker's Compensation	64,180	66,163	119,240	135,679	166,617
001-2023-521.25-00	Unemployment Compensation	-	-	799	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 4,962,675</b>	<b>\$ 5,117,858</b>	<b>\$ 5,501,581</b>	<b>\$ 6,541,680</b>	<b>\$ 6,627,729</b>
<b>Operating</b>						
001-2023-521.31-00	Professional Services	1,273	2,861	2,272	4,000	4,000
001-2023-521.34-00	Other Contractual Services	585,047	614,300	630,000	693,000	710,380
001-2023-521.40-00	Travel & Per Diem	-	3,906	240	-	-
001-2023-521.41-00	Communications Services	101,291	118,143	137,138	129,146	134,098
001-2023-521.44-00	Rentals & Leases	2,862	2,862	2,607	2,862	2,862
001-2023-521.45-02	Insurance - Auto Liability	31,118	41,961	19,342	25,498	34,289
001-2023-521.46-00	Repair & Maintenance Services	256,006	174,924	193,837	294,665	294,665
001-2023-521.47-00	Printing & Binding	4,331	4,439	4,512	7,201	7,201
001-2023-521.48-00	Promotional Activities	101	87	-	-	-
001-2023-521.49-00	Other Charges/Obligations	8,352	5,032	7,214	5,796	5,796
001-2023-521.51-00	Office Supplies	619	1,261	505	3,328	3,328
001-2023-521.52-00	Operating Supplies	85,011	85,013	120,248	155,041	112,939
001-2023-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	144,856	178,535	183,452	203,462	203,462
001-2023-521.52-05	Operating Supplies - Uniforms	43,931	55,069	54,172	75,000	75,000
001-2023-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	25	-	-	-	-
001-2023-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	100	-	-	-
001-2023-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	1,238	9,537	-	2,371	2,371
001-2023-521.54-04	Books/Pubs/Subsc/Memb - School Tuition	-	4,787	1,876	-	-
	<b>Subtotal Operating</b>	<b>\$ 1,266,061</b>	<b>\$ 1,302,817</b>	<b>\$ 1,357,415</b>	<b>\$ 1,601,370</b>	<b>\$ 1,590,391</b>
	<b>Total</b>	<b>\$ 6,228,736</b>	<b>\$ 6,420,675</b>	<b>\$ 6,858,996</b>	<b>\$ 8,143,050</b>	<b>\$ 8,218,120</b>

## Police COPS Grant

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2029-521.12-00	Regular Salaries & Wages	-	-	17,284	129,208	131,754
001-2029-521.12-02	Regular Salaries - Additional Pays	-	-	111	761	761
001-2029-521.14-00	Overtime	-	-	2,136	-	-
001-2029-521.15-00	Special Pay	-	-	143	-	975
001-2029-521.15-02	Special Pay - Police State Incentive	-	-	109	-	936
001-2029-521.21-00	FICA/Medicare Taxes	-	-	1,507	9,943	10,284
001-2029-521.22-01	Retirement Contributions - FRS	-	-	5,041	34,108	35,263
001-2029-521.23-00	Medical Insurance	806	-	-	37,154	32,923
001-2029-521.23-02	Medical Insurance - Life & ST Disability	11	-	-	311	369
001-2029-521.24-00	Worker's Compensation	-	-	648	4,160	5,137
	<b>Subtotal Personnel Services</b>	<b>\$ 817</b>	<b>\$ -</b>	<b>\$ 26,979</b>	<b>\$ 215,645</b>	<b>\$ 218,402</b>
	<b>Total</b>	<b>\$ 817</b>	<b>\$ -</b>	<b>\$ 26,979</b>	<b>\$ 215,645</b>	<b>\$ 218,402</b>

## Strategic Services

The Strategic Services Division consists of Criminal Investigations Section, Traffic Unit, Neighborhood Response Unit, School Resource Officers, and Crime Scene Technicians. The Investigations Unit is responsible for the active investigation of reported crimes by both overt and covert methods. These actions result in the apprehension and arrest of offenders. The Neighborhood Response Unit is comprised of Uniformed Tactical Investigators who primarily focus on violent crimes and quality of life issues surrounding vice and narcotic offenses occurring within and around the city. The Crime Scene Unit is responsible for documenting crime scenes and major traffic crashes; identifying, collecting, and preserving evidence. The Traffic Unit provides traffic control for the City by writing citations for traffic violations, processing traffic crashes and conducting traffic homicide investigations. The Traffic Unit is also responsible for conducting speed assessments, traffic control inquires and planning. The traffic unit maintained three Motor Officers and two (2) Aggressive Driving Officers throughout 2019. The 14 School Resource Officers are assigned to assist school administrators and staff, students, parents, and nearby residents in ensuring that the school environment remains safe from crime and disorder. There is now at least one full time Resource Officer in each of the ten public schools.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 1,610,300	\$ 1,694,303	\$ 3,073,429	\$ 3,345,043
Benefits	764,328	915,212	1,596,705	1,657,689
Operating	282,770	225,056	418,300	434,588
Supplies	163,500	131,924	223,511	225,718
Total	\$ 2,820,898	\$ 2,966,495	\$ 5,311,945	\$ 5,663,038

Funding Source				
General Fund	\$ 2,820,898	\$ 2,966,495	\$ 5,311,945	\$ 5,663,038
Total	\$ 2,820,898	\$ 2,966,495	\$ 5,311,945	\$ 5,663,038



## *Our Accomplishments in 2019-20*

- ❖ **CRIMINAL INVESTIGATIONS SECTION:** This section investigated 2,301 cases, of which 52% (1,201) were General Assignment, 18% (423) were Major Crimes, 13% (303) were Financial Crimes, and 17% (304) were Auto Theft. The Crime Scene Unit consisting of three Crime Scene Technicians responded to 114 'call outs' in 2019, meticulously processing crime scenes and collecting 7,054 evidence items (including safekeeping and found property) which were received and logged in for storage.
- ❖ **TRAFFIC UNIT:** The performance of the traffic unit in 2019 compared to 2018 has increased by approximately 4.3% in citations/warnings issued (6664 to 6955). Traffic crashes investigated by the traffic unit also increased by 15% during the same period (877 to 1011). The traffic unit did see an increase of 20% in traffic fatalities from 2018 to 2019 (5 to 6) which includes 2 pedestrian fatalities. Golf Cart Inspections/ Registrations New Golf cart registrations have increased in 2019 with 68 newly inspected golf carts and multiple renewals. There were 40 registrations during the previous year.
- ❖ **SCHOOL RESOURCE OFFICERS (SRO):** In the wake of the tragedy at Marjory Stoneman Douglas High School on February 14, 2018, our Legislature passed the Marjory Stoneman Douglas High School Public Safety Act. This act requires, amongst other things, that a sworn law enforcement officer, identified as a "safeschool officer" be present at each school in the state. The City responded by adding two (2) full time School Resource Officers in 2018-2019 school year and an additional one for the 2019-2020 school year bringing us to 14 full time School Resource Officers. The current staffing level allows for 100% coverage for each of Sanford's ten (10) public schools with three (3) SROs assigned to Seminole High School, two (02) at the 9th Grade Center and two (02) at Sanford Middle School. By collaborating with Seminole County Public Schools, teachers, school administration, and Seminole County Sherriff's Office, the City of Sanford and the Sanford Police Department have taken a proactive approach to school and student safety.

**Goals and Objectives for 2020-21**

❖ Increased training of our Investigators continues to reap tangible benefits with increased clearance rates, arrests and successful convictions. It is our goal to ensure each member serving within the various Investigation units receives every opportunity to attend specialized law enforcement investigative training. Also, we will strive to provide our Investigators with the most state of art investigative tools, including access to the latest scientific forensic testing capability services, including but not limited to DNA and Gun Shot Residue (GSR) testing. The recently purchased Faro 3D Scanner is an example of this type of technology. Within minutes this device recreates a very accurate three-dimensional image of a crime scene and/or traffic crash scene. The use of this technology is supporting successful litigation outcomes throughout the criminal justice system.

<b>POLICE - STRATEGIC SERVICES</b> <b>(2024, 2030, 2031, 2032, 2033)</b> <b>Performance Measures</b>				
Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
# Homicide cases assigned to CID	3	9	0	1
# Homicide cases cleared by Arrest/Capias	0	6	0	1
# Agg Assault cases assigned to CID	55	58	48	40
# Agg Assault cases cleared by Arrest/Capias	15	11	8	10
# Robbery cases assigned to CID	105	72	59	40
# Robbery cases cleared by Arrest/Capias	8	12	10	12
# Sexual Assault cases assigned to CID	35	43	35	20
# Sexual Assault cases cleared by Arrest/Cap	10	10	8	10
# Burglary cases assigned to CID	350	321	260	200
# Burglary cases cleared by Arrest/Capias	3	19	15	15
# Larceny cases assigned to CID	600	793	637	550
# Larceny cases cleared by Arrest/Capias	20	32	26	25
Citations Issued	16,358	14,723	15,000	14,000
# of part 1 Crimes	3,266	1,306	2,160	1,500
Training hours	14,000	14,000	14,000	14,000
FTO Training Hours	14,000	14,000	14,000	14,000
Number of CRU Outreach Events/Meetings	500	500	500	500

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Police- Strategic Services (renamed from Investigations and incorporated Traffic and SRO 2020)</b>						
Sergeant	209	-	6.00	-	6.00	-
Captain	214	-	1.00	-	1.00	-
Lieutenant	213	-	2.00	-	2.00	-
Crime Scene/Evidence Technician	413	-	3.00	-	3.00	-
Investigative Aide	413	-	-	-	-	1.00
Administrative Specialist II	409	-	-	-	-	1.00
Officer	205	-	44.00	-	44.00	-
<b>Total Full Time Equivalents</b>		-	<b>56.00</b>	-	<b>56.00</b>	<b>2.00</b>

## Strategic Services

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2024-521.12-00	Regular Salaries & Wages	1,231,316	1,482,048	1,540,807	2,855,361	3,114,981
001-2024-521.12-02	Regular Salaries - Additional Pays	27,503	24,260	29,178	48,461	49,414
001-2024-521.12-06	Reg Salaries - Opt Out Health Insurance	6,000	4,400	3,600	7,020	9,360
001-2024-521.14-00	Overtime	82,828	75,817	95,352	113,231	118,950
001-2024-521.15-00	Special Pay	3,722	5,799	8,362	15,074	16,536
001-2024-521.15-02	Special Pay - Police State Incentive	10,448	15,376	15,604	29,602	35,802
001-2024-521.15-07	Special Pay - Mortgage Assistance	2,400	2,600	1,400	4,680	-
001-2024-521.21-00	FICA/Medicare Taxes	102,051	118,171	123,733	235,159	255,956
001-2024-521.22-01	Retirement Contributions - FRS	29,142	94,722	112,343	207,710	279,822
001-2024-521.22-02	Retirement Contributions - Police Pension	314,472	293,131	331,141	491,712	490,751
001-2024-521.23-00	Medical Insurance	160,511	225,252	288,285	557,311	494,974
001-2024-521.23-02	Medical Insurance - Life & ST Disability	3,319	3,879	4,290	6,934	8,924
001-2024-521.24-00	Worker's Compensation	25,747	29,173	55,420	97,879	127,262
	<b>Subtotal Personnel Services</b>	<b>\$ 1,999,459</b>	<b>\$ 2,374,628</b>	<b>\$ 2,609,515</b>	<b>\$ 4,670,134</b>	<b>\$ 5,002,732</b>
<b>Operating</b>						
001-2024-521.31-00	Professional Services	-	3,556	-	-	-
001-2024-521.40-00	Travel & Per Diem	320	1,021	654	-	-
001-2024-521.41-00	Communications Services	33,005	31,670	34,742	62,964	62,722
001-2024-521.44-00	Rentals & Leases	100,894	107,615	110,598	147,741	161,598
001-2024-521.45-02	Insurance - Auto Liability	10,086	13,987	6,448	12,974	17,447
001-2024-521.46-00	Repair & Maintenance Services	41,789	100,955	52,029	121,158	119,358
001-2024-521.47-00	Printing & Binding	3,173	2,510	1,761	5,612	5,612
001-2024-521.48-00	Promotional Activities	2,147	3,698	94	-	-
001-2024-521.49-00	Other Charges/Obligations	11,925	17,758	18,730	67,851	67,851
001-2024-521.51-00	Office Supplies	5,003	9,176	5,310	9,354	11,561
001-2024-521.52-00	Operating Supplies	27,971	61,138	38,387	52,924	52,924
001-2024-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	60,123	73,127	76,058	138,456	138,456
001-2024-521.52-05	Operating Supplies - Uniforms	5,148	13,374	6,821	20,768	20,768
001-2024-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	160	-	-	-	-
001-2024-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	1,105	-	-	-
001-2024-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	594	-	-	2,009	2,009
001-2024-521.54-04	Books/Pubs/Subsc/Memb - School Tuition	-	5,580	5,348	-	-
	<b>Subtotal Operating</b>	<b>\$ 302,338</b>	<b>\$ 446,270</b>	<b>\$ 356,980</b>	<b>\$ 641,811</b>	<b>\$ 660,306</b>
	<b>Total</b>	<b>\$ 2,301,797</b>	<b>\$ 2,820,898</b>	<b>\$ 2,966,495</b>	<b>\$ 5,311,945</b>	<b>\$ 5,663,038</b>

# Special Operations

## Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 89,815	\$ -	\$ -	\$ -
Benefits	48,143	-	-	-
Operating	7,853	14,767	-	-
<b>Total</b>	<b>\$ 145,811</b>	<b>\$ 14,767</b>	<b>\$ -</b>	<b>\$ -</b>

Funding Source				
General Fund	\$ 145,811	\$ 14,767	\$ -	\$ -

## Police Special Operations

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2030-521.12-00	Regular Salaries & Wages	215,867	83,739	-	-	-
001-2030-521.12-02	Regular Salaries - Additional Pays	2,988	1,170	-	-	-
001-2030-521.12-06	Reg Salaries - Opt Out Health Insurance	600	-	-	-	-
001-2030-521.14-00	Overtime	8,968	1,624	-	-	-
001-2030-521.15-00	Special Pay	2,642	1,648	-	-	-
001-2030-521.15-02	Special Pay - Police State Incentive	3,024	1,634	-	-	-
001-2030-521.15-07	Special Pay - Mortgage Assistance	1,273	-	-	-	-
001-2030-521.21-00	FICA/Medicare Taxes	17,612	6,871	-	-	-
001-2030-521.22-01	Retirement Contributions - FRS	229	9,014	-	-	-
001-2030-521.22-02	Retirement Contributions - Police Pension	57,160	12,043	-	-	-
001-2030-521.23-00	Medical Insurance	23,486	18,362	-	-	-
001-2030-521.23-02	Medical Insurance - Life & ST Disability	434	92	-	-	-
001-2030-521.24-00	Worker's Compensation	4,554	1,761	-	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 338,837</b>	<b>\$ 137,958</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Operating</b>						
001-2030-521.40-00	Travel & Per Diem	31	124	-	-	-
001-2030-521.41-00	Communications Services	6,134	7,117	14,327	-	-
001-2030-521.47-00	Printing & Binding	988	612	440	-	-
001-2030-521.48-00	Promotional Activities	270	-	-	-	-
001-2030-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	130	-	-	-	-
001-2030-521.54-04	Books/Pubs/Subsc/Memb - School Tuition	(1,500)	-	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 6,053</b>	<b>\$ 7,853</b>	<b>\$ 14,767</b>	<b>\$ -</b>	<b>-</b>
	<b>Total</b>	<b>\$ 344,890</b>	<b>\$ 145,811</b>	<b>\$ 14,767</b>	<b>\$ -</b>	<b>-</b>

Funding for Police Special Operations is now allocated under Police Traffic, School Resource Officers, Police CRU, and Police Training.

## Police Traffic

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 408,141	\$ 410,150	\$ -	\$ -
Benefits	186,562	207,988	-	-
Operating	75,716	90,156	-	-
Supplies	35,014	35,624	-	-
Total	\$ 705,433	\$ 743,918	\$ -	\$ -

Funding Source				
General Fund	\$ 705,433	\$ 743,918	\$ -	\$ -

### Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Police - Traffic</b>						
Captain **	214	0.20	-	-	-	-
Lieutenant **	213	0.50	-	-	-	-
Sergeant	209	1.00	-	-	-	-
Officer	205	7.00	-	-	-	-
<b>Total Full Time Equivalents</b>		<b>8.70</b>	-	-	-	-

\*\*Split between funds or departments/divisions

## Police Traffic

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2031-521.12-00	Regular Salaries & Wages	327,892	376,347	376,844	-	-
001-2031-521.12-02	Regular Salaries - Additional Pays	6,890	9,634	9,736	-	-
001-2031-521.14-00	Overtime	16,377	14,821	16,463	-	-
001-2031-521.15-00	Special Pay	1,240	1,588	1,556	-	-
001-2031-521.15-02	Special Pay - Police State Incentive	5,276	5,751	5,551	-	-
001-2031-521.15-07	Special Pay - Mortgage Assistance	212	-	-	-	-
001-2031-521.21-00	FICA/Medicare Taxes	26,290	29,751	29,706	-	-
001-2031-521.22-01	Retirement Contributions - FRS	588	26,567	29,490	-	-
001-2031-521.22-02	Retirement Contributions - Police Pension	66,505	59,119	66,635	-	-
001-2031-521.23-00	Medical Insurance	54,484	62,472	67,483	-	-
001-2031-521.23-02	Medical Insurance - Life & ST Disability	743	767	831	-	-
001-2031-521.24-00	Worker's Compensation	6,922	7,886	13,843	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 513,419</b>	<b>\$ 594,703</b>	<b>\$ 618,138</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating</b>						
001-2031-521.40-00	Travel & Per Diem	-	546	-	-	-
001-2031-521.41-00	Communications Services	6,365	6,001	5,943	-	-
001-2031-521.44-00	Rentals & Leases	41,475	33,600	47,075	-	-
001-2031-521.45-02	Insurance - Auto Liability	2,739	3,681	1,697	-	-
001-2031-521.46-00	Repair & Maintenance Services	41,892	31,547	35,025	-	-
001-2031-521.47-00	Printing & Binding	-	29	104	-	-
001-2031-521.49-00	Other Charges/Obligations	312	312	312	-	-
001-2031-521.51-00	Office Supplies	925	(319)	2,512	-	-
001-2031-521.52-00	Operating Supplies	479	8,138	9,731	-	-
001-2031-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	18,254	19,672	21,275	-	-
001-2031-521.52-05	Operating Supplies - Uniforms	4,981	5,554	2,106	-	-
001-2031-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	-	25	-	-	-
001-2031-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	994	-	-	-
001-2031-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	165	-	-	-	-
001-2031-521.54-04	Books/Pubs/Subsc/Memb - School Tuition	-	950	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 117,587</b>	<b>\$ 110,730</b>	<b>\$ 125,780</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total</b>	<b>\$ 631,006</b>	<b>\$ 705,433</b>	<b>\$ 743,918</b>	<b>\$ -</b>	<b>\$ -</b>

Funding for Police Traffic is now allocated under Police Strategic Services.

## Police School Resource Officers

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 758,334	\$ 995,032	\$ -	\$ -
Benefits	395,007	550,968	-	-
Operating	25,423	20,932	-	-
Supplies	22,028	20,744	-	-
Total	\$ 1,200,792	\$ 1,587,676	\$ -	\$ -

Funding Source				
General Fund	\$ 1,200,792	\$ 1,587,676	\$ -	\$ -
Total	\$ 1,200,792	\$ 1,587,676	\$ -	\$ -

### Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Police - School Resource Officers</b>						
Captain **	214	0.20	-	-	-	-
Lieutenant **	213	0.50	-	-	-	-
Sergeant	209	2.00	-	-	-	-
Officer	205	13.00	-	-	-	-
<b>Total Full Time Equivalents</b>		<b>15.70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*\*Split between funds or departments/divisions

## Police School Resource Officers

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2032-521.12-00	Regular Salaries & Wages	541,528	722,915	949,886	-	-
001-2032-521.12-02	Regular Salaries - Additional Pays	4,739	7,877	9,503	-	-
001-2032-521.12-06	Reg Salaries - Opt Out Health Insurance	2,200	1,400	1,200	-	-
001-2032-521.14-00	Overtime	15,531	9,832	13,272	-	-
001-2032-521.15-00	Special Pay	3,761	6,107	8,331	-	-
001-2032-521.15-02	Special Pay - Police State Incentive	7,479	10,203	12,840	-	-
001-2032-521.21-00	FICA/Medicare Taxes	43,235	56,766	74,310	-	-
001-2032-521.22-01	Retirement Contributions - FRS	-	6,012	37,941	-	-
001-2032-521.22-02	Retirement Contributions - Police Pension	153,540	202,460	230,320	-	-
001-2032-521.23-00	Medical Insurance	63,346	113,371	173,050	-	-
001-2032-521.23-02	Medical Insurance - Life & ST Disability	1,237	1,532	1,792	-	-
001-2032-521.24-00	Worker's Compensation	11,163	14,866	33,555	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 847,759</b>	<b>\$ 1,153,341</b>	<b>\$ 1,546,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating</b>						
001-2032-521.41-00	Communications Services	5,387	5,929	5,982	-	-
001-2032-521.45-02	Insurance - Auto Liability	2,739	3,681	1,697	-	-
001-2032-521.46-00	Repair & Maintenance Services	13,730	15,501	12,941	-	-
001-2032-521.49-00	Other Charges/Obligations	312	312	312	-	-
001-2032-521.52-00	Operating Supplies	83	921	-	-	-
001-2032-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	16,174	19,771	20,744	-	-
001-2032-521.52-05	Operating Supplies - Uniforms	-	936	-	-	-
001-2032-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	400	-	-	-
001-2032-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	182	-	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 38,607</b>	<b>\$ 47,451</b>	<b>\$ 41,676</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total</b>	<b>\$ 886,366</b>	<b>\$ 1,200,792</b>	<b>\$ 1,587,676</b>	<b>\$ -</b>	<b>\$ -</b>

Funding for Police SRO's is now allocated under Police Strategic Services.



## Police CRU

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 498,167	\$ 318,073	\$ -	\$ -
Benefits	260,726	183,482	-	-
Operating	25,145	23,822	-	-
Supplies	20,651	25,491	-	-
<b>Total</b>	<b>\$ 804,689</b>	<b>\$ 550,868</b>	<b>\$ -</b>	<b>\$ -</b>

Funding Source				
General Fund	\$ 804,689	\$ 550,868	\$ -	\$ -
<b>Total</b>	<b>\$ 804,689</b>	<b>\$ 550,868</b>	<b>\$ -</b>	<b>\$ -</b>

### Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Police - CRU</b>						
Captain **	214	0.20	-	-	-	-
Lieutenant **	213	0.50	-	-	-	-
Sergeant	209	1.00	-	-	-	-
Officer	205	6.00	-	-	-	-
Volunteer Program Coordinator	410	1.00	-	-	-	-
<b>Total Full Time Equivalents</b>		<b>8.70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*\*Split between funds or departments/divisions

## Police CRU

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2033-521.12-00	Regular Salaries & Wages	418,672	448,377	303,761	-	-
001-2033-521.12-02	Regular Salaries - Additional Pays	5,137	4,451	1,472	-	-
001-2033-521.12-06	Reg Salaries - Opt Out Health Insurance	1,800	666	396	-	-
001-2033-521.14-00	Overtime	41,868	37,053	6,688	-	-
001-2033-521.15-00	Special Pay	3,652	3,224	2,507	-	-
001-2033-521.15-02	Special Pay - Police State Incentive	5,555	4,396	3,249	-	-
001-2033-521.21-00	FICA/Medicare Taxes	35,749	37,232	23,714	-	-
001-2033-521.22-01	Retirement Contributions - FRS	3,229	12,673	3,186	-	-
001-2033-521.22-02	Retirement Contributions - Police Pension	119,375	115,321	84,849	-	-
001-2033-521.23-00	Medical Insurance	54,154	85,163	61,169	-	-
001-2033-521.23-02	Medical Insurance - Life & ST Disability	1,192	1,280	1,031	-	-
001-2033-521.24-00	Worker's Compensation	8,303	9,057	9,533	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 698,686</b>	<b>\$ 758,893</b>	<b>\$ 501,555</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating</b>						
001-2033-521.41-00	Communications Services	5,675	5,256	8,620	-	-
001-2033-521.45-02	Insurance - Auto Liability	2,739	3,681	1,697	-	-
001-2033-521.46-00	Repair & Maintenance Services	13,641	15,501	12,074	-	-
001-2033-521.47-00	Printing & Binding	-	270	65	-	-
001-2033-521.49-00	Other Charges/Obligations	312	437	1,366	-	-
001-2033-521.51-00	Office Supplies	26	-	248	-	-
001-2033-521.52-00	Operating Supplies	262	900	4,156	-	-
001-2033-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	16,174	19,672	20,404	-	-
001-2033-521.52-05	Operating Supplies - Uniforms	2,285	79	683	-	-
001-2033-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	132	-	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 41,246</b>	<b>\$ 45,796</b>	<b>\$ 49,313</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>		<b>\$ 739,932</b>	<b>\$ 804,689</b>	<b>\$ 550,868</b>	<b>\$ -</b>	<b>\$ -</b>

Funding for Police CRU is now allocated under Police Professional Standards and Community Engagement.

## Police Training

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 1,007,221	\$ 942,596	\$ -	\$ -
Benefits	475,384	480,866	-	-
Operating	28,453	31,521	-	-
Supplies	72,081	102,245	-	-
Total	\$ 1,583,139	\$ 1,557,228	\$ -	\$ -

Funding Source				
General Fund	\$ 1,583,139	\$ 1,557,228	\$ -	\$ -
Total	\$ 1,583,139	\$ 1,557,228	\$ -	\$ -

### Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Police - Training</b>						
Sergeant	209	1.00	-	-	-	-
Captain **	214	0.33	-	-	-	-
Officer	205	1.00	-	-	-	-
<b>Total Full Time Equivalents</b>		<b>2.33</b>	-	-	-	-

\*\*Split between funds or departments/divisions

## Police Training

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2041-521.12-00	Regular Salaries & Wages	759,873	930,592	860,543	-	-
001-2041-521.12-02	Regular Salaries - Additional Pays	14,496	15,386	13,531	-	-
001-2041-521.12-06	Reg Salaries - Opt Out Health Insurance	900	1,366	1,596	-	-
001-2041-521.14-00	Overtime	54,065	52,877	60,494	-	-
001-2041-521.15-00	Special Pay	2,303	2,948	1,972	-	-
001-2041-521.15-02	Special Pay - Police State Incentive	2,410	4,052	4,460	-	-
001-2041-521.21-00	FICA/Medicare Taxes	61,378	74,386	69,203	-	-
001-2041-521.22-01	Retirement Contributions - FRS	4,214	194,953	191,175	-	-
001-2041-521.22-02	Retirement Contributions - Police Pension	204,190	18,829	27,082	-	-
001-2041-521.23-00	Medical Insurance	129,316	166,210	160,323	-	-
001-2041-521.23-02	Medical Insurance - Life & ST Disability	898	1,188	1,564	-	-
001-2041-521.24-00	Worker's Compensation	16,096	19,818	31,519	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 1,250,139</b>	<b>\$ 1,482,605</b>	<b>\$ 1,423,462</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating</b>						
001-2041-521.40-00	Travel & Per Diem	-	9,252	12,349	-	-
001-2041-521.41-00	Communications Services	6,434	9,846	13,405	-	-
001-2041-521.45-02	Insurance - Auto Liability	2,739	3,681	1,697	-	-
001-2041-521.46-00	Repair & Maintenance Services	3,215	3,642	2,971	-	-
001-2041-521.48-00	Promotional Activities	-	1,902	902	-	-
001-2041-521.49-00	Other Charges/Obligations	448	130	197	-	-
001-2041-521.51-00	Office Supplies	521	613	658	-	-
001-2041-521.52-00	Operating Supplies	38,290	39,329	34,438	-	-
001-2041-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	3,801	4,623	4,972	-	-
001-2041-521.52-05	Operating Supplies - Uniforms	378	792	776	-	-
001-2041-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	-	900	1,059	-	-
001-2041-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	5,138	38,814	-	-
001-2041-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	33	7,050	-	-	-
001-2041-521.54-04	Books/Pubs/Subsc/Memb - School Tuition	-	13,636	21,528	-	-
	<b>Subtotal Operating</b>	<b>\$ 55,859</b>	<b>\$ 100,534</b>	<b>\$ 133,766</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total</b>	<b>\$ 1,305,998</b>	<b>\$ 1,583,139</b>	<b>\$ 1,557,228</b>	<b>\$ -</b>	<b>\$ -</b>

Funding for Police Training is now allocated under Police Professional Standards and Community Engagement.

## *Police Professional Standards and Community Engagement*

The Division comprising the Professional Standards Section, Community Relations Unit (CRU), and Training Unit is not only responsible for processing public and internal complaints but is also responsible for being the vanguard of the Police Department's relentless efforts for fostering the agency's relationship with each and every citizen we serve. This Division is led by a Police Captain who also directly oversees the Professional Standards Unit is assisted by a very qualified and dynamic officer who not only processes IA complaints, but also manages the Off Duty Officer Details in support of the many private sector businesses throughout our community as well as being responsible for the interagency collection and dissemination of intelligence information throughout our agency. The CRU unit, led by a Sergeant, is composed of three additional sworn officers, two officers assigned to the Community Redevelopment Area (CRA) and one nonsworn Volunteer Coordinator. The CRU unit, often in coordination with the Public Information Officer, coordinates the Police Department's participation in 600 plus community reach-out events with all segments of our community. The around the clock efforts of this dynamic unit have paved the way for all Department officers and investigators to further support and directly participate in our dedicated efforts to foster positive and productive relationships throughout the entire community. Note that the non-sworn volunteer coordinator leads 60 plus volunteer members who patrol the city in two Volunteer Patrol Vehicles. They are the eyes and ears of the Police Department and have no law enforcement authority. They also assist the Police Department in a myriad of administrative and logistical support functions as well as many community events, including the very popular National Night Out event. The City of Sanford event is becoming one the largest within Central Florida. This event, combined with the events held across the nation on the same night, significantly increase crime prevention awareness, fostering positive relationships. The Division Captain also oversees the Training Unit which is composed of one Police Sergeant and one officer who facilitate all of the department's training in accordance with Florida Department of Law Enforcement as Commission for Florida Law Enforcement Accreditation standards. This unit is also tasked with recruiting, screening and facilitating the hiring of new officers and employees as well as facilitating the extensive four month orientation training each newly hired officer must complete before being released for independent duty throughout the city.

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ -	\$ -	\$ 806,751	\$ 869,988
Benefits	-	-	411,329	422,440
Operating	-	-	74,179	74,886
Supplies	-	-	140,402	140,402
Total	\$ -	\$ -	\$ 1,432,661	\$ 1,507,716

<b>Funding Source</b>				
General Fund	\$ -	\$ -	\$ 1,432,661	\$ 1,507,716
Total	\$ -	\$ -	\$ 1,432,661	\$ 1,507,716

## *Our Accomplishments in 2019-20*

- ❖ PROFESSIONAL STANDARDS: Please refer to the 2019 Annual Report for in-depth detailed information.
- ❖ TRAINING: Every officers receives annual fire arms and use of force training as well as police vehicle driver training and a wide array of additional recurring training required by the Florida Department Law Enforcement.
- ❖ COMMUNITY RELATIONS UNIT (CRU): The CRU and CRA conducted and/or participated in nearly 400 community outreach events throughout the city. The Volunteer members contributed 4,090 hours, which equates to a monetary value of approximately \$100,000.

## *Goals and Objectives for 2020-21*

- ❖ The Professional Standards Division will continue to maintain the low incident of at-fault Vehicle crashes by the Emergency Operation Vehicle Course and web-based principle defensive driving course. While also continuing promoting partnerships with organizations to create outreach in the community while observing social distancing and other safe practices.

### **Authorized Positions**

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Police - Professional Standards and Community Engagement (CRU and Training)</b>						
Captain **	214	-	0.66	-	0.66	-
Lieutenant **	213	-	-	-	-	-
Sergeant	209	-	2.00	-	2.00	-
Officer	205	-	7.00	-	7.00	-
Volunteer Program Coordiantor	410	-	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		-	<b>10.66</b>	-	<b>10.66</b>	-

## Police Professional Standards and Community Engagement

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-2034-521.12-00	Regular Salaries & Wages	-	-	-	681,514	737,818
001-2034-521.12-02	Regular Salaries - Additional Pays	-	-	-	9,384	12,016
001-2034-521.12-05	Regular Salaries - Incentive Bonus	-	-	-	1,557	1,943
001-2034-521.12-06	Reg Salaries - Opt Out Health Insurance	-	-	-	387	-
001-2034-521.14-00	Overtime	-	-	-	97,413	102,576
001-2034-521.15-00	Special Pay	-	-	-	8,659	8,658
001-2034-521.15-02	Special Pay - Police State Incentive	-	-	-	7,837	6,977
001-2034-521.21-00	FICA/Medicare Taxes	-	-	-	61,737	66,584
001-2034-521.22-01	Retirement Contributions - FRS	-	-	-	107,052	114,064
001-2034-521.22-02	Retirement Contributions - Police Pension	-	-	-	67,470	75,971
001-2034-521.23-00	Medical Insurance	-	-	-	148,617	131,690
001-2034-521.23-02	Medical Insurance - Life & ST Disability	-	-	-	1,897	2,443
001-2034-521.24-00	Worker's Compensation	-	-	-	24,556	31,688
	<b>Subtotal Personnel Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,218,080</b>	<b>\$ 1,292,428</b>
<b>Operating</b>						
001-2034-521.40-00	Travel & Per Diem	-	-	-	26,805	26,805
001-2034-521.41-00	Communications Services	-	-	-	24,165	24,138
001-2034-521.45-02	Insurance - Auto Liability	-	-	-	4,474	6,016
001-2034-521.46-00	Repair & Maintenance Services	-	-	-	14,554	13,746
001-2034-521.47-00	Printing & Binding	-	-	-	1,752	1,752
001-2034-521.49-00	Other Charges/Obligations	-	-	-	2,429	2,429
001-2034-521.51-00	Office Supplies	-	-	-	1,572	1,572
001-2034-521.52-00	Operating Supplies	-	-	-	44,100	44,100
001-2034-521.52-01	Operating Supplies - Gasoline/Diesel/Lubric	-	-	-	28,773	28,773
001-2034-521.52-05	Operating Supplies - Uniforms	-	-	-	4,154	4,154
001-2034-521.54-01	Books/Pubs/Subsc/Memb - Prof Dues	-	-	-	2,870	2,870
001-2034-521.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	-	-	300	300
001-2034-521.54-03	Books/Pubs/Subsc/Memb - Subscriptions	-	-	-	458	458
001-2034-521.54-04	Books/Pubs/Subsc/Memb - School Tuition	-	-	-	58,175	58,175
	<b>Subtotal Operating</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 214,581</b>	<b>\$ 215,288</b>
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,432,661</b>	<b>\$ 1,507,716</b>

Funding for Police Training and CRU is now allocated under Police Professional Standards and Community Engagement.

# FIRE DEPARTMENT





### Mission Statement

To provide protection and prevention against the loss of life and property by fire, emergency services, and mitigation of hazards to the public, both natural and manmade.

### Vision

Through a collaborative and cooperative effort of dedicated professionals, the Sanford Fire Department will strive for the continual improvement of its services and personnel to provide quality services and develop the next generation of leaders to ensure long term success.

### The Role of Fire Department

The Sanford Fire Department has been providing service to our citizens since 1873. With a total workforce of 86.05 FTE's, 83 of which are certified firefighters, the Fire Department is the second largest department in the General Fund.

The Fire Department contains three divisions: administration, operations, and fire prevention. These divisions operate a variety of programs aimed at supporting the City's mission and goals.

### Summary

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 5,052,834	\$ 5,121,028	\$ 5,527,699	\$ 5,611,842
Benefits	2,594,441	2,858,568	2,822,682	2,821,018
Operating	812,164	812,271	969,769	1,015,771
Supplies	597,393	522,560	574,460	626,398
Total	\$ 9,056,832	\$ 9,314,427	\$ 9,894,610	\$ 10,075,029

<b>Funding Source</b>				
General Fund	\$ 9,056,832	\$ 9,314,427	\$ 9,894,610	\$ 10,075,029
Total	\$ 9,056,832	\$ 9,314,427	\$ 9,894,610	\$ 10,075,029



**Fire Department as a percentage of General Fund**

**19.8%**



***Fire Administration***

The Administrative Division is responsible for general policy and direction of the department by providing management and leadership for the operating divisions. Operational oversight, strategic planning, administration of the budget and record keeping are all part of Administration’s responsibilities. The Fire Chief also serves as the City’s Emergency Management Coordinator in response to natural and man-made disasters.

**Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 506,912	\$ 530,234	\$ 612,038	\$ 593,471
Benefits	238,109	246,671	252,391	271,468
Operating	32,857	35,850	52,711	44,874
Supplies	17,015	19,400	34,370	25,635
Total	\$ 794,893	\$ 832,155	\$ 951,510	\$ 935,448

<b>Funding Source</b>				
General Fund	\$ 794,893	\$ 832,155	\$ 951,510	\$ 935,448
Total	\$ 794,893	\$ 832,155	\$ 951,510	\$ 935,448

## *Our Accomplishments in 2019-20*

- ❖ Successfully improved our Insurance Service Office (ISO) rating (now a 2/2x) providing a possibility of reduced commercial insurance rates. The existing grading was a three (3).
- ❖ Implemented the Initial Hazard Mitigation Grant to wind retrofit Fire Stations 32 & 38 to improve emergency preparedness.
- ❖ Successfully ratified a 3-year labor contract.
- ❖ Executed the CAD inter-local agreement with Seminole County to truly deploy the closest, most appropriate unit to alarms using GPS coordinates.
- ❖ Upgraded the Emergency Operations Center with the latest technology.
- ❖ Collaborated with Seminole County Emergency Management to update the Local Mitigation Strategy 5 year plan.

## *Goals and Objectives for 2020-21*

- ❖ Build the next generation of leaders to ensure the Department's long-term success.
- ❖ Improve our Emergency Management Preparedness City wide.
- ❖ Begin Phase I (programming/conceptual design) and Phase II (architectural/construction documents) for future fire station to provide protection and services to Southeastern portion of the City.
- ❖ Update our Department Strategic Plan.
- ❖ Construct a training prop/facility behind Station 32.

## FIRE ADMINISTRATION Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
# Unit Responses	18,612	18,447	18,037	18,242
# of calls inside city	N/A	10,255	12,183	11,219
# of total calls responded to by City units	10,746	10,838	10,718	10,778
- EMS/Rescue/Fire related/Other	7911/198/1155	8197/221/2420	6854/171/3693	7525/196/3056
# of Transports	4,763	4,774	4,677	4,725
# First responder calls outside City	750	825	1,816	2,048
# of other first responder calls inside City	N/A	1,911	3,288	3,321
% calls with response time 5 minutes or less	30%	33.40%	35.10%	35%
- Fire related/EMS/Rescue	30.0%/30.0%	33.6%/33.3%	33.3%/36.4%	34%/36%
% calls as first responder outside City	N/A	19%	19%	19%
% of calls as first responder inside City	N/A	81%	81%	81%
Property Loss	392,150	614,035	890,185	752,110
Civilian Injuries	0	3	5	0
Civilian Deaths	0	1	0	0
Cost per call	712.00	784.00	819.00	795.00
Unscheduled Leave Hours	7,210	5,186	5,700	5,200
Unscheduled Leave Shifts	300.40	216.00	237.50	216.00

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Fire - Administration</b>						
Fire Chief	432	1.00	1.00	-	1.00	-
Administrative Services Manager	422	-	1.00	-	1.00	-
Deputy Fire Chief	216	1.00	1.00	-	1.00	-
Battalion Chief - Training	213	1.00	1.00	-	1.00	-
Battalion Chief - Emergency Medical Services	213	1.00	1.00	-	1.00	-
Public Information Officer **	423	0.05	0.05	-	0.05	-
Administrative Specialist III	412	1.00	1.00	-	1.00	-
Fiscal Specialist	412	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>6.05</b>	<b>7.05</b>	-	<b>7.05</b>	

\*\*Split between funds or departments/divisions

## Fire Administration

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-3003-522.12-00	Regular Salaries & Wages	358,133	473,938	486,687	578,372	560,039
001-3003-522.12-06	Reg Salaries - Opt Out Health Insurance	1,200	1,200	300	2,346	59
001-3003-522.14-00	Overtime	5,086	2,734	14,066	2,933	4,106
001-3003-522.15-00	Special Pay	27,858	29,040	29,181	28,387	29,267
001-3003-522.21-00	FICA/Medicare Taxes	29,110	37,305	38,892	46,945	45,569
001-3003-522.22-01	Retirement Contributions - FRS	6,930	7,527	7,971	16,274	13,455
001-3003-522.22-03	Retirement Contributions - Fire Pension	91,153	124,903	108,907	105,328	109,241
001-3003-522.23-00	Medical Insurance	34,066	54,292	67,922	62,703	77,016
001-3003-522.23-02	Medical Insurance - Life & ST Disability	2,248	3,161	3,343	2,985	3,740
001-3003-522.24-00	Worker's Compensation	7,882	10,921	19,636	18,156	22,447
	<b>Subtotal Personnel Services</b>	<b>\$ 563,666</b>	<b>\$ 745,021</b>	<b>\$ 776,905</b>	<b>\$ 864,429</b>	<b>\$ 864,939</b>
<b>Operating</b>						
001-3003-522.31-00	Professional Services	1,750	2,040	1,810	1,840	1,952
001-3003-522.34-00	Other Contractual Services	5,778	6,528	3,173	17,371	9,324
001-3003-522.40-00	Travel & Per Diem	3,408	3,888	8,784	7,532	9,978
001-3003-522.41-00	Communications Services	7,519	7,156	8,838	7,594	8,985
001-3003-522.42-00	Postage & Transportation	196	16	110	100	100
001-3003-522.44-00	Rentals & Leases	3,265	2,140	1,846	2,140	375
001-3003-522.45-01	Insurance - Operating Liability	413	421	464	491	491
001-3003-522.45-02	Insurance - Auto Liability	1,692	1,986	960	1,221	1,221
001-3003-522.46-00	Repair & Maintenance Services	10,879	7,189	8,662	9,148	6,848
001-3003-522.47-00	Printing & Binding	317	273	221	275	275
001-3003-522.49-00	Other Charges/Obligations	10,389	1,220	982	4,999	5,325
001-3003-522.51-00	Office Supplies	277	419	1,771	500	500
001-3003-522.52-00	Operating Supplies	4,668	3,104	2,431	6,000	6,000
001-3003-522.52-01	Operating Supplies - Gasoline/Diesel/Lubric	6,740	8,404	9,460	9,170	10,658
001-3003-522.52-05	Operating Supplies - Uniforms	1,849	2,755	2,597	3,000	3,000
001-3003-522.54-01	Books/Pubs/Subsc/Memb - Prof Dues	1,170	534	2,233	1,200	1,340
001-3003-522.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	3,065	1,315	264	13,705	3,342
001-3003-522.54-03	Books/Pubs/Subsc/Memb - Subscriptions	445	484	644	795	795
	<b>Subtotal Operating</b>	<b>\$ 63,820</b>	<b>\$ 49,872</b>	<b>\$ 55,250</b>	<b>\$ 87,081</b>	<b>\$ 70,509</b>
<b>Total</b>		<b>\$ 627,486</b>	<b>\$ 794,893</b>	<b>\$ 832,155</b>	<b>\$ 951,510</b>	<b>\$ 935,448</b>

## Fire Operations

The Operations Division responds to fire, medical and other hazardous emergency calls from its three stations throughout the City. The division responds to and extinguishes fire, prevents fires in cases of fuel spills and electrical malfunctions, delivers effective medical and rescue services for injuries, illnesses and accidents, transports patient to appropriate emergency room facilities, responds to and controls hazardous materials emergencies and provides technical rescue services. Through the development of mutual aid and intergovernmental agreements with other emergency responders in the area, the SFD provides and receives assistance throughout the County.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 4,290,718	\$ 4,322,046	\$ 4,625,153	\$ 4,719,465
Benefits	2,243,722	2,469,460	2,417,929	2,407,680
Operating	760,878	756,728	898,007	949,217
Supplies	563,964	489,851	524,859	583,791
Total	\$ 7,859,282	\$ 8,038,085	\$ 8,465,948	\$ 8,660,153

Funding Source				
General Fund	\$ 7,859,282	\$ 8,038,085	\$ 8,465,948	\$ 8,660,153
Total	\$ 7,859,282	\$ 8,038,085	\$ 8,465,948	\$ 8,660,153

### *Our Accomplishments in 2019-20*

- ❖ Implemented post-fire gross decontamination program to reduce the carcinogenic risk to firefighters.
- ❖ Purchased firefighting protective clothing dryer for quicker turnaround time for placing gear in service.
- ❖ Implemented a medical reporting software to enable crews to provide hospitals timely and efficient patient information.
- ❖ Improved station security at Fire Station 32 and 38 by installing card reader access at both stations.
- ❖ Implemented State of Florida Fire Officer 1 certification as a requirement for Lieutenants and above.
- ❖ Responded to over 10,838 emergency calls for service; a 1% increase over last year.

- ❖ Transported 4,774 patients to the hospital. Implemented post-fire gross decontamination program to reduce the carcinogenic risk to firefighters.

### *Goals and Objectives for 2020-21*

- ❖ Build a systematic approach to risk management and provide the safest environment possible for our employees.
- ❖ Maintain operational readiness.
- ❖ Lower our dependency on our mutual aid partners.
- ❖ Improve our level and quality of services to the citizens and surrounding areas.
- ❖ Improve our succession program.
- ❖ Make employee retention a priority.
- ❖ Develop specifications for replacement tower.
- ❖ Replace Fire Engine.

<b>FIRE - OPERATIONS Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
# Unit Responses	18,612	18,447	18,037	18,242
# of calls inside city	N/A	10,255	12,183	11,219
# of total calls responded to by City units	10,746	10,838	10,718	10,778
- EMS/Rescue/Fire related/Other	7911/198/1155	82197/221/2420	6854/171/3693	7525/196/3056
# of Transports	4,763	4,774	4,677	4,725
# First responder calls outside City	750	825	1,816	2,048
# of other first responder calls inside City	N/A	1,911	3,288	3,321
% calls with response time 5 minutes or less	30.0%	33.4%	35.1%	35.0%
- Fire related/EMS/Rescue	30.0%/30.0%	33.6%/33.3%	33.3%/36.4%	34%/36%
% calls as first responder outside City	N/A	19%	19%	19%
% of calls as first responder inside City	N/A	81%	81%	81%
Property Loss	392,150	614,035	890,185	752,110
Civilian Injuries	0	3	5	0
Civilian Deaths	0	1	0	0
Cost per call	712.00	784.00	819.00	795.00
Unscheduled Leave Hours	7,210	5,186	5,700	5,200
Unscheduled Leave Shifts	300.40	216.00	237.50	216.00

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Fire - Operations</b>						
Battalion Chief - Operations	213	3.00	3.00	-	3.00	-
Lieutenant	211	12.00	12.00	-	12.00	-
firefighter/Paramedic & Firefighter EMT/Engineer	202/203	60.00	60.00	-	60.00	1.00
<b>Total Full Time Equivalents</b>		<b>75.00</b>	<b>75.00</b>	-	<b>75.00</b>	<b>1.00</b>



## Fire Operations

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-3001-522.12-00	Regular Salaries & Wages	3,236,906	3,283,826	3,259,679	3,236,916	3,282,553
001-3001-522.12-02	Regular Salaries - Additional Pays	510	706	1,043	2,339	2,949
001-3001-522.12-06	Reg Salaries - Opt Out Health Insurance	12,500	8,600	8,300	10,557	10,557
001-3001-522.14-00	Overtime	518,195	380,279	409,793	614,495	624,229
001-3001-522.14-02	Overtime - Garcia Overtime	231,366	252,327	260,728	286,300	284,407
001-3001-522.15-00	Special Pay	408,760	364,980	382,503	474,546	514,770
001-3001-522.21-00	FICA/Medicare Taxes	330,510	317,345	317,681	354,683	362,267
001-3001-522.22-01	Retirement Contributions - FRS	635	110,522	184,237	238,514	264,149
001-3001-522.22-03	Retirement Contributions - Fire Pension	1,096,023	1,022,101	989,988	776,991	778,574
001-3001-522.23-00	Medical Insurance	464,664	663,865	768,022	831,901	737,722
001-3001-522.23-02	Medical Insurance - Life & ST Disability	21,247	23,102	25,557	20,035	26,431
001-3001-522.24-00	Worker's Compensation	107,635	106,787	183,975	195,805	238,537
	<b>Subtotal Personnel Services</b>	<b>\$ 6,428,951</b>	<b>\$ 6,534,440</b>	<b>\$ 6,791,506</b>	<b>\$ 7,043,082</b>	<b>\$ 7,127,145</b>
<b>Operating</b>						
001-3001-522.31-00	Professional Services	31,666	45,995	32,680	34,460	61,170
001-3001-522.34-00	Other Contractual Services	114,150	107,166	84,614	164,985	140,060
001-3001-522.34-01	Other Contractual Services - Fire W&S	65,150	65,150	65,150	65,150	65,150
001-3001-522.40-00	Travel & Per Diem	1,564	5	1,631	400	6,900
001-3001-522.41-00	Communications Services	28,284	33,001	41,493	28,728	45,899
001-3001-522.42-00	Postage & Transportation	1,274	852	649	900	900
001-3001-522.43-00	Utility Services	91,677	97,929	89,603	102,175	95,950
001-3001-522.44-00	Rentals & Leases	6,882	827	2,408	782	3,820
001-3001-522.45-01	Insurance - Operating Liability	53,380	63,139	57,331	60,795	60,795
001-3001-522.45-02	Insurance - Auto Liability	56,239	64,537	32,433	41,246	41,246
001-3001-522.46-00	Repair & Maintenance Services	322,942	275,114	336,790	392,186	420,727
001-3001-522.47-00	Printing & Binding	834	1,163	1,549	1,100	1,500
001-3001-522.48-00	Promotional Activities	-	-	25	100	100
001-3001-522.49-00	Other Charges/Obligations	9,499	6,000	10,372	5,000	5,000
001-3001-522.51-00	Office Supplies	3,081	5,219	3,129	5,500	5,500
001-3001-522.52-00	Operating Supplies	284,142	327,989	295,330	289,200	320,900
001-3001-522.52-01	Operating Supplies - Gasoline/Diesel/Lubric	77,228	90,174	88,703	93,200	95,372
001-3001-522.52-05	Operating Supplies - Uniforms Operating Supplies - CPR Class	50,566	59,721	45,291	55,200	55,200
001-3001-522.52-21	Materials	460	190	184	200	200
001-3001-522.54-01	Books/Pubs/Subsc/Memb - Prof Dues	2,530	689	4,962	874	2,169
001-3001-522.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	3,406	2,135	2,551	5,510	11,275
001-3001-522.54-03	Books/Pubs/Subsc/Memb - Subscriptions Books/Pubs/Subsc/Memb - School	22,707	22,970	18,779	24,175	24,175
001-3001-522.54-04	Tuition	17,529	54,877	30,922	51,000	69,000
	<b>Subtotal Operating</b>	<b>\$ 1,245,190</b>	<b>\$ 1,324,842</b>	<b>\$ 1,246,579</b>	<b>\$ 1,422,866</b>	<b>\$ 1,533,008</b>
<b>Capital</b>						
001-3001-522.64-00	Machinery & Equipment	7,800	-	-	-	-
	<b>Subtotal Capital</b>	<b>\$ 7,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>		<b>\$ 7,681,941</b>	<b>\$ 7,859,282</b>	<b>\$ 8,038,085</b>	<b>\$ 8,465,948</b>	<b>\$ 8,660,153</b>

## *Fire Prevention*

Fire Prevention is responsible for enforcement of the Fire Prevention Code, plans review, fire investigations, and public fire education. The division conducts routine inspections of commercial buildings and augments the City’s plan review and code enforcement processes.

### **Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 255,204	\$ 268,748	\$ 290,508	\$ 298,906
Benefits	112,610	142,437	152,362	141,870
Operating	18,429	19,693	19,051	21,680
Supplies	16,414	13,309	15,231	16,972
Total	\$ 402,657	\$ 444,187	\$ 477,152	\$ 479,428

<b>Funding Source</b>				
General Fund	\$ 402,657	\$ 444,187	\$ 477,152	\$ 479,428
Total	\$ 402,657	\$ 444,187	\$ 477,152	\$ 479,428

### *Our Accomplishments in 2019-20*

- ❖ Conducted a joint smoke alarm install day for the Idyllwilde subdivision with the American Red Cross and SCFD.
- ❖ Completed inspections of all day cares, assisted living facilities, nightclubs and other facilities required by state laws.
- ❖ Submitted for a Safety and Fire Prevention Grant for a portable extinguisher training prop to demonstrate proper use of extinguishers to the public.

### *Goals and Objectives for 2020-21*

- ❖ Improve our public education events and public awareness of fire safety.
- ❖ Train full-time staff on how to conduct digital plans review.
- ❖ Rotate Fire Inspectors on job roles to create a well-rounded Fire Prevention Division.
- ❖ Revise the Fire Prevention Ordinance.
- ❖ Implement a new Land Development Regulation for the Fire Department
- ❖ Clean the fire safety trailer and store in a weather proof type structure.

## FIRE - OPERATIONS Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
Annual Inspections	2,260	1,521	1,093	1,500
Reinspections	270	346	418	300
Investigations	60	46	46	50
PIO	3	3	3	3
Public Education Events	90	58	35	30
Car Seat Classes	12	12	12	6

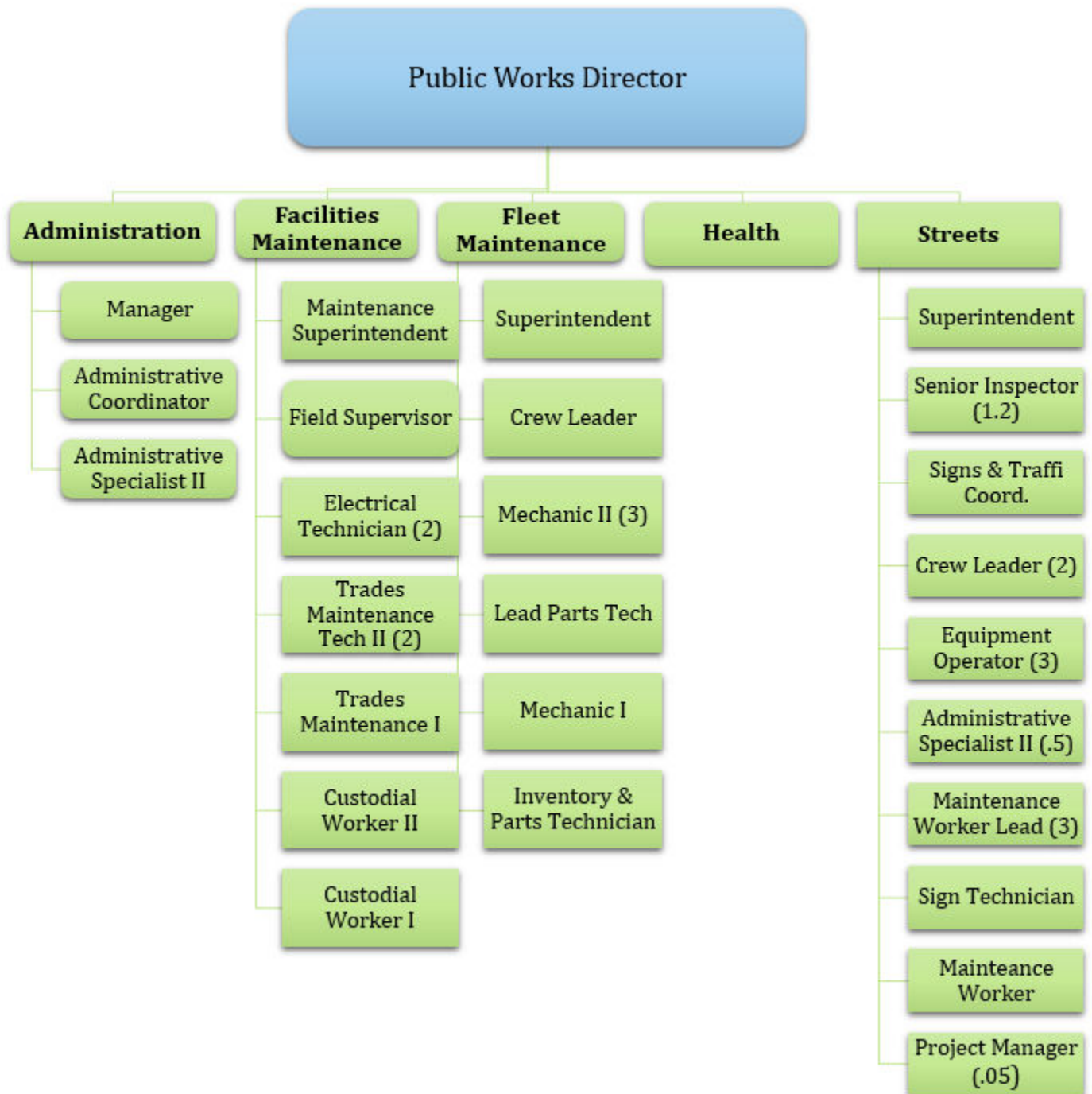
## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Fire - Prevention</b>						
Fire Marshall	214	1.00	1.00	-	1.00	-
Fire Protection Inspector	417	2.50	3.00	-	3.00	-
<b>Total Full Time Equivalents</b>		<b>3.50</b>	<b>4.00</b>	-	<b>4.00</b>	-

## Fire Prevention

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-3002-522.12-00	Regular Salaries & Wages	174,665	208,530	219,405	261,925	268,870
001-3002-522.12-02	Regular Salaries - Additional Pays	1,721	524	485	255	-
001-3002-522.13-00	Part Time Wages	20,501	19,742	25,291	-	-
001-3002-522.14-00	Overtime	23,180	16,080	12,996	17,986	18,755
001-3002-522.15-00	Special Pay	10,466	10,328	10,571	10,342	11,281
001-3002-522.21-00	FICA/Medicare Taxes	16,867	18,256	19,204	22,173	22,932
001-3002-522.22-01	Retirement Contributions - FRS	90	4,795	7,114	13,838	13,557
001-3002-522.22-03	Retirement Contributions - Fire Pension	42,838	52,627	65,850	53,278	55,864
001-3002-522.23-00	Medical Insurance	20,903	29,360	36,803	49,666	33,007
001-3002-522.23-02	Medical Insurance - Life & ST Disability	1,144	1,283	1,452	1,197	1,446
001-3002-522.24-00	Worker's Compensation	5,929	6,289	12,014	12,210	15,064
	<b>Subtotal Personnel Services</b>	<b>\$ 318,304</b>	<b>\$ 367,814</b>	<b>\$ 411,185</b>	<b>\$ 442,870</b>	<b>\$ 440,776</b>
<b>Operating</b>						
001-3002-522.31-00	Professional Services	1,310	1,530	1,820	1,380	1,640
001-3002-522.40-00	Travel & Per Diem	132	682	-	1,223	1,023
001-3002-522.41-00	Communications Services	5,426	4,089	4,812	4,260	5,655
001-3002-522.42-00	Postage & Transportation	168	22	5	30	30
001-3002-522.44-00	Rentals & Leases	713	713	782	750	1,124
001-3002-522.45-01	Insurance - Operating Liability	574	586	710	752	752
001-3002-522.45-02	Insurance - Auto Liability	1,633	1,916	1,102	1,401	1,401
001-3002-522.46-00	Repair & Maintenance Services	6,350	6,058	7,539	6,130	6,530
001-3002-522.47-00	Printing & Binding	891	790	676	900	800
001-3002-522.48-00	Promotional Activities	1,490	1,481	2,247	2,000	2,000
001-3002-522.49-00	Other Charges/Obligations	194	562	-	225	725
001-3002-522.51-00	Office Supplies	272	103	128	400	300
001-3002-522.52-00	Operating Supplies	981	2,101	2,419	1,000	2,000
001-3002-522.52-01	Operating Supplies - Gasoline/Diesel/Lubric	5,259	6,938	7,466	7,860	9,118
001-3002-522.52-05	Operating Supplies - Uniforms	581	4,040	1,258	3,000	2,500
001-3002-522.54-01	Books/Pubs/Subsc/Memb - Prof Dues	115	290	225	205	125
001-3002-522.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	480	628	22	475	727
001-3002-522.54-03	Books/Pubs/Subsc/Memb - Subscriptions	2,191	2,314	1,791	2,291	2,202
	<b>Subtotal Operating</b>	<b>\$ 28,760</b>	<b>\$ 34,843</b>	<b>\$ 33,002</b>	<b>\$ 34,282</b>	<b>\$ 38,652</b>
	<b>Total</b>	<b>\$ 347,064</b>	<b>\$ 402,657</b>	<b>\$ 444,187</b>	<b>\$ 477,152</b>	<b>\$ 479,428</b>

# PUBLIC WORKS DEPARTMENT



# Public Works Department

## Mission Statement

We work for you! Our mission is to improve the quality of life for City residents through responsive, efficient, and effective delivery of services to every neighborhood in order to meet the demands of our growing, diverse community.

## Role of Public Works

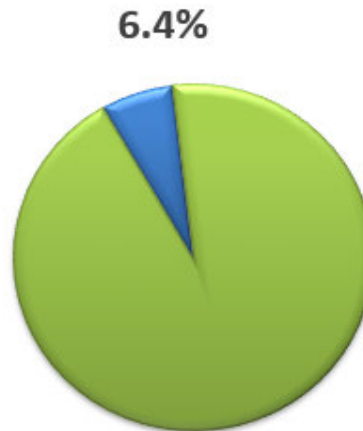
The Public Works Department includes a variety of divisions, most of which are dedicated to the construction operation and maintenance of infrastructure.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 1,449,565	\$ 1,438,284	\$ 1,543,965	\$ 1,567,935
Benefits	604,149	685,141	759,323	736,904
Operating	1,045,803	840,770	798,307	784,304
Supplies	143,874	168,454	198,344	180,840
<b>Total</b>	<b>\$ 3,243,391</b>	<b>\$ 3,132,649</b>	<b>\$ 3,299,939</b>	<b>\$ 3,269,983</b>

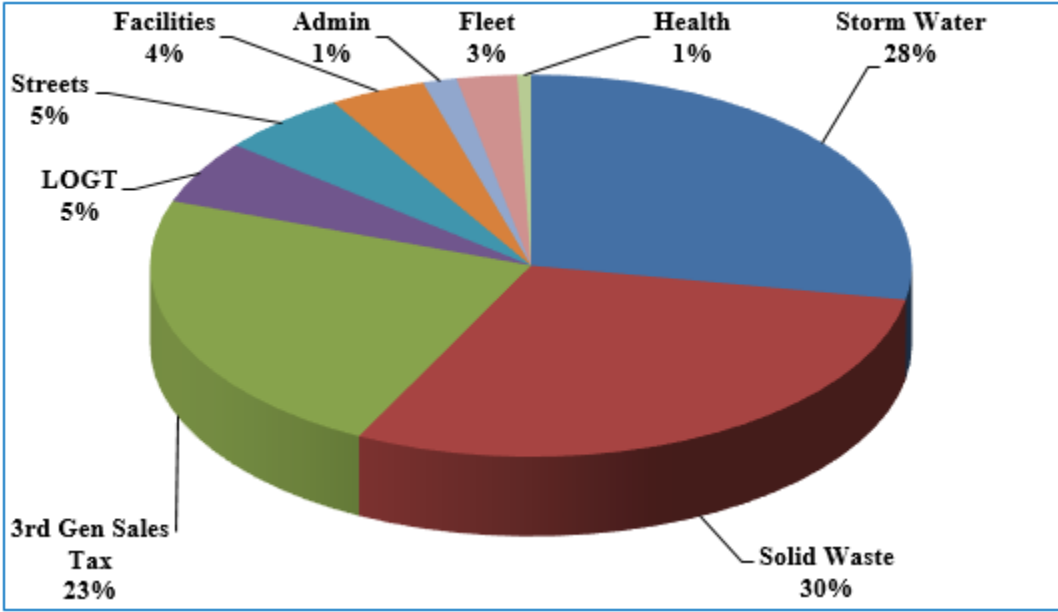
Funding Source				
General Fund	\$ 3,243,391	\$ 3,132,649	\$ 3,299,939	\$ 3,269,983
<b>Total</b>	<b>\$ 3,243,391</b>	<b>\$ 3,132,649</b>	<b>\$ 3,299,939</b>	<b>\$ 3,269,983</b>

### Public Works Department as a percentage of General Fund



**FY 2021 Public Works Division Totals**

Storm Water	\$ 6,446,284
Solid Waste	6,840,454
3rd Gen Sales Tax	5,327,988
LOGT	1,244,170
Streets	1,260,448
Facilities	948,537
Admin	333,690
Fleet	592,880
Health	134,428
<b>Total</b>	<b>\$ 23,128,879</b>



## *Public Works Administration*

The Administrative Division is responsible for general policy and direction of the department by providing management and leadership for the operating divisions. Operational oversight, strategic planning, administration of the budget and record keeping are all part of Administration's responsibilities.

### **Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 189,038	\$ 193,316	\$ 206,669	\$ 207,729
Benefits	62,680	73,554	82,735	80,848
Operating	31,274	31,739	31,162	31,342
Supplies	12,847	24,888	26,475	13,771
Total	\$ 295,839	\$ 323,497	\$ 347,041	\$ 333,690

<b>Funding Source</b>				
General Fund	\$ 295,839	\$ 323,497	\$ 347,041	\$ 333,690
Total	\$ 295,839	\$ 323,497	\$ 347,041	\$ 333,690

### *Our Accomplishments in 2019-20*

- ❖ Completion Cloud Branch Phase III, 17-92 Beautification Project, Oak Ave streetscape, terwilliger trail, resurfacing of 12.13 lane miles of roadway.
- ❖ Sidewalk repairs, miscellaneous concrete repairs, speed table construction, side-street parking improvements and other road and sidewalk related improvements.
- ❖ Inspection Staff performed over 1,500 locates, 450 CO's and driveway inspections.

### *Goals and Objectives for 2020-21*

- ❖ Schedule Asphalt Rehabilitation
- ❖ Schedule Sidewalk Repair
- ❖ Complete Hidden Lake Sidewalk Project
- ❖ Complete Riverwalk Phase III (Seawall), park Avenue Pond Park, Elm Avenue Drainage, Pump Branch Design, and Start Riverwalk Phase III trail and roadway, Myrtle Avenue streetscape, and Elm Avenue drainage



**PUBLIC WORKS - ADMINISTRATION**  
**Performance Measures**

<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Amount of CIP's Managed	10	3	3	3
Resurfacing Costs	1,250,000	1,150,000	1,150,000	1,150,000
Sidewalk Costs - Repairs & New	200,000	200,000	500,000	500,000
Traffic Calming Costs	30,000	28,000	30,000	30,000
Lane Miles within the City	322	322	328	328
Capital Projects Managed-Design Phase	3	4	4	4
Capital Projects Managed-Construction	7	6	5	5
Miles of Roads Resurfaced (Lane Miles)	8.5	8	12	12
LF Sidewalk New	300	13,000	3,000	3,000
LF Sidewalk Repair/Replaced	1,500	1,000	1,500	1,500
Curb Ramps Installed/Replaced	20	25	25	25
Traffic Calming Devices Installed	8	8	10	10
Locates Performed	900	1,000	1,200	1,200
Inspections Performed (Driveways, C.O.s & Demolition)	250	200	200	200

**Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Public Works - Administration</b>						
Public Works Director **	433	0.35	0.35	-	0.35	-
City Engineer **		-	-	-	-	0.50
Public Works Manager	422	1.00	1.00	-	1.00	-
Administrative Coordinator	413	1.00	1.00	-	1.00	-
Administrative Special II	409	1.00	1.00	-	1.00	-
Fiscal Specialist	412	-	-	-	-	1.00
<b>Total Full Time Equivalents</b>		<b>3.35</b>	<b>3.35</b>	<b>-</b>	<b>3.35</b>	<b>1.50</b>

\*\*Split between funds or departments/divisions

## Public Works Administration

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-4001-539.12-00	Regular Salaries & Wages	174,109	187,802	191,772	205,905	206,623
001-4001-539.12-02	Regular Salaries - Additional Pays	651	150	210	206	206
001-4001-539.12-06	Reg Salaries - Opt Out Health Insurance	1,650	1,000	420	411	411
001-4001-539.14-00	Overtime	161	86	914	147	489
001-4001-539.21-00	FICA/Medicare Taxes	13,424	14,093	14,168	15,852	15,951
001-4001-539.22-01	Retirement Contributions - FRS	19,535	20,158	25,418	26,565	27,087
001-4001-539.23-00	Medical Insurance	11,039	25,997	30,585	37,250	34,148
001-4001-539.23-02	Medical Insurance - Life & ST Disability	1,110	1,215	1,238	1,043	1,299
001-4001-539.24-00	Worker's Compensation	1,156	1,217	2,145	2,025	2,363
	<b>Subtotal Personnel Services</b>	<b>\$ 222,835</b>	<b>\$ 251,718</b>	<b>\$ 266,870</b>	<b>\$ 289,404</b>	<b>\$ 288,577</b>
<b>Operating</b>						
001-4001-539.40-00	Travel & Per Diem	56	449	4,853	660	2,800
001-4001-539.41-00	Communications Services	3,899	3,812	4,438	3,632	3,632
001-4001-539.42-00	Postage & Transportation	76	58	301	200	50
001-4001-539.44-00	Rentals & Leases	1,036	1,036	974	1,036	1,036
001-4001-539.45-01	Insurance - Operating Liability	16,130	17,149	16,928	15,487	13,444
001-4001-539.45-02	Insurance - Auto Liability	874	1,026	458	583	775
001-4001-539.46-00	Repair & Maintenance Services	3,939	5,041	1,247	5,800	5,800
001-4001-539.47-00	Printing & Binding	1,004	1,071	955	1,414	1,375
001-4001-539.49-00	Other Charges/Obligations	2,160	1,632	1,585	2,350	2,430
001-4001-539.51-00	Office Supplies	938	997	880	1,000	1,000
001-4001-539.52-00	Operating Supplies	1,168	1,002	2,731	2,000	2,400
001-4001-539.52-01	Operating Supplies - Gasoline/Diesel/Lubric	3,481	4,859	4,206	4,450	4,450
001-4001-539.52-05	Operating Supplies - Uniforms	9	248	205	550	400
001-4001-539.54-01	Books/Pubs/Subsc/Memb - Prof Dues	1,129	595	1,349	975	971
001-4001-539.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	-	1,394	16,500	2,500
001-4001-539.54-03	Books/Pubs/Subsc/Memb - Subscriptions	-	5,146	14,123	1,000	2,050
	<b>Subtotal Operating</b>	<b>\$ 35,899</b>	<b>\$ 44,121</b>	<b>\$ 56,627</b>	<b>\$ 57,637</b>	<b>\$ 45,113</b>
	<b>Total</b>	<b>\$ 258,734</b>	<b>\$ 295,839</b>	<b>\$ 323,497</b>	<b>\$ 347,041</b>	<b>\$ 333,690</b>

## Public Health

The Public Health division coordinates with the Seminole County Mosquito Authority for mosquito control and the East Volusia Mosquito Control for controlling the midge population. Public Health monitors the nuisance pest population and sprays on a limited basis for outbreaks and special events.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 141	\$ 307	\$ 5,704	\$ 5,704
Benefits	72	149	1,378	1,473
Operating	72,245	93,393	120,101	119,951
Supplies	148	4,278	7,300	7,300
Total	\$ 72,606	\$ 98,127	\$ 134,483	\$ 134,428

Funding Source				
General Fund	\$ 72,606	\$ 98,127	\$ 134,483	\$ 134,428
Total	\$ 72,606	\$ 98,127	\$ 134,483	\$ 134,428

### *Our Accomplishments in 2019-20*

- ❖ Fog for Midges when the need arose.
- ❖ Continued to educate staff on materials, new species of insects & applications.
- ❖ Oversee Contract Management for Clarke Environmental.
- ❖ Staff successfully passed DODD short course for Mosquito & Midge Control.

### *Goals and Objectives for 2020-21*

- ❖ Continue to oversee Contract Management for Clarke Environmental.
- ❖ Continue to educate staff & public on new species of insects & applications.
- ❖ Fog for midges when the need arises.
- ❖ Assist Seminole County Mosquito Control with spraying Citywide if requested.

## PUBLIC WORKS - HEALTH Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
Oversee Contract Management for Clarke Environmental	100%	100%	100%	100%

### Public Health

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-4041-562.12-00	Regular Salaries & Wages	277	-	-	-	-
001-4041-562.12-02	Regular Salaries - Additional Pays	-	-	-	5,704	5,704
001-4041-562.14-00	Overtime	86	141	307	-	-
001-4041-562.21-00	FICA/Medicare Taxes	28	10	22	424	424
001-4041-562.22-01	Retirement Contributions - FRS	27	11	26	486	490
001-4041-562.23-00	Medical Insurance	71	48	92	-	-
001-4041-562.23-02	Medical Insurance - Life & ST Disability	2	1	2	-	-
001-4041-562.24-00	Worker's Compensation	16	2	7	468	559
	<b>Subtotal Personnel Services</b>	<b>\$ 507</b>	<b>\$ 213</b>	<b>\$ 456</b>	<b>\$ 7,082</b>	<b>\$ 7,177</b>
<b>Operating</b>						
001-4041-562.34-00	Other Contractual Services	58,333	70,000	90,000	115,000	115,000
001-4041-562.40-00	Travel & Per Diem	64	-	1,050	1,200	1,200
001-4041-562.45-01	Insurance - Operating Liability	1,564	1,595	1,632	1,730	1,524
001-4041-562.45-02	Insurance - Auto Liability	253	297	133	169	225
001-4041-562.46-00	Repair & Maintenance Services	114	353	434	2,002	2,002
001-4041-562.49-00	Other Charges/Obligations	-	-	144	-	-
001-4041-562.51-00	Office Supplies	-	67	70	100	100
001-4041-562.52-00	Operating Supplies	4,699	-	3,657	6,500	6,500
001-4041-562.52-01	Operating Supplies - Gasoline/Diesel/Lubric	44	81	107	100	100
001-4041-562.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	610	-	444	600	600
	<b>Subtotal Operating</b>	<b>\$ 65,681</b>	<b>\$ 72,393</b>	<b>\$ 97,671</b>	<b>\$ 127,401</b>	<b>\$ 127,251</b>
<b>Total</b>		<b>\$ 66,188</b>	<b>\$ 72,606</b>	<b>\$ 98,127</b>	<b>\$ 134,483</b>	<b>\$ 134,428</b>

## ***Fleet Maintenance***

Fleet Maintenance is responsible for preventative maintenance and repairs to City-owned vehicles and equipment, and for management of the fuel system.

### **Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 340,859	\$ 307,622	\$ 346,969	\$ 351,309
Benefits	130,378	136,174	167,059	159,123
Operating	41,064	60,386	71,035	59,702
Supplies	17,828	19,576	22,746	22,746
Total	\$ 530,129	\$ 523,758	\$ 607,809	\$ 592,880

<b>Funding Source</b>				
General Fund	\$ 530,129	\$ 523,758	\$ 607,809	\$ 592,880
Total	\$ 530,129	\$ 523,758	\$ 607,809	\$ 592,880

### ***Our Accomplishments in 2019-20***

- ❖ Maintained 100% completion on scheduled preventative maintenance on all vehicles.
- ❖ Continued monthly comparison with in house vs. outsource savings.
- ❖ Maintained 100% accident/incident free record.
- ❖ Purchased a scanner for heavy trucks and equipment
- ❖ Update software for diagnostic scanner.

### ***Goals and Objectives for 2020-21***

- ❖ Continue 100% completion on preventative maintenance schedule.
- ❖ To have the two new employees ASE Certified in as many categories as possible
- ❖ Continue maintaining 100% accident /incident free record.
- ❖ Replace all service bay doors with high wind rated heavy doors.
- ❖ Continue monthly comparison with in house vs. outsource savings.

## PUBLIC WORKS - FLEET Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
Number OF Mechanics FTE's	4	4	4	4
Mechanic Billable hours	8,000	8,000	8,000	8,000
Work Days	200	200	200	200
# Pieces of Rolling Stock	571	573	580	582
# Pieces Non-Rolling Stock	40	41	42	42
# "Services" or Work Orders Completed	2,297	2,315	2,325	2,340
# Preventative Maintenance Services	793	795	800	815
# Repairs Other	1,504	1,508	1,510	1,520
Average Time to Complete Repairs (Hours)	1.40	1.40	1.40	1.40
Mechanic Productivity Rates	179	179	181	181
% Repairs Returned	0%	0%	0%	0%
Customer Satisfaction Rating	100%	100%	100%	100%
Hourly Labor Rate	17.00	17.00	18.50	18.50
Average Operating Cost per Work Order	24.00	24.00	24.00	24.00
Average Hourly Rate - Private Shops	100.00	100.00	120.00	120.00
Work Orders to Mechanic Ratio	179	179	180	180

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Public Works - Fleet Maintenance</b>						
Fleet Maintenance Superintendent	420	1.00	1.00	-	1.00	-
Crew Leader	414	1.00	1.00	-	1.00	-
Mechanic II	312	3.00	3.00	-	3.00	-
Lead Parts Technician	310	1.00	1.00	-	1.00	-
Mechanic I	310	1.00	1.00	-	1.00	1.00
Inventory & Parts Technician	308	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>8.00</b>	<b>1.00</b>

## Fleet Maintenance

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-4042-539.12-00	Regular Salaries & Wages	300,846	338,256	304,548	343,919	347,985
001-4042-539.12-02	Regular Salaries - Additional Pays	960	1,680	1,645	2,346	2,346
001-4042-539.12-06	Reg Salaries - Opt Out Health Insurance	300	300	-	-	-
001-4042-539.14-00	Overtime	1,211	623	1,429	704	978
001-4042-539.21-00	FICA/Medicare Taxes	22,403	25,038	22,788	26,614	26,975
001-4042-539.22-01	Retirement Contributions - FRS	23,068	26,128	25,442	30,241	30,819
001-4042-539.23-00	Medical Insurance	50,000	71,976	77,496	99,332	88,019
001-4042-539.23-02	Medical Insurance - Life & ST Disability	1,624	1,921	1,889	1,726	2,255
001-4042-539.24-00	Worker's Compensation	4,910	5,315	8,559	9,146	11,055
	<b>Subtotal Personnel Services</b>	<b>\$ 405,322</b>	<b>\$ 471,237</b>	<b>\$ 443,796</b>	<b>\$ 514,028</b>	<b>\$ 510,432</b>
<b>Operating</b>						
001-4042-539.34-00	Other Contractual Services	2,000	2,000	2,000	2,000	2,000
001-4042-539.40-00	Travel & Per Diem	-	-	55	-	-
001-4042-539.41-00	Communications Services	2,015	2,251	2,108	1,833	1,833
001-4042-539.42-00	Postage & Transportation	-	-	-	10	10
001-4042-539.43-00	Utility Services	5,935	7,955	6,573	6,992	6,992
001-4042-539.44-00	Rentals & Leases	515	515	476	515	282
001-4042-539.45-01	Insurance - Operating Liability	4,265	1,819	6,366	6,494	1,984
001-4042-539.45-02	Insurance - Auto Liability	1,086	1,726	1,194	1,518	2,021
001-4042-539.46-00	Repair & Maintenance Services	17,617	20,445	30,963	28,020	21,020
001-4042-539.47-00	Printing & Binding	536	1,041	664	1,060	1,060
001-4042-539.49-00	Other Charges/Obligations	6,666	3,312	9,987	22,593	22,500
001-4042-539.51-00	Office Supplies	699	327	1,209	1,000	1,000
001-4042-539.52-00	Operating Supplies	6,122	8,673	10,942	9,200	9,200
001-4042-539.52-01	Operating Supplies - Gasoline/Diesel/Lubric	4,157	4,924	4,592	4,306	4,306
001-4042-539.52-05	Operating Supplies - Uniforms	2,246	1,853	2,468	2,600	2,600
001-4042-539.54-01	Books/Pubs/Subsc/Memb - Prof Dues	144	215	90	230	230
001-4042-539.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	150	336	208	1,410	1,410
001-4042-539.54-03	Books/Pubs/Subsc/Memb - Subscriptions	1,500	1,500	67	4,000	4,000
	<b>Subtotal Operating</b>	<b>\$ 55,653</b>	<b>\$ 58,892</b>	<b>\$ 79,962</b>	<b>\$ 93,781</b>	<b>\$ 82,448</b>
	<b>Total</b>	<b>\$ 460,975</b>	<b>\$ 530,129</b>	<b>\$ 523,758</b>	<b>\$ 607,809</b>	<b>\$ 592,880</b>

## **Facilities Maintenance**

Facilities Maintenance operates and maintains 35 City owned buildings to ensure their readiness for use by our citizens, visitors and staff, in order to maintain a safe and comfortable environment for all. Staff must be skilled in various trades, including electrical, plumbing, air conditioning system, and carpentry. This division also provides custodial services as well as mail delivery and street lighting maintenance.

### **Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 368,769	\$ 374,046	\$ 387,020	\$ 396,588
Benefits	167,049	187,588	197,323	190,856
Operating	262,430	375,716	308,135	315,928
Supplies	35,580	40,444	49,390	45,165
Total	\$ 833,828	\$ 977,794	\$ 941,868	\$ 948,537

<b>Funding Source</b>				
General Fund	\$ 833,828	\$ 977,794	\$ 941,868	\$ 948,537
Total	\$ 833,828	\$ 977,794	\$ 941,868	\$ 948,537

### ***Our Accomplishments in 2019-20***

- ❖ Continued assisting in the upgrade of the City Street lights to LED.
- ❖ Assisted in the reroofing of the Mayfair storage building.
- ❖ Completed Fleet restroom.
- ❖ Completed duct of City Hall.
- ❖ Completed upgrade of LED lighting in City Hall parking lot.
- ❖ 100% of Emergency Repairs completed within 24 hours.



## Goals and Objectives for 2020-21

- ❖ Complete 100% Work Order within (5) days.
- ❖ Continue Street Lighting Upgrade to LED Program.
- ❖ Replacing of carpet of City Hall.
- ❖ Repainting Welcome Center.
- ❖ Replace Welcome Center Windows (\*Due to covid potential carry over).
- ❖ Upgrade Miscellaneous Park Lighting.

<b>PUBLIC WORKS - FACILITIES MAINTENANCE</b>				
<b>Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Total Square Footage Maintained	310,318	310,318	310,318	310,318
# Work Orders Completed	824	1,415	1,211	1,211
Total # Repairs	508	735	615	630
Total # Emergencies	104	329	286	286
Total # Other	212	342	304	315
% Non Emergency Work Orders Completed within (5) days of request	100%	100%	100%	100%
% Emergency Repairs Completed within 24 Hours	100%	100%	100%	100%
Cost per Work Order Completed	140.71	140.71	155.00	155.00

## Authorized Positions

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Public Works - Facilities Maintenance</b>						
Public Works Maintenance Superintendent	420	1.00	1.00	-	1.00	-
Field Supervisor	416	1.00	1.00	-	1.00	-
Electrical Technician	314	2.00	2.00	-	2.00	-
Trades Maintenance Technician II	313	2.00	2.00	-	2.00	1.00
Trades Maintenance Technician I	309	1.00	1.00	-	1.00	1.00
Custodial Worker II	305	1.00	1.00	-	1.00	-
Custodial Worker I	302	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>9.00</b>	<b>9.00</b>	<b>-</b>	<b>9.00</b>	<b>2.00</b>

## Facilities Maintenance

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-4046-539.12-00	Regular Salaries & Wages	348,671	365,245	370,723	383,012	392,670
001-4046-539.14-00	Overtime	7,172	3,524	3,323	4,008	3,918
001-4046-539.21-00	FICA/Medicare Taxes	26,369	26,821	27,356	29,685	30,451
001-4046-539.22-01	Retirement Contributions - FRS	31,867	35,067	37,355	40,564	41,864
001-4046-539.23-00	Medical Insurance	70,353	94,838	106,505	111,748	99,591
001-4046-539.23-02	Medical Insurance - Life & ST Disability	2,187	2,283	2,513	1,912	2,521
001-4046-539.24-00	Worker's Compensation	7,594	8,040	13,859	13,414	16,429
	<b>Subtotal Personnel Services</b>	<b>\$ 494,213</b>	<b>\$ 535,818</b>	<b>\$ 561,634</b>	<b>\$ 584,343</b>	<b>\$ 587,444</b>
<b>Operating</b>						
001-4046-539.34-00	Other Contractual Services	4,678	16,004	18,041	16,672	17,500
001-4046-539.41-00	Communications Services	4,976	4,823	8,124	5,294	5,294
001-4046-539.42-00	Postage & Transportation	-	-	6	25	25
001-4046-539.43-00	Utility Services	129,477	123,039	137,081	137,042	137,042
001-4046-539.44-00	Rentals & Leases	24,156	603	476	1,515	1,515
001-4046-539.45-01	Insurance - Operating Liability	24,444	18,468	20,935	21,872	24,920
001-4046-539.45-02	Insurance - Auto Liability	4,134	5,038	2,249	2,694	3,786
001-4046-539.46-00	Repair & Maintenance Services	92,301	85,484	160,010	93,355	96,246
001-4046-539.47-00	Printing & Binding	237	258	224	316	250
001-4046-539.48-00	Promotional Activities	8,154	7,989	28,564	29,000	29,000
001-4046-539.49-00	Other Charges/Obligations	621	724	6	350	350
001-4046-539.51-00	Office Supplies	360	334	296	500	500
001-4046-539.52-00	Operating Supplies	27,382	22,466	26,051	31,150	27,875
001-4046-539.52-01	Operating Supplies - Gasoline/Diesel/Lubric	11,833	11,189	12,193	13,061	13,061
001-4046-539.52-05	Operating Supplies - Uniforms	1,485	1,591	1,804	2,925	2,925
001-4046-539.54-01	Books/Pubs/Subsc/Memb - Prof Dues	247	-	100	604	604
001-4046-539.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	-	-	1,150	200
	<b>Subtotal Operating</b>	<b>\$ 334,485</b>	<b>\$ 298,010</b>	<b>\$ 416,160</b>	<b>\$ 357,525</b>	<b>\$ 361,093</b>
	<b>Total</b>	<b>\$ 828,698</b>	<b>\$ 833,828</b>	<b>\$ 977,794</b>	<b>\$ 941,868</b>	<b>\$ 948,537</b>

## Streets

Funding for roads are included in the General Fund and one Special Revenue fund; the Local Option Gas Tax Fund. Roadway structures include roads, sidewalks, curbs, drainage systems and signalization of roads. The City currently contains 185 miles of roads and 80 miles of sidewalks.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 550,758	\$ 562,993	\$ 597,603	\$ 606,605
Benefits	243,970	287,676	310,828	304,604
Operating	638,790	279,536	267,874	257,381
Supplies	77,471	79,268	92,433	91,858
Total	\$ 1,510,989	\$ 1,209,473	\$ 1,268,738	\$ 1,260,448

Funding Source				
General Fund	\$ 1,510,989	\$ 1,209,473	\$ 1,268,738	\$ 1,260,448
Total	\$ 1,510,989	\$ 1,209,473	\$ 1,268,738	\$ 1,260,448

### *Our Accomplishments in 2019-20*

- ❖ Assisted in Traffic Control/Road Closures throughout the year at several Special Events.
- ❖ Continued updating street id's - Citywide.
- ❖ Removed several dead, diseased and fallen trees - Citywide.
- ❖ Completed section of Alley Rehab project - Citywide.
- ❖ Assisted Utilities in Asphalt patching.
- ❖ Completed over 800 work orders.

### *Goals and Objectives for 2020-21*

- ❖ Continue Alley Rehab Project
- ❖ Continue 24hour response to pot hole complaints & trip hazards
- ❖ Continue ROW mowing & Tree Maintenance Citywide
- ❖ Provide Traffic Control Assistance for Police & Fire Department & for Special Events throughout the City
- ❖ Provide Intermediate Maintenance of Traffic Training/Certification for all City Field Personnel
- ❖ Continue to provide 24-hour On-Call Assistance 365days a year

❖ Mowing & Tree Maintenance Citywide

<b>PUBLIC WORKS - STREETS</b>				
<b>Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Total Work Orders	2,847	2,571	2,575	2,600
Pot Repair	46	27	39	39
Asphalt Repair	64	58	56	60
Concrete Work	35	29	30	33
Grading	12	12	11	12
Brick Repair/Replace	27	30	27	30
Tractor Machine Mow Lots & ROW's	69	120	108	108
Tree Work	279	325	286	290
Alley Maintenance	56	39	40	43
Sign Maintenance	1,259	1,073	1,210	1,210
% of Non-Emergency Work Orders Completed				
within (5) days of request	100%	100%	100%	100%
% Emergency Repairs Completed within 24 Hours	100%	100%	100%	100%
Cost per Work Order Completed	\$ 147.87	\$ 235.00	\$ 192.00	\$ 192.00

**Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Public Works - Streets</b>						
Project Manager **	423	0.05	0.05	-	0.05	1.00
Streets Superintendent	421	1.00	1.00	-	1.00	-
Senior Public Works Inspector **	418	0.80	1.20	-	1.20	-
Signs and Traffic Coordinator	416	1.00	1.00	-	1.00	-
Crew Leader	414	2.00	2.00	-	2.00	-
Equipment Operator IV	312	2.00	2.00	-	2.00	-
Equipment Operator II	309	1.00	1.00	-	1.00	-
Administrative Specialist II **	409	0.50	0.50	-	0.50	-
Maintenance Worker, Lead	307	3.00	3.00	-	3.00	-
Sign Technician	307	1.00	1.00	-	1.00	-
Equipment Operator I	307	-	-	-	-	1.00
Maintenance Worker	304	1.00	1.00	-	1.00	2.00
<b>Total Full Time Equivalents</b>		<b>13.35</b>	<b>13.75</b>	<b>-</b>	<b>13.75</b>	<b>4.00</b>

\*\*Split between funds or departments/divisions

## Streets

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-4047-541.12-00	Regular Salaries & Wages	490,975	524,322	544,761	566,596	576,576
001-4047-541.12-06	Reg Salaries - Opt Out Health Insurance	1,333	608	720	704	704
001-4047-541.14-00	Overtime	32,214	25,828	17,512	30,303	29,325
001-4047-541.21-00	FICA/Medicare Taxes	39,030	39,668	40,211	45,832	46,570
001-4047-541.22-01	Retirement Contributions - FRS	40,616	48,604	52,324	54,246	55,448
001-4047-541.23-00	Medical Insurance	93,430	129,895	151,471	163,276	144,680
001-4047-541.23-02	Medical Insurance - Life & ST Disability	3,000	3,356	3,669	2,833	3,721
001-4047-541.24-00	Worker's Compensation	21,061	22,447	40,001	44,641	54,185
	<b>Subtotal Personnel Services</b>	<b>\$ 721,659</b>	<b>\$ 794,728</b>	<b>\$ 850,669</b>	<b>\$ 908,431</b>	<b>\$ 911,209</b>
<b>Operating</b>						
001-4047-541.31-00	Professional Services	37	-	-	-	-
001-4047-541.34-00	Other Contractual Services	414,866	531,229	94,198	94,988	93,975
001-4047-541.40-00	Travel & Per Diem	-	-	13	70	50
001-4047-541.41-00	Communications Services	3,023	3,603	4,851	4,906	4,906
001-4047-541.42-00	Postage & Transportation	-	7	-	50	20
001-4047-541.43-00	Utility Services	6,602	7,018	6,676	8,727	8,727
001-4047-541.44-00	Rentals & Leases	2,992	587	20,779	2,615	2,615
001-4047-541.45-01	Insurance - Operating Liability	35,939	39,380	44,565	92,204	79,883
001-4047-541.45-02	Insurance - Auto Liability	10,816	11,933	5,619	8,362	11,128
001-4047-541.46-00	Repair & Maintenance Services	76,690	43,181	100,746	53,600	53,600
001-4047-541.47-00	Printing & Binding	524	411	434	365	390
001-4047-541.49-00	Other Charges/Obligations	1,476	1,441	1,655	1,987	2,087
001-4047-541.51-00	Office Supplies	271	298	131	800	200
001-4047-541.52-00	Operating Supplies	7,179	10,278	10,028	11,500	11,000
001-4047-541.52-01	Operating Supplies - Gasoline/Diesel/Lubric	31,290	39,278	36,061	39,214	39,214
001-4047-541.52-05	Operating Supplies - Uniforms	3,331	3,682	3,450	4,550	4,550
001-4047-541.53-00	Road Materials & Supplies	19,562	21,887	25,942	31,575	31,900
001-4047-541.54-01	Books/Pubs/Subsc/Memb - Prof Dues	288	495	100	904	704
001-4047-541.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	1,827	1,553	3,526	3,890	4,290
001-4047-541.54-03	Books/Pubs/Subsc/Memb - Subscriptions	-	-	30	-	-
	<b>Subtotal Operating</b>	<b>\$ 616,713</b>	<b>\$ 716,261</b>	<b>\$ 358,804</b>	<b>\$ 360,307</b>	<b>\$ 349,239</b>
<b>Total</b>		<b>\$ 1,338,372</b>	<b>\$ 1,510,989</b>	<b>\$ 1,209,473</b>	<b>\$ 1,268,738</b>	<b>\$ 1,260,448</b>

## *Local Option Gas Tax Fund*

Local Option Gas Tax Revenue is received from a Local Fuel Tax adopted county wide and is collected by the State, and distributed to county and local governments based on a statutory formula. The revenues collected are restricted in use to public transportation, roadway and right-of-way maintenance, roadway drainage, street lighting, traffic engineering and signalization, pavement marking, bridge maintenance and operation, and debt service for the same [S.336.025(7) F.S.].

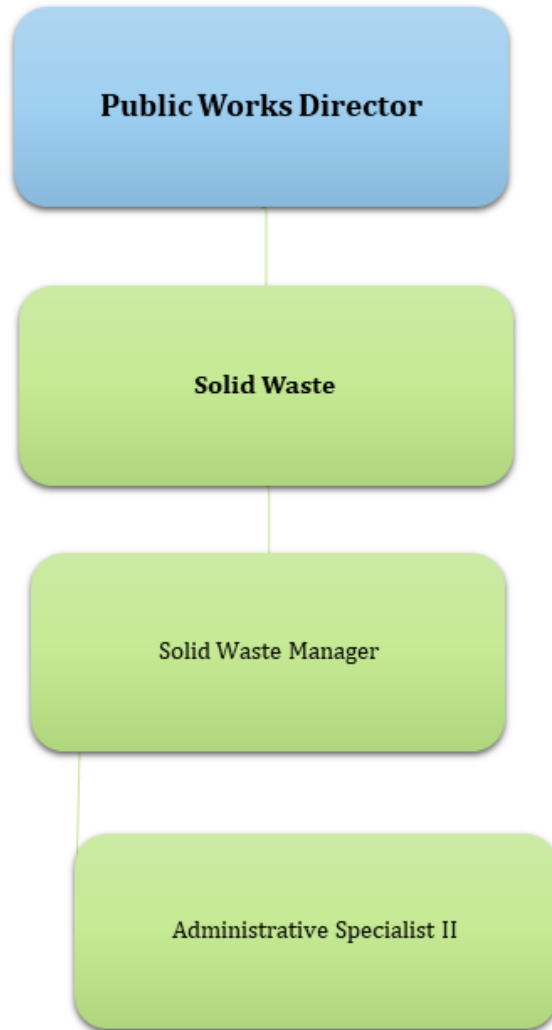
### Summary

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Operating	\$ 999,124	\$ 978,989	\$ 616,377	\$ 613,377
Supplies	141,372	78,621	105,000	105,550
Capital	4,470	-	494,987	525,243
Transfers	-	99,302	-	-
<b>Total</b>	<b>\$ 1,144,966</b>	<b>\$ 1,156,912</b>	<b>\$ 1,216,364</b>	<b>\$ 1,244,170</b>

<b>Funding Source</b>				
Local Option Gas Tax	\$ 1,144,965	\$ 1,156,912	\$ 1,268,508	\$ 1,244,170
<b>Total</b>	<b>\$ 1,144,965</b>	<b>\$ 1,156,912</b>	<b>\$ 1,268,508</b>	<b>\$ 1,244,170</b>

This fund includes utilities for street lights (\$403,000), CSX transportation (\$10,000), traffic agreement with Seminole County (\$150,000), and funding for asphalt rehabilitation (\$494,987). The detailed budget for this program is located in the Special Revenue Fund section of this budget document.

# PUBLIC WORKS SOLID WASTE



## Solid Waste

The Solid Waste Division provides for the scheduled collection and disposal of residential and commercial solid waste services through management of contractual services. The franchise agreement, solid waste ordinance and contract ensure accountability to the City and service consistency.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 121,126	\$ 108,280	\$ 116,273	\$ 119,567
Benefits	49,252	47,749	49,066	47,424
Operating	5,791,977	5,971,039	6,204,946	6,614,363
Supplies	5,932	16,243	48,125	13,100
Debt service	978	153	-	-
Transfers	184,000	92,000	-	46,000
Total	\$ 6,153,265	\$ 6,235,464	\$ 6,418,410	\$ 6,840,454

Funding Source				
Solid Waste Fund	\$ 6,153,265	\$ 6,235,464	\$ 6,418,410	\$ 6,840,454
Total	\$ 6,153,265	\$ 6,235,464	\$ 6,418,410	\$ 6,840,454

### *Our Accomplishments in 2019-20*

- ❖ Collected 16,899 tons of Residential Solid Waste from approximately 13,541 residents.
- ❖ Collected 2,571 tons of Residential Yard Waste from approximately 13,541 residents.
- ❖ Collected 214 tons of Residential Community Clean Up from approximately 13,541 residents.
- ❖ Collected 35,788 tons of debris from residential and commercial roll off containers.
- ❖ Collected 25,561 tons of debris from commercial front load containers.
- ❖ Collected 1,105 tons of Residential Recycle from approximately 13,541 residents.



## Goals and Objectives for 2020-21

- ❖ Reduce the number of complaints.
- ❖ Encourage more recycling.
- ❖ Provide citizens with more knowledge relating to our recycling program to prevent and/or eliminate contamination.

<b>PUBLIC WORKS - SOLID WASTE</b>				
<b>Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Payment to Solid Waste Contractor (Residential Only)	5,587,053	4,781,170	5,938,117	6,116,261
Monthly Service Charge for Solid Waste	19	19	19	19
# Tons of Waste Collected	17,238	17,238	18,251	18,251
# Tons of Recycled Waste Collected	1,191	1,191	1,243	1,243
# Tons of Yard Waste Collected	3,338	3,338	3,370	3,370
# Residential Customers Served	13,583	13,583	13,887	13,887
# Service Complaints	672	672	842	842
% "On time" Collection Rate	99%	99%	94%	94%
Complaints per 1,000 Customers	1%	6%	6%	6%
Cost for Ton for Disposal	33	33	39	39
\$ Value of Recyclables diverted from Landfill	35,993	35,736	44,775	44,775
Revenue Received from Recycled Materials	69,256	71,333	73,473	75,677

## Authorized Positions

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Public Works - Solid Waste</b>						
Public Works Director **	433	0.10	0.10	-	0.10	-
Solid Waste Manager	419	1.00	1.00	-	1.00	-
Administrative Specialist II	409	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>2.10</b>	<b>2.10</b>	<b>-</b>	<b>2.10</b>	<b>-</b>

\*\*Split between funds or departments/divisions

## Solid Waste as a percentage of Enterprise Funds

10.5%



Solid Waste Revenues and Expenses	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating Revenues</b>					
Charges for Services	\$ 5,703,968	\$ 6,083,383	\$ 6,306,005	\$ 6,341,618	\$ 6,774,767
Other	(328)	2,109	1,041	-	-
Total operating revenue	<u>5,703,640</u>	<u>6,085,492</u>	<u>6,307,046</u>	<u>6,341,618</u>	<u>6,774,767</u>
<b>Operating Expenses</b>					
Personnel Services	\$ 143,848	\$ 170,378	\$ 156,029	\$ 165,339	\$ 166,991
Materials/Other Services	5,576,741	5,798,885	5,987,437	6,253,071	6,627,463
Total operating expenses	<u>5,720,589</u>	<u>5,969,263</u>	<u>6,143,466</u>	<u>6,418,410</u>	<u>6,794,454</u>
Total operating income	<u>(16,949)</u>	<u>116,229</u>	<u>163,580</u>	<u>(76,792)</u>	<u>(19,687)</u>
<b>Non-Operating Revenue/(Expense)</b>					
Capital Expenses	-	-	-	-	-
Total Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Income Before Transfers and Contributions</b>					
	(16,949)	116,229	163,580	(76,792)	(19,687)
Transfers In	-	-	-	-	-
Transfers Out	<u>(184,000)</u>	<u>(184,000)</u>	<u>(92,000)</u>	<u>(92,000)</u>	<u>(46,000)</u>
Net Change in Assets	(200,949)	(67,771)	71,580	(168,792)	(65,687)
Net Assets - Beginning*	331,954	131,005	63,234	134,814	(33,978)
Net Assets - Ending*	<u>\$ 131,005</u>	<u>\$ 63,234</u>	<u>\$ 134,814</u>	<u>\$ (33,978)</u>	<u>\$ (99,665)</u>

\*Includes Restricted Assets.

## Solid Waste

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
401-0000-343.40-01	Service Charges - Residential	2,474,376	2,721,063	2,820,144	2,887,919	3,198,000
401-0000-343.40-02	Service Charges - Commercial	2,607,885	2,736,367	2,866,879	2,921,125	3,053,144
401-0000-343.41-01	Recycling Income - Residential	1,121	798	683	597	2,000
401-0000-343.41-04	Recycling Income - Commercial	121,369	123,135	119,328	120,577	118,536
401-0000-343.90-00	Physical Env - Other Charges	2,736	3,785	4,663	5,934	4,243
401-0000-349.10-00	Handling Fee	298,455	320,136	314,635	274,094	306,415
401-0000-361.10-00	Interest	2,509	2,614	(7,885)	-	-
401-0000-361.30-00	Interest - Unrealized	(2,212)	(413)	(4,115)	-	-
401-0000-361.40-00	Interest - Realized	(626)	(92)	(199)	-	-
401-0000-364.41-00	Disposition of Fixed Assets	-	-	7,675	-	-
401-0000-369.41-00	Reimbursement of Claims	-	-	411	-	-
401-0000-369.90-00	Miscellaneous Revenue	-	-	5,155	-	-
401-0000-369.92-10	Admin Share	198,025	178,099	179,672	131,372	92,429
401-0000-389.99-00	Use of Net Assets	-	-	-	76,792	65,687
<b>Total Revenue</b>		<b>\$ 5,703,638</b>	<b>\$ 6,085,492</b>	<b>\$ 6,307,046</b>	<b>\$ 6,418,410</b>	<b>\$ 6,840,454</b>
<b>Expenditure</b>						
401-4002-534.12-00	Regular Salaries & Wages	104,100	116,860	110,745	109,656	112,950
401-4002-534.12-02	Regular Salaries - Additional Pays	1,573	1,646	660	6,497	6,497
401-4002-534.12-06	Reg Salaries - Opt Out Health Insurance	550	1,500	1,320	120	120
401-4002-534.12-10	Regular Salaries & Wages - OPEB	2,108	1,120	(4,445)	-	-
401-4002-534.21-00	FICA/Medicare Taxes	7,625	8,998	7,723	8,919	9,181
401-4002-534.22-01	Retirement Contributions - FRS	10,255	14,801	11,218	12,603	13,050
401-4002-534.23-00	Medical Insurance	11,288	10,612	11,839	25,405	22,511
401-4002-534.23-02	Medical Insurance - Life & ST Disability	581	743	726	573	761
401-4002-534.24-00	Worker's Compensation	832	889	1,514	1,566	1,921
401-4002-534.27-00	Pension GASB 68	4,937	13,209	14,729	-	-
401-4002-534.31-00	Professional Services	1,744	1,318	1,666	3,000	3,000
401-4002-534.34-01	Private Hauler	5,339,842	5,587,053	5,781,170	5,938,117	6,375,923
401-4002-534.34-07	Utilities and Facilities - GF	-	-	1,857	1,161	1,088
401-4002-534.34-08	Computer Services - GF	3,841	7,207	5,920	6,223	4,277
401-4002-534.34-09	Engineering - GF	-	-	(796)	60	64
401-4002-534.34-10	Personnel Services - GF	1,555	1,835	2,041	2,120	2,170
401-4002-534.34-11	Finance/Administration - GF	211,270	178,087	171,096	204,646	210,132
401-4002-534.34-12	Fleet - GF	839	851	1,704	1,923	1,847
401-4002-534.40-00	Travel & Per Diem	-	1,540	1,080	2,292	2,292
401-4002-534.41-00	Communications Services	944	1,159	1,445	1,317	1,317
401-4002-534.42-00	Postage & Transportation	40	12	-	50	50
401-4002-534.44-00	Rentals & Leases	1,036	1,036	974	1,036	1,036
401-4002-534.45-01	Insurance - Operating Liability	325	459	360	482	389
401-4002-534.45-02	Insurance - Auto Liability	328	382	170	481	640
401-4002-534.46-00	Repair & Maintenance Services	6,897	542	425	29,000	4,000
401-4002-534.47-00	Printing & Binding	1,300	767	1,234	4,588	3,088
401-4002-534.48-00	Promotional Activities	2,228	3,285	34	6,000	1,000
401-4002-534.49-00	Other Charges/Obligations	792	6,444	659	2,450	2,050
401-4002-534.51-00	Office Supplies	59	163	150	1,200	1,000
401-4002-534.52-00	Operating Supplies	820	647	3,019	40,000	5,000
401-4002-534.52-01	Operating Supplies	640	684	722	1,000	1,000
401-4002-534.52-05	Operating Supplies	118	194	-	525	525
401-4002-534.54-01	Books/Pubs/Subscrs/Membs	212	267	362	225	400
401-4002-534.54-02	Books/Pubs/Subscrs/Membs	794	1,100	325	5,175	1,175
401-4002-534.54-04	BOOKS/PUBS/SUBSCRS/MEMBS	-	1,445	4,035	-	4,000
401-4002-534.72-40	Debt Service - Interest	1,116	978	153	-	-
401-7979-534.59-99	Non Classified Expense	-	1,432	7,630	-	-
401-7979-581.91-22	Transfers	184,000	184,000	92,000	-	46,000
<b>Total Expenditure</b>		<b>\$ 5,904,589</b>	<b>\$ 6,153,265</b>	<b>\$ 6,235,464</b>	<b>\$ 6,418,410</b>	<b>\$ 6,840,454</b>

# PUBLIC WORKS/STORMWATER



# Stormwater

The Storm Water division is responsible for effectively managing the 50 miles of drainage ditches and other drainage structures that make up the City’s drainage system. This division is also responsible for planning, designing and constructing new drainage facilities to augment the existing, older systems, and provide adequate drainage for new development. Storm Water activities are accounted for in a separate enterprise fund which derives its fees from Storm Water Utility fees.

## Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 675,975	\$ 650,723	\$ 739,211	\$ 758,747
Benefits	357,716	426,473	398,551	389,737
Operating	720,879	648,867	811,396	830,433
Supplies	844,525	975,403	200,190	198,670
Capital	1	-	10,435,000	1,389,000
Debt service	140,028	273,005	871,705	809,303
Transfers	-	-	-	2,070,394
Total	\$ 2,739,124	\$ 2,974,471	\$ 13,456,053	\$ 6,446,284

Funding Source				
Stormwater Fund	\$ 2,739,124	\$ 2,974,471	\$ 13,456,053	\$ 6,446,284
Total	\$ 2,739,124	\$ 2,974,471	\$ 13,456,053	\$ 6,446,284

**Storm Water as a percentage of Enterprise Funds**



<b>Stormwater Revenues and Expenses</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
<b>Operating Revenues</b>					
Charges for Services	\$ 5,345,240	\$ 5,697,075	\$ 5,781,419	\$ 5,815,240	\$ 6,042,284
Other	6,511	9	76	-	-
Total operating revenue	<u>5,351,751</u>	<u>5,697,084</u>	<u>5,781,495</u>	<u>5,815,240</u>	<u>6,042,284</u>
<b>Operating Expenses</b>					
Personnel Services	983,946	1,033,691	1,077,196	1,137,762	1,148,484
Materials/Other Services	776,559	829,425	797,958	1,011,586	1,029,103
Depreciation	700,809	735,980	826,312	-	-
Total operating expenses	<u>2,461,314</u>	<u>2,599,096</u>	<u>2,701,466</u>	<u>2,149,348</u>	<u>2,177,587</u>
<b>Operating Income</b>	<u>2,890,437</u>	<u>3,097,988</u>	<u>3,080,029</u>	<u>3,665,892</u>	<u>3,864,697</u>
<b>Non-Operating Revenue/(Expense)</b>					
Interest income	101,284	153,251	611,355	225,000	400,000
Intergovernmental	4,542	3,638	5,614	4,000	4,000
Interest expense	(155,325)	(140,029)	(273,004)	(175,220)	(162,226)
Capital Expenses	-	-	-	(10,435,000)	(1,389,000)
Debt Costs	-	-	-	(696,485)	(647,077)
Revenues/(Expenses)	<u>(49,499)</u>	<u>16,860</u>	<u>343,965</u>	<u>(11,077,705)</u>	<u>(1,794,303)</u>
<b>Income Before Transfers and Contributions</b>	<u>2,840,938</u>	<u>3,114,848</u>	<u>3,423,994</u>	<u>(7,411,813)</u>	<u>2,070,394</u>
Transfers In/(Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Change in Assets</b>	<u>2,840,938</u>	<u>3,114,848</u>	<u>3,423,994</u>	<u>(7,411,813)</u>	<u>2,070,394</u>
<b>Net Assets - Beginning*</b>	<u>9,977,559</u>	<u>12,818,497</u>	<u>15,933,345</u>	<u>19,357,339</u>	<u>11,945,526</u>
<b>Net Assets - Ending*</b>	<u>\$ 12,818,497</u>	<u>\$ 15,933,345</u>	<u>\$ 19,357,339</u>	<u>\$ 11,945,526</u>	<u>\$ 14,015,920</u>

\*Includes restricted assets.

## *Our Accomplishments in 2019-20*

- ❖ Repair erosion along all of our ditches from hurricane Irma we still have four or five locations to repair and have repaired over 15 locations
- ❖ Replaced 200' of curb to help correct a problem at Bristol Forest Trail in the Preserves.
- ❖ Cleaned Pinehurst Pond, this clean out allows it to work properly.
- ❖ Piped 600 feet of ditch and add inlets behind the baseball stadium along the back bus drive for Hamilton Elementary. This ditch is unsightly and difficult to maintain.
- ❖ Piped 400' of ditch and add inlets at school board property by stadium.
- ❖ Install an inlet in the alley between 12th and 13th Park and magnolia Alley is flooding.
- ❖ Add an inlet and re-grade swale on the east side of Chase Park.

## *Goals and Objectives for 2020-21*

- ❖ Re-build headwall's along the McCracken ditch to help with erosion control along the ditch.
- ❖ Repairs at site 10.
- ❖ Add inlets and upsize 600' of pipe on 18th street at Chase Ave to prevent localized flooding.
- ❖ Flooding and debris are flowing on to 15th street from the swale work that was done for the garden flooding. Need to build a retention area to prevent any further erosion or flooding.
- ❖ Rebuild inlets and lay 100' of pipe at Montezuma and Elliot. Inlets are failing causing the road to have depressions.
- ❖ Enlarge inlet and add a flume at the end of Virginia to help with localized flooding and erosion.
- ❖ Continue to perform Point repairs.
- ❖ Repair erosion along Cloud Branch creek at 16th Street.
- ❖ Regrade swell and possibly add an inlet at Washington Oaks on the Cedar Creek side.
- ❖ Regrade numerous swales that are holding water.

## PUBLIC WORKS - STORMWATER Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
Linear feet of Stormwater Lines	562,636	562,636	562,636	562,636
# Lane Miles	320	320	320	320
# of Miles of Roads Swept	6,094	6,875	6,900	7,000
Linear Feet of Stormwater Lines Cleaned	54,013	55,158	65,000	65,000
% of Streets Swept One Time per Month	100%	100%	100%	100%
% Compliance with NPDES Permit Conditions	100%	100%	100%	100%
% of Linear Feet of Stormwater Lines Cleaned	26%	25%	25%	25%
Cost per Lane Mile Swept	\$ 17	\$ 17	\$ 17	\$ 17

## Authorized Positions

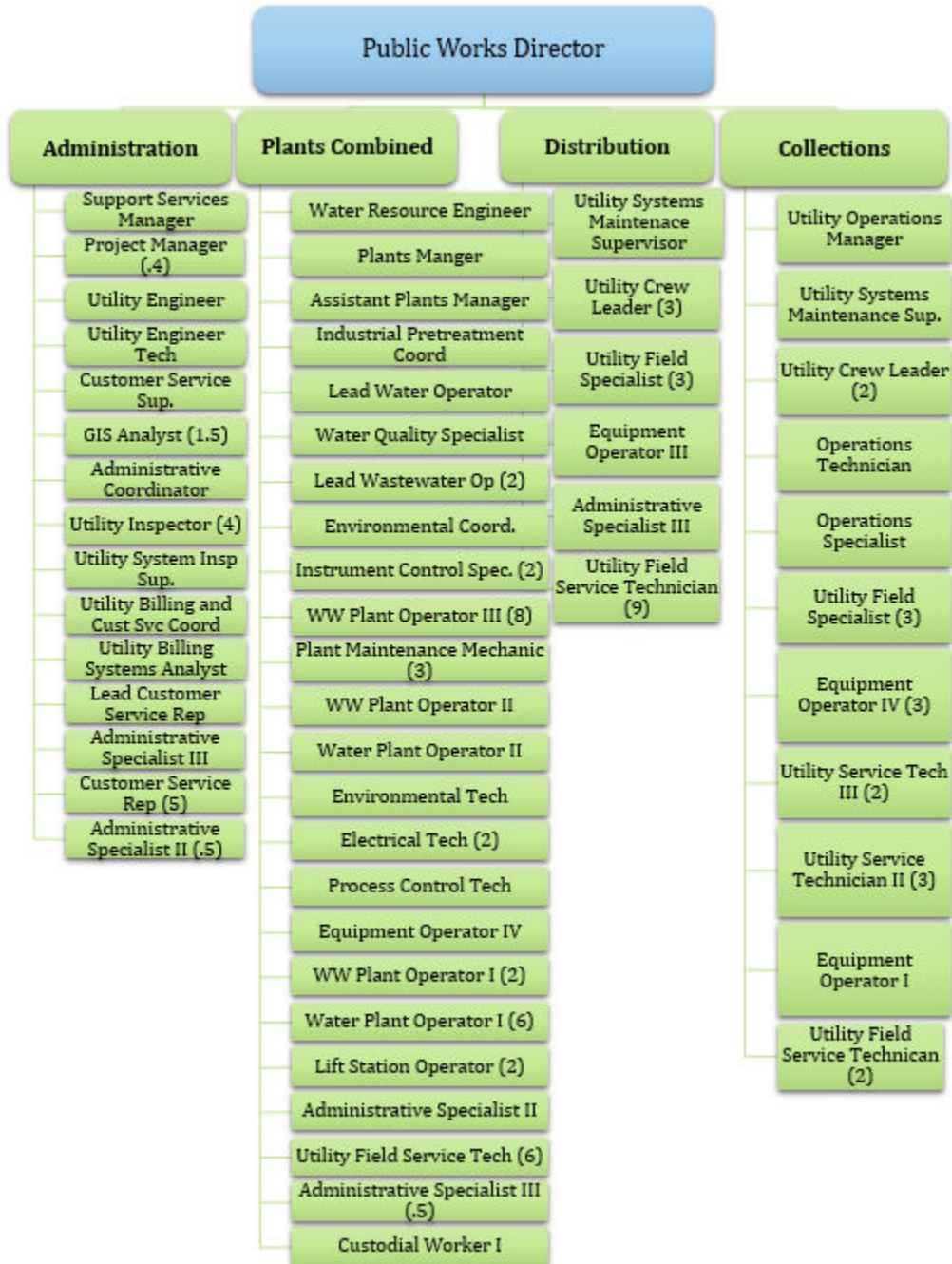
Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Public Works - Solid Waste</b>						
Public Works Direcotr **	433	0.10	0.10	-	0.10	-
City Engineer **		-	-	-	-	0.50
Project Manager **	423	0.40	0.40	-	0.40	-
Streets/Stormwater Superintendent	421	1.00	1.00	-	1.00	-
Senior Public Works Inspector **	418	1.20	0.80	-	0.80	-
Crew Leader	414	3.00	3.00	-	3.00	-
Equipment Operator IV	312	3.00	3.00	-	3.00	-
Equipment Operator III	311	4.00	4.00	-	4.00	-
Administrative Specialist II **	409	0.50	0.50	-	0.50	1.00
Maintenance Worker, Lead	307	1.00	1.00	-	1.00	-
Equipment Operator I	307	1.00	1.00	-	1.00	-
Maintenance Worker	304	4.00	4.00	-	4.00	-
<b>Total Full Time Equivalents</b>		<b>19.20</b>	<b>18.80</b>	<b>-</b>	<b>18.80</b>	<b>1.50</b>

\*\*Split between funds or departments/divisions





# PUBLIC WORKS WATER & SEWER DEPARTMENT



# Water and Wastewater Department



## Mission Statement

To provide utility customers of the City of Sanford with drinking water, sewer service and reclaimed water in safe, cost effective, environmentally acceptable and approved manner.

## Role of Water and Wastewater Department

The Sanford Water and Wastewater Utility provides the City's residential, commercial, light industrial, agricultural and rural areas with potable water and wastewater collection, treatment and disposal. In addition, the utility provides services to unincorporated areas of Seminole County within its service area, and through wholesale agreements. Groundwater from the Floridian Aquifer is drawn and treated at two water treatment facilities and the potable water produced is distributed throughout the service area through the system's transmission pipelines. Wastewater is collected throughout the service area and conveyed to either the Sanford North Water Reclamation Facility, or to the new South Water Reclamation Facility. The treated effluent, or reclaimed water, is then conveyed into the City's Reclaimed Water distribution System for irrigation purposes. The 2020 final budget anticipates a 2% CPI rate increase to water and wastewater, effective October 1, 2019.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 4,567,396	\$ 4,696,197	\$ 5,348,871	\$ 5,562,022
Benefits	2,057,048	2,610,269	2,335,166	2,393,776
Operating	8,504,357	8,171,840	10,829,811	9,038,697
Supplies	6,193,448	6,186,117	1,548,744	1,570,127
Capital	6,484,685	5,676,364	7,825,000	16,020,000
Debt service	875,636	1,256,938	7,535,283	7,417,264
Transfers	3,100,216	4,110,400	4,082,900	4,112,793
<b>Total</b>	<b>\$ 31,782,786</b>	<b>\$ 32,708,125</b>	<b>\$ 39,505,775</b>	<b>\$ 46,114,679</b>

Water and Wastewater Department as a percentage of Enterprise Fund  
80.6%



## Water/Wastewater

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
451-0000-361.10-00	Interest	268,026	232,187	327,409	234,240	177,683
451-0000-362.10-00	Rent	10	10	10	-	-
451-0000-362.10-01	Rent Cattle Lease Site 10	44,558	45,895	47,271	47,271	48,690
451-0000-362.10-02	Rent Derby Park	48,132	50,252	49,987	48,000	36,192
451-0000-362.10-07	Rent - AT&T Tower Lease	23,153	23,848	24,563	24,000	25,000
451-0000-365.10-00	Sale of Scrap	-	384	279	400	400
451-0000-381.14-00	Transfers - Impact Fee Fund	800,000	800,000	800,000	1,500,000	800,000
	<b>Subtotal Personnel Services</b>	<b>\$ 1,183,879</b>	<b>\$ 1,152,576</b>	<b>\$ 1,249,519</b>	<b>\$ 1,853,911</b>	<b>\$ 1,087,965</b>
<b>Operating</b>						
451-0000-334.32-30	Grant - FDEP Water Quality	18,134	-	-	-	-
451-0000-361.30-00	Interest	(116,348)	(59,021)	170,575	-	-
451-0000-369.30-00	Refund Prior Year Expense	(1,381)	7,688	1,022	-	-
451-0000-335.49-01	Fuel Tax Refund	9,667	9,842	9,253	9,000	9,000
451-0000-361.40-00	Interest	(54,923)	(27,291)	7,343	-	-
451-0000-364.41-00	Disposition of Assets	28,659	8,178	25,317	8,000	25,000
451-0000-369.40-19	Reimbursements	65,150	65,150	65,150	65,150	48,863
451-0000-369.41-00	Reimbursements	1,501	(7,460)	1,627	360	8,961
451-0000-369.42-00	Reimbursements - contract work	-	-	100	-	-
	<b>Subtotal Operating</b>	<b>\$ (49,541)</b>	<b>\$ (2,914)</b>	<b>\$ 280,387</b>	<b>\$ 82,510</b>	<b>\$ 91,824</b>
<b>Capital</b>						
451-0000-343.60-61	Sewer Charges	10,217,504	9,387,250	10,511,653	10,729,693	10,833,300
451-0000-343.60-62	Sewer Base	3,660,826	3,732,267	3,955,958	4,059,724	4,226,018
451-0000-343.60-62	Water Metered	-	4,940,597	5,777,942	-	6,085,799
451-0000-343.60-63	Water Metered	-	-	-	5,831,939	-
451-0000-343.60-63	Water Metered	6,075,411	-	-	-	-
451-0000-343.60-64	Water Base	2,528,996	2,575,116	2,718,354	2,798,595	2,881,427
451-0000-343.60-65	Reclaimed Water Flow	1,685,380	1,283,746	1,342,917	1,279,740	1,362,633
451-0000-343.60-66	Reclaimed Water Base	327,533	342,947	390,413	392,906	425,139
451-0000-343.65-02	Hydrant Rental Other	10,597	15,778	80,612	17,113	85,595
451-0000-343.66-00	Sewer Service Fee	10,400	31,249	65,455	48,536	46,950
451-0000-343.66-10	Interceptor Services	327,776	192,302	230,214	-	-
451-0000-343.66-12	Permitting Fees	30,533	40,325	36,542	-	-
451-0000-343.66-14	Test and Analysis Fees	24,499	19,952	36,274	-	-
451-0000-343.66-16	Violations and Penalties	8,236	10,232	4,751	-	-
451-0000-343.67-00	Water Service Charges	308,194	473,129	473,509	436,272	367,085
451-0000-343.68-00	Reclaimed Water Services	27,667	154,708	157,146	147,322	105,081
	<b>Subtotal Capital</b>	<b>\$ 25,243,552</b>	<b>\$ 23,199,598</b>	<b>\$ 25,781,740</b>	<b>\$ 25,741,840</b>	<b>\$ 26,419,027</b>
<b>Other</b>						
451-0000-331.80-08	FEMA Reimbursements	-	316,663	7,454	-	-
451-0000-334.80-01	FEMA State Reimbursements	-	52,777	-	-	-
451-0000-362.01-00	Rent Lake Jessup Groves	-	7,220	4,952	-	2,049
451-0000-389.80-01	Contributions - Subdivisions	2,814,125	950,541	769,196	60,000	-
	<b>Subtotal Other</b>	<b>\$ 2,814,125</b>	<b>\$ 1,327,201</b>	<b>\$ 781,602</b>	<b>\$ 60,000</b>	<b>\$ 2,049</b>
<b>Transfers</b>						
451-0000-341.90-03	Tax Collection Commission	201	215	(259)	178	178
451-0000-341.90-04	Utilities Plan Reviews	-	1,500	-	-	-
451-0000-366.90-00	Contributions - Private Sources	-	100	-	-	-
451-0000-369.90-00	Other Miscellaneous	1,823	21,742	(25,861)	917	56
451-0000-369.90-01	Cash Over/(Short)	(124)	104	(16)	-	-
451-0000-369.91-01	Returned Checks	6,031	4,640	5,764	5,000	8,175
451-0000-369.92-00	Delinquent Late Fees	(1,071)	1,540	24,812	-	-
451-0000-369.92-01	Delinquent Late Fees	360,432	363,432	336,878	381,782	343,328
451-0000-389.98-00	Use of Reserves	-	-	-	948,637	1,145,077
	<b>Subtotal Transfers</b>	<b>\$ 367,292</b>	<b>\$ 393,273</b>	<b>\$ 341,318</b>	<b>\$ 1,336,514</b>	<b>\$ 1,496,814</b>
<b>Total</b>		<b>\$ 29,559,307</b>	<b>\$ 26,069,734</b>	<b>\$ 28,434,566</b>	<b>\$ 29,074,775</b>	<b>\$ 29,097,679</b>

## Administration

The Administration function provides overall utility management, strategic planning, billing, intake and processing of customer payments, new account services and utility line location services.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 765,845	\$ 859,630	\$ 1,072,411	\$ 1,104,898
Benefits	335,356	481,869	453,703	444,371
Operating	2,603,977	2,847,605	2,889,148	2,810,156
Supplies	42,669	60,910	75,379	90,087
Debt service	5,598	2,104	12,000	12,000
Total	\$ 3,753,445	\$ 4,252,118	\$ 4,502,641	\$ 4,461,512

Funding Source				
Water and				
Wastewater Fund	\$ 3,753,445	\$ 4,252,118	\$ 4,490,641	\$ 4,461,512
Total	\$ 3,753,445	\$ 4,252,118	\$ 4,490,641	\$ 4,461,512

### *Our Accomplishments in 2019-20*

#### ❖ Management

- Managed Financial Forecast Project.
- Completion and implementation of Strategic Plan across the department.
- Secured a FDEP grant of \$750,000 for Nutrient Reduction Sewer Work.
- Prepared Identity Theft Annual Report.
- Mentor Volunteer at Sanford Middle.
- Granted Good Neighbor Utility Fund Assistance quarterly.
- Department qualified for the Safety Incentive.
- Citizens Academy Presentations and Bus Tour.
- Alternative Water Supply study.
- Alert Seminole Outreach campaign and training.
- Utility Bill & Department Awareness Campaign
- Implemented COVID-19 Work from home plan.

#### ❖ ASR

- Began ASR Cycle Test VI.
- Reclaimed Water.

- ❖ Water Conservation
  - Offered and managed the Toilet Rebate program.

### *Goals and Objectives for 2020-21*

- ❖ Secure additional legislative appropriations of utilities projects nutrient.
- ❖ Begin Reclaimed Water Service to Volusia County.
- ❖ Complete Work order management project.
- ❖ Continue to focus on Customer Service Improvements including training.
- ❖ Management of file storage on and off site (scanning and disposal of appropriate documents).
- ❖ Have image docs installed by Central Square for customer service and working toward a paperless environment.

<b>UTILITIES - ADMINISTRATION</b>				
<b>Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Total # of utility bills processed	229,115	239,641	246,000	250,000
Total # of bank draft payments	1,847	1,654	2,300	2,300
Total # of credit card payments	21,105	25,315	25,500	25,750
Total # of online payments	83,316	97,025	99,000	100,500
Total # of walk up customers served	21,390	16,327	16,300	15,750
Water Quality complaints	10	62	109	149
% of payments from bank drafting	0.71%	5.90%	5.90%	5.90%
% of payments from credit card transactions	30.57%	36.00%	40.00%	40.00%

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Utilities - Water/Wastewater - Administration</b>						
Public Utilities Director **	432	-	-	-	-	1.00
Public Works Director **	433	0.45	0.45	-	0.45	-
Utility Support Services Manager	426	1.00	1.00	-	1.00	-
Utility System Engineer	423	1.00	1.00	-	1.00	-
Utility Engineer Technician		1.00	1.00	-	1.00	-
Project Manager **	423	0.40	0.40	-	0.40	-
Customer Service Supervisor	412	1.00	1.00	-	1.00	-
GIS Technician **	416	1.50	1.50	-	1.50	-
Administrative Coordinator	413	1.00	1.00	-	1.00	-
Utility Inspector	415	3.00	4.00	-	4.00	-
Utility Systems Inspections Supervisor	419	1.00	1.00	-	1.00	-
Utility Billing Coordinator	410	1.00	1.00	-	1.00	-
Utility Billing and Customer Service Coordinator	412	1.00	1.00	-	1.00	-
Lead Customer Service Representative	410	1.00	1.00	-	1.00	-
Administrative Specialist III	412	1.00	1.00	-	1.00	-
Customer Service Representative	408	5.50	5.50	-	5.50	-
Administrative Specialist II **	409	0.50	0.50	-	0.50	-
<b>Total Full Time Equivalents</b>		<b>21.35</b>	<b>22.35</b>	<b>-</b>	<b>22.35</b>	<b>1.00</b>

\*\*Split between funds or departments/divisions

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
451-4510-536.12-00	Regular Salaries & Wages	734,077	705,046	854,884	986,153	1,019,135
451-4510-536.12-02	Regular Salaries - Additional Pays	11,772	21,971	14,512	17,230	17,230
451-4510-536.12-06	Reg Salaries - Opt Out Health Insurance	3,850	1,600	1,740	5,340	5,340
451-4510-536.12-10	Regular Salaries & Wages - OPEB	22,133	10,903	(44,131)	-	-
451-4510-536.13-00	Other Salaries & Wages	-	-	-	33,688	33,193
451-4510-536.14-00	Overtime	14,224	26,325	32,625	30,000	30,000
451-4510-536.21-00	FICA/Medicare Taxes	55,862	55,191	65,010	82,259	84,840
451-4510-536.22-01	Retirement Contributions	59,807	64,417	85,517	106,514	117,530
451-4510-536.23-00	Medical Insurance	133,947	149,331	204,226	246,424	218,649
451-4510-536.23-02	Medical Insurance - Life & ST Disability	3,580	4,002	5,573	5,255	7,067
451-4510-536.24-00	Worker's Compensation	4,710	4,925	9,256	13,251	16,285
451-4510-536.27-00	Pension GASB 68	28,793	57,490	112,287	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 1,072,755</b>	<b>\$ 1,101,201</b>	<b>\$ 1,341,499</b>	<b>\$ 1,526,114</b>	<b>\$ 1,549,269</b>
<b>Operating</b>						
451-4510-536.31-00	Professional Services	237,281	355,037	185,428	348,000	423,000
451-4510-536.32-00	Professional Services	4,000	-	-	-	-
451-4510-536.34-00	Other Contractual Services	56,847	62,438	96,267	144,564	66,127
451-4510-536.34-08	Computer Services - GF	198,771	278,998	296,986	312,177	214,545
451-4510-536.34-09	Engineering Services - GF	90,914	37,538	90,914	125,941	132,500
451-4510-536.34-10	Personnel Services - GF	80,492	96,811	102,378	106,343	108,877
451-4510-536.34-11	Finance/Administration - GF	770,629	1,013,531	1,155,065	1,099,581	1,064,827
451-4510-536.34-12	Fleet - GF	100,027	107,383	71,392	71,878	73,643
451-4510-536.40-00	Travel & Per Diem	561	448	3,254	3,700	3,200
451-4510-536.41-00	Communications Services	12,807	13,564	16,503	15,170	15,170
451-4510-536.42-00	Postage & Transportation	72,880	72,271	94,472	82,500	96,000
451-4510-536.43-00	Utility Services	201,045	174,627	228,245	205,000	230,000
451-4510-536.44-00	Rentals & Leases	6,963	7,692	9,458	18,500	26,000
451-4510-536.45-01	Insurance - Operating Liability	23,997	24,417	25,044	26,633	23,461
451-4510-536.45-02	Insurance - Auto Liability	1,672	1,686	753	1,197	1,592
451-4510-536.46-00	Repair & Maintenance Services	8,443	40,315	51,631	92,010	128,110
451-4510-536.47-00	Printing & Binding	49,842	52,521	44,975	81,954	53,454
451-4510-536.48-00	Promotional Activities	2,619	3,265	6,535	7,000	9,450
451-4510-536.49-00	Other Charges/Obligations	250,819	261,435	368,305	147,000	140,200
451-4510-536.51-00	Office Supplies	10,337	13,477	13,987	14,300	21,500
451-4510-536.52-00	Operating Supplies	3,848	9,861	14,684	8,782	14,800
451-4510-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	5,591	5,886	7,292	9,952	9,952
451-4510-536.52-05	Operating Supplies - Uniforms	1,732	1,841	2,120	2,800	2,800
451-4510-536.54-01	Books/Pubs/Subsc/Memb - Prof Dues	2,148	1,653	2,175	6,095	6,095
451-4510-536.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	888	3,138	2,441	30,120	31,610
451-4510-536.54-03	Books/Pubs/Subsc/Memb - Subscriptions	298	311	-	100	100
451-4510-536.54-04	Books/Pubs/Subsc/Memb - School Tuition	-	6,502	18,211	3,230	3,230
	<b>Subtotal Operating</b>	<b>\$ 2,195,451</b>	<b>\$ 2,646,646</b>	<b>\$ 2,908,515</b>	<b>\$ 2,964,527</b>	<b>\$ 2,900,243</b>
<b>Debt service</b>						
451-4510-536.72-45	Debt Service - Interest	12,041	5,598	2,104	12,000	12,000
	<b>Subtotal Debt service</b>	<b>\$ 12,041</b>	<b>\$ 5,598</b>	<b>\$ 2,104</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>
	<b>Total</b>	<b>\$ 3,280,247</b>	<b>\$ 3,753,445</b>	<b>\$ 4,252,118</b>	<b>\$ 4,502,641</b>	<b>\$ 4,461,512</b>



## Water/Wastewater Plants Combined

This division is responsible for the four plants operated by the utility, as well as lift station operations (wastewater collection). It is also responsible for four well fields. The City has nearly 18,000 water customers who consume over 7 million gallons of potable water per day. Combined, the City's water plants have the capacity to produce 15.1 million gallons per day. The City has 19 deep wells and nearly 1,500 fire hydrants.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 2,142,628	\$ 2,183,231	\$ 2,484,690	\$ 2,647,160
Benefits	878,447	1,101,113	987,156	1,065,479
Operating	292,281	224,092	445,279	399,989
Supplies	87,144	104,004	105,890	108,690
Total	\$ 3,400,500	\$ 3,612,440	\$ 4,023,015	\$ 4,221,318

Funding Source				
Water and				
Wastewater Fund	\$ 3,400,500	\$ 3,612,440	\$ 4,023,015	\$ 4,221,318
Total	\$ 3,400,500	\$ 3,612,440	\$ 4,023,015	\$ 4,221,318

### *Our Accomplishments in 2019-20*

- ❖ Rebuilt 4 Oxidation Ditch Rotor, Gearbox, and Motors at the SWRC.
- ❖ Installed onsite stationary generators at Placid Lakes, Celery Lakes, & New Tribes Mission lift stations.
- ❖ Painted the Ground Storage Tanks at the Main Water Plant.
- ❖ Replaced 2<sup>nd</sup> Grove Irrigation Filter at Site 10.
- ❖ Replaced fencing on the East side of NWRF.
- ❖ Repaired roofs damage during Hurricane Irma.
  - Chemical Feed Facility
  - Electrical Building 1
  - Electrical Building 2
  - Office Building
- ❖ Repaired 1 Actiflow unit.
- ❖ Stripped Dynasand Filters to save revenue.
- ❖ Implemented electronic DMR system for both NWRF & SWRC.

- ❖ Construction of 1<sup>st</sup> Street Lift Station as part of the Catalyst Site Project.

### *Goals and Objectives for 2020-21*

- ❖ Install Lift Station Generator.
  - High School Lift station
  - Sanford Central Park
- ❖ Replace main electrical power cable to east side of NWRP.
- ❖ Repair main lift station control panel at the SWRC
- ❖ New Lift station in service at Sunland.

<b>UTILITIES - COMBINED WATER AND WASTEWATER Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
# Gallons water produced (in millions gallons)	2,406	2,460	2,368	2,368
Water Consumption (in million gallons)	2,198	2,246	2,155	2,155
Average daily dem and (MGD)	6.6	6.7	6.5	6.5
Average total maximum daily flow (MGD)	7	7	7.3	7.3
% water produced within FDEP compliance	100%	100%	100%	100%

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Utilities - Water/Wastewater - Plants</b>						
Water Resource Engineer	423	1.00	1.00	-	1.00	-
Plants Manager - Maintenance	423	1.00	-	-	-	-
Plants Manager - Operations	422	1.00	-	-	-	-
Plants Manager	423	-	1.00	-	1.00	-
Assistance Plants Manager	420	-	1.00	-	1.00	-
Industrial Pre-Treatment Coordinator	420	1.00	1.00	-	1.00	-
Lead Water Operator	418	1.00	1.00	-	1.00	-
Water Quality Specialist	418	1.00	1.00	-	1.00	-
Lead Wastewater Operator	418	2.00	2.00	-	2.00	-
Environmental Coordinator	420	1.00	1.00	-	1.00	-
Instrument Control Specialist	416	2.00	2.00	-	2.00	-
Utility Wastewater Plant Operator III	416	8.00	8.00	-	8.00	-
Utility Plant Maintenance Mechanice	415	3.00	3.00	1.00	4.00	-
Utility Wastewater Plant Operator II	415	1.00	1.00	-	1.00	-
Utility Water Plant Operator II	415	1.00	1.00	-	1.00	-
Environmental Technician	411	1.00	1.00	-	1.00	-
Electrical Technician	314	2.00	2.00	-	2.00	-
Process Control Technician	413	1.00	1.00	-	1.00	-
Equipment Operator IV	312	1.00	1.00	-	1.00	-
Utility Wastewater Plant Operator I	412	2.00	2.00	-	2.00	-
Utility Water Plan Operator I	412	6.00	6.00	-	6.00	-
Lift Station Operator	311	2.00	2.00	-	2.00	-
Administrative Specialist II	409	1.00	1.00	-	1.00	-
Utility Service Technician I	307	5.00	-	1.00	1.00	-
Utility Field Service Technician	307	-	6.00	-	6.00	-
Administrative Specialist II **	409	0.50	0.50	-	0.50	-
Custodial Worker I	302	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>46.50</b>	<b>47.50</b>	<b>2.00</b>	<b>49.50</b>	<b>-</b>

\*\*Split between funds or departments/divisions

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
451-4520-536.12-00	Regular Salaries & Wages	1,953,681	1,977,043	2,174,698	2,339,590	2,504,660
451-4520-536.12-02	Regular Salaries - Additional Pays	15,660	13,808	4,855	5,500	6,500
451-4520-536.12-06	Reg Salaries - Opt Out Health Insurance	9,000	7,500	8,100	9,600	6,000
451-4520-536.12-10	Regular Salaries & Wages - OPEB	49,009	24,791	(98,422)	-	-
451-4520-536.14-00	Overtime	124,257	119,486	94,000	130,000	130,000
451-4520-536.21-00	FICA/Medicare Taxes	155,969	158,165	169,185	190,558	203,225
451-4520-536.22-01	Retirement Contributions	169,526	177,321	192,835	223,063	238,861
451-4520-536.23-00	Medical Insurance	262,602	338,001	409,439	495,387	522,423
451-4520-536.23-02	Medical Insurance - Life & ST Disability	11,661	12,143	13,532	11,729	16,092
451-4520-536.24-00	Worker's Compensation	34,570	34,566	62,922	66,419	84,878
451-4520-536.27-00	Pension GASB 68	81,614	158,251	253,200	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 2,867,549</b>	<b>\$ 3,021,075</b>	<b>\$ 3,284,344</b>	<b>\$ 3,471,846</b>	<b>\$ 3,712,639</b>
<b>Operating</b>						
451-4520-536.31-00	Professional Services	57,211	88,391	93,243	235,000	185,000
451-4520-536.34-00	Other Contractual Services	27,147	18,502	16,233	10,000	10,000
451-4520-536.40-00	Travel & Per Diem	5,769	4,878	2,620	6,050	5,300
451-4520-536.41-00	Communications Services	12,925	13,385	13,520	12,463	12,463
451-4520-536.42-00	Postage & Transportation	354	882	85	500	500
451-4520-536.44-00	Rentals & Leases	7,268	7,425	7,009	7,500	7,500
451-4520-536.45-01	Insurance - Operating Liability	7,966	8,345	8,332	9,221	8,123
451-4520-536.45-02	Insurance - Auto Liability	13,767	16,457	6,888	9,245	12,303
451-4520-536.46-00	Repair & Maintenance Services	71,722	112,447	65,820	112,000	115,500
451-4520-536.47-00	Printing & Binding	621	698	858	350	350
451-4520-536.48-00	Promotional Activities	-	-	-	100	100
451-4520-536.49-00	Other Charges/Obligations	35,190	20,871	9,484	42,850	42,850
451-4520-536.51-00	Office Supplies	1,332	936	685	3,200	2,200
451-4520-536.52-00	Operating Supplies	15,740	8,692	15,025	13,000	13,000
451-4520-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	68,936	68,044	66,964	72,000	72,000
451-4520-536.52-05	Operating Supplies - Uniforms	5,937	7,993	9,184	9,000	9,000
451-4520-536.54-01	Books/Pubs/Subsc/Memb - Prof Dues	2,774	379	4,970	1,140	1,090
451-4520-536.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	8,506	1,100	7,050	7,100	11,000
451-4520-536.54-03	Books/Pubs/Subsc/Memb - Subscriptions	325	-	126	450	400
	<b>Subtotal Operating</b>	<b>\$ 343,490</b>	<b>\$ 379,425</b>	<b>\$ 328,096</b>	<b>\$ 551,169</b>	<b>\$ 508,679</b>
	<b>Total</b>	<b>\$ 3,211,039</b>	<b>\$ 3,400,500</b>	<b>\$ 3,612,440</b>	<b>\$ 4,023,015</b>	<b>\$ 4,221,318</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
451-4521-536.31-00	Professional Services	-	-	-	30,000	-
451-4521-536.34-00	Other Contractual Services	21,356	22,762	25,051	76,000	66,000
451-4521-536.43-00	Utility Services	217,955	220,987	225,644	225,978	225,978
451-4521-536.44-00	Rentals & Leases	-	-	-	1,000	1,000
451-4521-536.45-01	Insurance - Operating Liability	1,975	2,014	2,061	2,184	1,924
451-4521-536.46-00	Repair & Maintenance Services	30,166	54,733	19,255	87,000	87,000
451-4521-536.47-00	Printing & Binding	-	-	32	500	500
451-4521-536.51-00	Office Supplies	-	208	62	1,000	1,000
451-4521-536.52-00	Operating Supplies	91,396	106,492	124,546	125,000	135,000
451-4521-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	7,317	3,536	7,352	8,000	5,000
	<b>Subtotal Operating</b>	<b>\$ 370,165</b>	<b>\$ 410,732</b>	<b>\$ 404,003</b>	<b>\$ 556,662</b>	<b>\$ 523,402</b>
	<b>Total</b>	<b>\$ 370,165</b>	<b>\$ 410,732</b>	<b>\$ 404,003</b>	<b>\$ 556,662</b>	<b>\$ 523,402</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
451-4522-536.31-00	Professional Services	-	-	-	30,000	-
451-4522-536.34-00	Other Contractual Services	14,888	9,136	32,832	60,000	50,000
451-4522-536.43-00	Utility Services	137,894	135,915	140,228	150,000	150,000
451-4522-536.44-00	Rentals & Leases	-	-	-	1,300	1,300
451-4522-536.45-01	Insurance - Operating Liability	1,222	1,606	1,643	1,741	1,534
451-4522-536.46-00	Repair & Maintenance Services	46,145	74,021	53,512	70,000	85,000
451-4522-536.52-00	Operating Supplies	227,397	170,845	150,486	336,000	311,000
	<b>Subtotal Operating</b>	<b>\$ 427,546</b>	<b>\$ 391,523</b>	<b>\$ 378,701</b>	<b>\$ 649,041</b>	<b>\$ 598,834</b>
	<b>Total</b>	<b>\$ 427,546</b>	<b>\$ 391,523</b>	<b>\$ 378,701</b>	<b>\$ 649,041</b>	<b>\$ 598,834</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
451-4525-536.45-01	Insurance - Operating Liability	2,124	5,695	14,300	15,275	13,455
451-4525-536.46-00	Repair & Maintenance Services	52,386	60,687	27,254	60,500	63,000
451-4525-536.49-00	Other Charges/Obligations	-	-	-	250	250
451-4525-536.52-00	Operating Supplies	17	3	-	500	500
	<b>Subtotal Operating</b>	<b>\$ 54,527</b>	<b>\$ 66,385</b>	<b>\$ 41,554</b>	<b>\$ 76,525</b>	<b>\$ 77,205</b>
	<b>Total</b>	<b>\$ 54,527</b>	<b>\$ 66,385</b>	<b>\$ 41,554</b>	<b>\$ 76,525</b>	<b>\$ 77,205</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
451-4527-536.31-00	Professional Services	291,163	(277,853)	347	29,000	29,000
451-4527-536.34-00	Other Contractual Services	268,198	398,492	475,003	455,250	496,200
451-4527-536.42-00	Communications Services	228	79	213	-	-
451-4527-536.43-00	Utility Services	688,816	723,282	722,089	744,981	744,981
451-4527-536.44-00	Rentals & Leases	-	2,197	-	1,000	1,000
451-4527-536.45-01	Insurance - Operating Liability	230,988	235,792	242,421	257,160	226,525
451-4527-536.45-02	Insurance - Auto	-	-	-	-	1,848
451-4527-536.46-00	Repair & Maintenance Services	145,940	206,904	279,566	276,500	296,500
451-4527-536.47-00	Printing & Binding	-	90	274	100	100
451-4527-536.49-00	Other Charges/Obligations	654	(225)	837	700	700
451-4527-536.51-00	Office Supplies	1,065	1,426	2,851	3,000	3,000
451-4527-536.52-00	Operating Supplies	470,641	385,173	259,204	622,500	632,500
451-4527-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	-	16,336	10,369	15,000	15,000
	<b>Subtotal Operating</b>	<b>\$ 2,097,693</b>	<b>\$ 1,691,693</b>	<b>\$ 1,993,174</b>	<b>\$ 2,405,191</b>	<b>\$ 2,447,354</b>
	<b>Total</b>	<b>\$ 2,097,693</b>	<b>\$ 1,691,693</b>	<b>\$ 1,993,174</b>	<b>\$ 2,405,191</b>	<b>\$ 2,447,354</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
451-4528-536.31-00	Professional Services	2,731	100	15,477	10,200	10,200
451-4528-536.34-00	Other Contractual Services	57,243	106,652	67,691	60,450	60,450
451-4528-536.43-00	Utility Services	138,830	189,313	152,485	220,000	220,000
451-4528-536.44-00	Rentals & Leases	942	-	-	1,000	1,000
451-4528-536.46-00	Repair & Maintenance Services	75,353	124,371	165,353	149,400	169,400
451-4528-536.47-00	Printing & Binding	-	-	32	-	-
451-4528-536.49-00	Other Charges/Obligations	25	112	120	500	500
451-4528-536.51-00	Office Supplies	240	528	1,179	1,000	1,500
451-4528-536.52-00	Operating Supplies	42,425	35,277	52,267	64,700	74,700
451-4528-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	1,028	7,221	5,184	3,000	3,000
	<b>Subtotal Operating</b>	<b>\$ 318,817</b>	<b>\$ 463,574</b>	<b>\$ 459,788</b>	<b>\$ 510,250</b>	<b>\$ 540,750</b>
<b>Capital</b>						
451-4528-536.64-00	Machinery & Equipment	8,016	19,809	-	-	-
	<b>Subtotal Capital</b>	<b>\$ 8,016</b>	<b>\$ 19,809</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total</b>	<b>\$ 326,833</b>	<b>\$ 483,383</b>	<b>\$ 459,788</b>	<b>\$ 510,250</b>	<b>\$ 540,750</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
451-4529-536.42-00	Postage & Transportation	-	10	-	-	-
451-4529-536.43-00	Utility Services	121,499	132,681	128,722	124,000	124,000
451-4529-536.44-00	Rentals & Leases	-	190	-	-	5,550
451-4529-536.45-01	Insurance - Operating Liability	8,274	8,681	19,514	22,358	19,695
451-4529-536.45-02	Insurance - Automobile	-	-	-	-	98
451-4529-536.46-00	Repair & Maintenance Services	92,626	94,808	83,652	118,000	153,000
451-4529-536.51-00	Office Supplies	-	-	-	250	250
451-4529-536.52-00	Operating Supplies	1,684	2,268	1,435	1,550	1,500
451-4529-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	1,584	-	1,332	1,600	2,000
	<b>Subtotal Operating</b>	<b>\$ 225,667</b>	<b>\$ 238,638</b>	<b>\$ 234,655</b>	<b>\$ 267,758</b>	<b>\$ 306,093</b>
	<b>Total</b>	<b>\$ 225,667</b>	<b>\$ 238,638</b>	<b>\$ 234,655</b>	<b>\$ 267,758</b>	<b>\$ 306,093</b>

## Wastewater Distribution

This division is responsible for mains, lines and pumps for the safe and reliable delivery of water to all customers.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 711,592	\$ 716,149	\$ 828,120	\$ 844,762
Benefits	342,488	416,093	386,984	360,911
Operating	1,048,436	718,839	969,345	881,926
Supplies	61,068	70,035	79,075	79,800
Total	\$ 2,163,584	\$ 1,921,116	\$ 2,263,524	\$ 2,167,399

Funding Source				
Water and				
Wastewater Fund	\$ 2,163,584	\$ 1,921,116	\$ 2,263,524	\$ 2,167,399
Total	\$ 2,163,584	\$ 1,921,116	\$ 2,263,524	\$ 2,167,399

### *Our Accomplishments in 2019-20*

- ❖ Replaced 7 Fire hydrants.
- ❖ Installed 6 new water system valves.
- ❖ Repaired numerous service line leaks at the meter.
- ❖ Repaired 3 main line breaks.
- ❖ Replaced 3 commercial meters 3" or greater.
- ❖ Changed out 3,000 Automated Meter Reading Registers.

### *Goals and Objectives for 2020-21*

- ❖ Replace seven hydrants.
- ❖ On distribution system - continuing the UDF flowing program, hydrant maintenance, valve installations and exercising.
- ❖ Improving the AMR meters and readings in the distribution system.
- ❖ Provide training with customer service and field staff.



## UTILITIES - WATER DISTRIBUTION Performance Measures

Activity	Actual 2017-2018	Actual 2018-2019	Expected 2019-2020	Proposed 2020-2021
# Total Meters System Wide	22,157	21,484	23,000	23,000
# Radio Read Meters System Wide	21,592	21,356	22,435	22,435
# Hydrants System Wide	1,475	1,493	1,500	1,500
Miles of Mains System Wide	322	326	328	328
# Direct Read Meters (System Wide)	565	128	100	565
# Work Orders Copleted	14,600	16,207	16,500	17,000
# Locates Responded To	10,000	7,080	8,500	9,000
# New Meters Installed (all radio reads)	500	767	500	500
# Meters Read	265,884	285,513	290,000	299,000
# Hydrants Maintained	540	540	560	600
Radio Read Meters as % of all City Members	97%	98%	98%	98%

## Authorized Positions

Full Time Equivalents	Grade	Funded 2019	Funded 2020	+/-	Funded 2021	Authorized & Unfunded
<b>Utilities - Water/Wastewater - Water Distribution</b>						
Utility Systems Maintenance Supervisor	416	1.00	1.00	-	1.00	-
Utility Crew Leader	415	3.00	3.00	-	3.00	-
Utility Field Specialist	312	3.00	3.00	-	3.00	-
Equipment Operator III	311	1.00	1.00	-	1.00	-
Administrative Specialist III	412	1.00	1.00	-	1.00	-
Utility Field Service Technician	307	9.00	9.00	-	9.00	-
<b>Total Full Time Equivalents</b>		<b>18.00</b>	<b>18.00</b>	<b>-</b>	<b>18.00</b>	<b>-</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
451-4530-536.12-00	Regular Salaries & Wages	604,177	624,911	647,367	745,720	731,312
451-4530-536.12-06	Reg Salaries - Opt Out Health Insurance	2,900	2,500	3,000	2,400	2,400
451-4530-536.12-10	Regular Salaries & Wages - OPEB	17,917	9,063	(38,099)	-	-
451-4530-536.14-00	Overtime	46,320	75,118	103,881	80,000	111,050
451-4530-536.21-00	FICA/Medicare Taxes	47,432	51,616	56,122	63,501	64,830
451-4530-536.22-01	Retirement Contributions	52,011	61,478	68,370	79,342	78,262
451-4530-536.23-00	Medical Insurance	120,322	158,512	175,368	215,938	183,591
451-4530-536.23-02	Medical Insurance - Life & ST Disability	3,043	3,683	4,207	3,619	4,492
451-4530-536.24-00	Worker's Compensation	11,235	12,333	22,224	24,584	29,736
451-4530-536.27-00	Pension GASB 68	25,040	54,866	89,802	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 930,397</b>	<b>\$ 1,054,080</b>	<b>\$ 1,132,242</b>	<b>\$ 1,215,104</b>	<b>\$ 1,205,673</b>
<b>Operating</b>						
451-4530-536.31-00	Professional Services	17,269	222	-	15,000	15,000
451-4530-536.34-00	Other Contractual Services	-	-	-	15,000	7,500
451-4530-536.41-00	Communications Services	5,758	6,539	7,699	13,538	13,538
451-4530-536.42-00	Postage & Transportation	-	-	-	100	100
451-4530-536.43-00	Utility Services	21,589	22,404	22,805	18,517	22,900
451-4530-536.44-00	Rentals & Leases	1,889	1,889	1,762	5,000	4,000
451-4530-536.45-01	Insurance - Operating Liability	188,999	193,488	204,223	219,228	193,796
451-4530-536.45-02	Insurance - Auto Liability	3,865	4,845	2,329	2,962	3,942
451-4530-536.46-00	Repair & Maintenance Services	40,367	619,771	112,719	254,500	184,500
451-4530-536.46-05	Repair & Maintenance Services/Utility Lines	243,491	198,222	365,917	423,000	435,000
451-4530-536.47-00	Printing & Binding	701	616	916	500	650
451-4530-536.49-00	Other Charges/Obligations	240	440	469	2,000	1,000
451-4530-536.51-00	Office Supplies	1,032	1,419	2,806	2,500	2,500
451-4530-536.52-00	Operating Supplies	13,600	10,008	16,666	12,000	12,000
451-4530-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	32,347	41,175	40,456	55,000	55,000
451-4530-536.52-05	Operating Supplies - Uniforms	4,983	4,370	7,487	5,775	6,500
451-4530-536.54-01	Books/Pubs/Subsc/Memb - Prof Dues	400	60	340	300	300
451-4530-536.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	2,293	3,865	2,280	3,500	3,500
451-4530-536.54-03	Books/Pubs/Subsc/Memb - Subscriptions	-	171	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 578,823</b>	<b>\$ 1,109,504</b>	<b>\$ 788,874</b>	<b>\$ 1,048,420</b>	<b>\$ 961,726</b>
	<b>Total</b>	<b>\$ 1,509,220</b>	<b>\$ 2,163,584</b>	<b>\$ 1,921,116</b>	<b>\$ 2,263,524</b>	<b>\$ 2,167,399</b>

## Wastewater Collection

This division is responsible for the maintenance and repair of the City's system of wastewater transmission lines, lift stations and pumps.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 947,331	\$ 937,187	\$ 963,650	\$ 965,202
Benefits	411,209	513,644	407,603	417,235
Operating	484,592	419,552	637,712	641,938
Supplies	71,985	82,588	105,300	105,600
Total	\$ 1,915,117	\$ 1,952,971	\$ 2,114,265	\$ 2,129,975

Funding Source				
Water and				
Wastewater Fund	\$ 1,911,894	\$ 1,952,971	\$ 2,114,265	\$ 2,129,975
Total	\$ 1,911,894	\$ 1,952,971	\$ 2,114,265	\$ 2,129,975

### *Our Accomplishments in 2019-20*

- ❖ Repaired 80 sewer lines.
- ❖ Responded to over 12,000 locate tickets.
- ❖ Cleaned 3,000 Linear Feet of force mains.
- ❖ Cleaned 900,000 Linear Feet of sewer lines.
- ❖ Completed 40 Sewer and water disconnects for demolition.
- ❖ Rebuilt 115 Vacuum pits and 10 buffer tanks.

### *Goals and Objectives for 2020-21*

- ❖ Rebuild 50 vacuum pits.
- ❖ Rebuild 5 buffer tanks.
- ❖ Replace 3,000 linear feet of sewer line.
- ❖ Continue to improve sewer and water systems by continued focus on I/I and direct inflow concerns on the collections system.
- ❖ I/I and direct inflow reduction.

**UTILITIES - WASTEWATER COLLECTED (MGD)**  
**Performance Measures**

<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Sewer Work Orders	273	273	278	281
# Customers Served	14,822	15,670	16,054	16,354
# Lift Stations in Service	67	67	69	75
linear Feet of Gravity Main Cleaned	290,000	291,000	292,000	300,000
Linear Feet of Gravity Sewer Main	872,000	875,000	877,000	900,000
Linear Feet of Force Main	3,000	3,000	3,000	3,000

**Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Utilities - Water/Wastewater Collection</b>						
Utility Operations Manager	423	1.00	1.00	-	1.00	-
Utility systems Maintenance Supervisor	416	1.00	1.00	-	1.00	-
Utility Crew Leader	415	2.00	2.00	-	2.00	-
Utility Operations Technician	414	1.00	1.00	-	1.00	-
Utility Operations Specialist	312	1.00	1.00	-	1.00	-
Utility Field Specialist	312	3.00	3.00	-	3.00	-
Equipment Operator IV	312	3.00	3.00	-	3.00	-
Utility Service Technician III	312	2.00	2.00	-	2.00	-
Utility Service Technician II	309	3.00	3.00	-	3.00	-
Utility Service Technician	307	2.00	2.00	-	2.00	-
Equipment Operator I	307	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>20.00</b>	<b>20.00</b>	<b>-</b>	<b>20.00</b>	<b>-</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
451-4540-536.12-00	Regular Salaries & Wages	800,614	861,807	908,102	885,050	865,652
451-4540-536.12-02	Regular Salaries & Wages	-	3,223	-	-	-
451-4540-536.12-06	Reg Salaries - Opt Out Health Insurance	4,300	3,900	2,300	3,600	-
451-4540-536.12-10	Regular Salaries & Wages - OPEB	22,133	11,196	(42,332)	-	-
451-4540-536.14-00	Overtime	54,215	67,205	69,117	75,000	99,550
451-4540-536.21-00	FICA/Medicare Taxes	62,418	68,503	71,614	73,900	74,085
451-4540-536.22-01	Retirement Contributions	64,524	76,255	85,804	87,767	92,398
451-4540-536.23-00	Medical Insurance	129,828	177,400	209,455	215,938	214,439
451-4540-536.23-02	Medical Insurance - Life & ST Disability	4,418	5,155	5,759	4,415	5,548
451-4540-536.24-00	Worker's Compensation	13,698	15,842	28,348	25,583	30,765
451-4540-536.27-00	Pension GASB 68	31,064	68,054	112,664	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 1,187,212</b>	<b>\$ 1,358,540</b>	<b>\$ 1,450,831</b>	<b>\$ 1,371,253</b>	<b>\$ 1,382,437</b>
<b>Operating</b>						
451-4540-536.31-00	Professional Services	16,996	4,406	-	65,000	60,000
451-4540-536.34-00	Other Contractual Services	-	-	1,219	-	3,600
451-4540-536.41-00	Communications Services	10,636	11,919	9,799	10,699	10,699
451-4540-536.42-00	Postage & Transportation	26	-	-	100	100
451-4540-536.43-00	Utility Services	2,357	2,193	1,486	2,500	2,500
451-4540-536.44-00	Rentals & Leases	-	-	-	400	400
451-4540-536.45-01	Insurance - Operating Liability	161,203	164,966	171,578	183,309	161,961
451-4540-536.45-02	Insurance - Auto Liability	4,833	6,527	4,310	4,304	5,728
451-4540-536.46-00	Repair & Maintenance Services	135,984	94,664	108,853	159,800	165,000
451-4540-536.46-05	Repair & Maintenance Services/Utility Lines	208,637	198,981	120,607	210,000	230,000
451-4540-536.47-00	Printing & Binding	661	616	858	100	450
451-4540-536.49-00	Other Charges/Obligations	240	320	842	1,500	1,500
451-4540-536.51-00	Office Supplies	572	566	747	1,200	1,000
451-4540-536.52-00	Operating Supplies	21,093	20,738	32,898	26,000	26,000
451-4540-536.52-01	Operating Supplies - Gasoline/Diesel/Lubric	34,028	42,962	42,856	68,000	68,000
451-4540-536.52-05	Operating Supplies - Uniforms	9,268	7,564	4,900	6,000	6,500
451-4540-536.54-01	Books/Pubs/Subsc/Memb - Prof Dues	350	-	350	300	300
451-4540-536.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	1,830	-	657	3,800	3,800
451-4540-536.54-03	Books/Pubs/Subsc/Memb - Subscriptions	19	155	180	-	-
	<b>Subtotal Operating</b>	<b>\$ 608,733</b>	<b>\$ 556,577</b>	<b>\$ 502,140</b>	<b>\$ 743,012</b>	<b>\$ 747,538</b>
	<b>Total</b>	<b>\$ 1,795,945</b>	<b>\$ 1,915,117</b>	<b>\$ 1,952,971</b>	<b>\$ 2,114,265</b>	<b>\$ 2,129,975</b>

## Reclaim Water Program

The utility division is responsible for establishing reclaim water lines within City limits so City residents can connect and providing reclaim water to neighboring Cities and Counties through interconnection agreements. Reclaim water is the byproduct of wastewater for irrigation purposes and helps reduce the demand on potable water.

## Non-Departmental

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
451-7979-518.23-03	Medical/Life Insurance	97,500	89,548	97,550	99,720	105,780
	<b>Subtotal Personnel Services</b>	<b>\$ 97,500</b>	<b>\$ 89,548</b>	<b>\$ 97,550</b>	<b>\$ 99,720</b>	<b>\$ 105,780</b>
<b>Capital</b>						
451-7979-536.59-99	Non Classified Expense	4,876,787	5,132,598	5,252,313	-	-
	<b>Subtotal Operating</b>	<b>\$ 4,876,787</b>	<b>\$ 5,132,598</b>	<b>\$ 5,252,313</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Debt service</b>						
451-7979-536.69-99	Fixed Assets Capitalized	(8,016)	(19,809)	-	-	-
	<b>Subtotal Capital</b>	<b>\$ (8,016)</b>	<b>\$ (19,809)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Debt service</b>						
451-7979-536.71-15	Debt Service - Principal	-	-	-	267,940	276,964
451-7979-536.71-16	Debt Service - Principal	-	-	-	386,825	400,679
451-7979-536.71-18	Debt Service - Principal	-	-	-	1,019,823	1,044,758
451-7979-536.71-19	Debt Service - Principal	-	-	-	125,991	129,352
451-7979-536.71-20	Debt Service - Principal	-	-	-	22,005	22,605
451-7979-536.71-21	Debt Service - Principal	-	-	-	2,105,000	2,185,000
451-7979-536.71-22	Debt Service - Principal	-	-	-	9,922	10,149
451-7979-536.71-24	Debt Service - Principal	-	-	-	512,801	542,764
451-7979-536.71-25	Debt Service - Principal	-	-	-	40,480	41,656
451-7979-536.71-26	Debt Service - Principal	-	-	-	838,826	859,111
451-7979-536.71-27	Debt Service - Principal	-	-	-	543,732	530,329
451-7979-536.71-28	Debt Service - Principal	-	-	-	60,579	59,476
451-7979-536.72-15	Debt Service - Interest	52,060	43,765	35,189	30,445	21,421
451-7979-536.72-16	Debt Service - Interest	81,982	69,386	56,339	46,851	32,997
451-7979-536.72-18	Debt Service - Interest	263,563	240,300	216,469	195,178	170,243
451-7979-536.72-19	Debt Service - Interest	52,088	48,958	45,745	43,425	40,064
451-7979-536.72-20	Debt Service - Interest	9,328	8,769	8,196	7,782	7,182
451-7979-536.72-21	Debt Service - Interest	431,891	416,745	344,534	498,104	300,086
451-7979-536.72-22	Debt Service - Interest	3,473	3,259	3,040	2,883	2,655
451-7979-536.72-24	Debt Service - Interest	221,900	5,242	196,949	354,572	324,609
451-7979-536.72-25	Debt Service - Interest	40,332	27,506	26,394	25,777	24,601
451-7979-536.72-26	Debt Service - Interest	57,994	6,108	316,768	358,217	337,932
451-7979-536.72-27	Debt Service - Interest	-	-	-	23,431	36,834
451-7979-536.72-28	Debt Service - Interest	-	-	5,211	2,694	3,797
	<b>Subtotal Debt service</b>	<b>\$ 1,214,611</b>	<b>\$ 870,038</b>	<b>\$ 1,254,834</b>	<b>\$ 7,523,283</b>	<b>\$ 7,405,264</b>
<b>Transfers</b>						
451-7979-581.91-01	Transfer to Cap Rep Fund	10,233,500	9,584,900	4,110,400	4,082,900	3,510,900
451-7979-590.99-90	Addition to Reserves	-	-	-	-	601,893
	<b>Subtotal Transfers</b>	<b>\$ 10,233,500</b>	<b>\$ 9,584,900</b>	<b>\$ 4,110,400</b>	<b>\$ 4,082,900</b>	<b>\$ 4,112,793</b>
<b>Total</b>		<b>\$ 16,414,382</b>	<b>\$ 15,657,275</b>	<b>\$ 10,715,097</b>	<b>\$ 11,705,903</b>	<b>\$ 11,623,837</b>

# Water/Wastewater Capital Replacement Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
452-0000-361.10-00	Interest	124,864	162,126	380,787	162,000	384,207
	<b>Subtotal Personnel Services</b>	<b>\$ 124,864</b>	<b>\$ 162,126</b>	<b>\$ 380,787</b>	<b>\$ 162,000</b>	<b>\$ 384,207</b>
<b>Operating</b>						
452-0000-334.32-30	Intergovernmental	470,967	202,320	490,290	-	-
452-0000-337.30-36	Intergovernmental	103,566	-	-	-	-
452-0000-361.30-00	Interest	(41,522)	(31,054)	188,905	-	-
452-0000-361.40-00	Interest	(33,254)	(14,314)	9,622	-	-
452-0000-381.45-20	Transfers	10,233,500	9,584,900	4,110,400	4,082,900	4,112,793
	<b>Subtotal Operating</b>	<b>\$ 10,733,257</b>	<b>\$ 9,741,852</b>	<b>\$ 4,799,217</b>	<b>\$ 4,082,900</b>	<b>\$ 4,112,793</b>
<b>Transfers</b>						
452-0000-389.98-00	Use of Reserves	-	-	-	6,186,100	12,520,000
	<b>Subtotal Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,186,100</b>	<b>\$ 12,520,000</b>
<b>Total</b>		<b>\$ 10,858,121</b>	<b>\$ 9,903,978</b>	<b>\$ 5,180,004</b>	<b>\$ 10,431,000</b>	<b>\$ 17,017,000</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
452-4510-536.46-00	Repair & Maintenance Services	12,337	-	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 12,337</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital</b>						
452-4510-536.64-00	Machinery & Equipment	19,010	25,960	54,030	70,000	70,000
	<b>Subtotal Capital</b>	<b>\$ 19,010</b>	<b>\$ 25,960</b>	<b>\$ 54,030</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
<b>Total</b>		<b>\$ 31,347</b>	<b>\$ 25,960</b>	<b>\$ 54,030</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>

# Water/Wastewater Capital Replacement Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
452-4520-536.31-00	Professional Services	128,021	447,950	134,539	135,000	135,000
452-4520-536.46-00	Repair & Maintenance Services	35,805	82,273	53,578	41,000	62,000
	<b>Subtotal Operating</b>	<b>\$ 163,826</b>	<b>\$ 530,223</b>	<b>\$ 188,117</b>	<b>\$ 176,000</b>	<b>\$ 197,000</b>
<b>Capital</b>						
452-4520-536.63-91	Improve Other Than Bldg	108,304	224,727	13,852	180,000	180,000
452-4520-536.64-00	Machinery & Equipment	50,455	113,253	38,919	110,000	110,000
	<b>Subtotal Capital</b>	<b>\$ 158,759</b>	<b>\$ 337,980</b>	<b>\$ 52,771</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>
<b>Total</b>		<b>\$ 322,585</b>	<b>\$ 868,203</b>	<b>\$ 240,888</b>	<b>\$ 466,000</b>	<b>\$ 487,000</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
452-4530-536.31-00	Professional Services	-	-	2,561	-	-
452-4530-536.46-00	Repair & Maintenance Services	1,071,896	448,277	503,964	500,000	800,000
452-4530-536.52-00	Operating Supplies	16,703	64,703	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 1,088,599</b>	<b>\$ 512,980</b>	<b>\$ 506,525</b>	<b>\$ 500,000</b>	<b>\$ 800,000</b>
<b>Capital</b>						
452-4530-536.63-00	Improve Other Than Bldg	5,079	320,351	57,697	755,000	2,840,000
452-4530-536.64-00	Machinery & Equipment	95,275	35,782	125,515	280,000	150,000
	<b>Subtotal Capital</b>	<b>\$ 100,354</b>	<b>\$ 356,133</b>	<b>\$ 183,212</b>	<b>\$ 1,035,000</b>	<b>\$ 2,990,000</b>
<b>Total</b>		<b>\$ 1,188,953</b>	<b>\$ 869,113</b>	<b>\$ 689,737</b>	<b>\$ 1,535,000</b>	<b>\$ 3,790,000</b>



# Water/Wastewater Capital Replacement Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Operating</b>						
452-4540-536.46-00	Repair & Maintenance Services	382,003	29,562	15,074	-	-
452-4540-536.52-00	Operating Supplies	-	3,968	-	-	-
	<b>Subtotal Operating</b>	<b>\$ 382,003</b>	<b>\$ 33,530</b>	<b>\$ 15,074</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital</b>						
452-4540-536.63-00	Improve Other Than Bldg	281,862	172,786	1,451,258	750,000	2,200,000
452-4540-536.64-00	Machinery & Equipment	71,181	54,665	349,951	235,000	175,000
	<b>Subtotal Capital</b>	<b>\$ 353,043</b>	<b>\$ 227,451</b>	<b>\$ 1,801,209</b>	<b>\$ 985,000</b>	<b>\$ 2,375,000</b>
<b>Total</b>		<b>\$ 735,046</b>	<b>\$ 260,981</b>	<b>\$ 1,816,283</b>	<b>\$ 985,000</b>	<b>\$ 2,375,000</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
452-4525-536.46-00	Repair & Maintenance Services	445,136	376,735	126,850	100,000	-
	<b>Subtotal Operating</b>	<b>\$ 445,136</b>	<b>\$ 376,735</b>	<b>\$ 126,850</b>	<b>\$ 100,000</b>	<b>\$ -</b>
<b>Capital</b>						
452-4525-536.63-00	Improve Other Than Bldg	38,933	19,318	12,741	350,000	1,895,000
452-4525-536.64-00	Machinery & Equipment	369,472	-	-	-	-
	<b>Subtotal Capital</b>	<b>\$ 408,405</b>	<b>\$ 19,318</b>	<b>\$ 12,741</b>	<b>\$ 350,000</b>	<b>\$ 1,895,000</b>
<b>Total</b>		<b>\$ 853,541</b>	<b>\$ 396,053</b>	<b>\$ 139,591</b>	<b>\$ 450,000</b>	<b>\$ 1,895,000</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
452-4527-536.46-00	Repair & Maintenance Services	897,284	75,229	123,987	250,000	-
	<b>Subtotal Operating</b>	<b>\$ 897,284</b>	<b>\$ 75,229</b>	<b>\$ 123,987</b>	<b>\$ 250,000</b>	<b>\$ -</b>
<b>Capital</b>						
452-4527-536.63-00	IMPROVE OTHER THAN BLDG	-	17,950	-	-	-
452-4527-536.63-91	Improve Other Than Bldg	3,229,241	4,962,134	3,223,508	3,845,000	5,445,000
452-4527-536.64-00	Machinery & Equipment	336,142	64,905	138,350	210,000	160,000
	<b>Subtotal Capital</b>	<b>\$ 3,565,383</b>	<b>\$ 5,044,989</b>	<b>\$ 3,361,858</b>	<b>\$ 4,055,000</b>	<b>\$ 5,605,000</b>
<b>Total</b>		<b>\$ 4,462,667</b>	<b>\$ 5,120,218</b>	<b>\$ 3,485,845</b>	<b>\$ 4,305,000</b>	<b>\$ 5,605,000</b>

# Water/Wastewater Capital Replacement Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
452-4528-536.46-00	Repair & Maintenance Services	115,211	81,813	105,591	300,000	-
	<b>Subtotal Operating</b>	<b>\$ 115,211</b>	<b>\$ 81,813</b>	<b>\$ 105,591</b>	<b>\$ 300,000</b>	<b>\$ -</b>
<b>Capital</b>						
452-4528-536.61-00	Land	-	342,591	-	-	-
452-4528-536.63-91	Improve Other Than Bldg	-	-	-	925,000	1,985,000
452-4528-536.64-00	Machinery & Equipment	22,538	5,076	110,854	115,000	290,000
	<b>Subtotal Capital</b>	<b>\$ 22,538</b>	<b>\$ 347,667</b>	<b>\$ 110,854</b>	<b>\$ 1,040,000</b>	<b>\$ 2,275,000</b>
<b>Total</b>		<b>\$ 137,749</b>	<b>\$ 429,480</b>	<b>\$ 216,445</b>	<b>\$ 1,340,000</b>	<b>\$ 2,275,000</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
452-4529-536.46-00	Repair & Maintenance Services	33,629	-	-	1,280,000	-
	<b>Subtotal Operating</b>	<b>\$ 33,629</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,280,000</b>	<b>\$ -</b>
<b>Capital</b>						
452-4529-536.63-00	Improve Other Than Bldg	-	5,565	36,395	-	350,000
452-4529-536.64-00	Machinery & Equipment	176,389	119,622	63,294	-	170,000
	<b>Subtotal Capital</b>	<b>\$ 176,389</b>	<b>\$ 125,187</b>	<b>\$ 99,689</b>	<b>\$ -</b>	<b>\$ 520,000</b>
<b>Total</b>		<b>\$ 210,018</b>	<b>\$ 125,187</b>	<b>\$ 99,689</b>	<b>\$ 1,280,000</b>	<b>\$ 520,000</b>

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Transfers</b>						
452-7979-591.99-90	Other Uses	(4,803,879)	(6,484,684)	-	-	-
	<b>Subtotal Transfers</b>	<b>\$ (4,803,879)</b>	<b>\$ (6,484,684)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>		<b>\$ (4,803,879)</b>	<b>\$ (6,484,684)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Water Impact Fees Fund

## Revenue and Expenditures

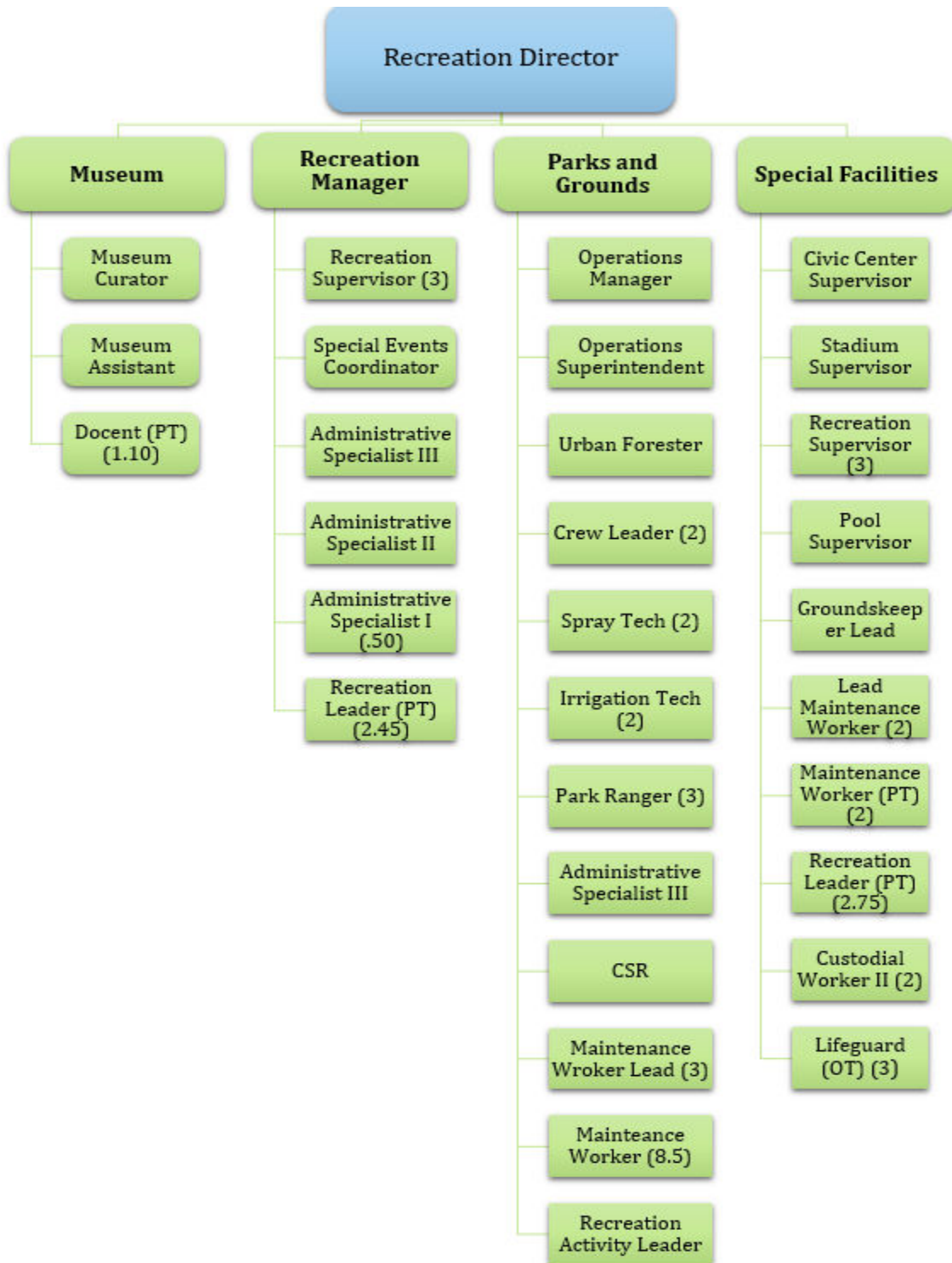
Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Revenue</b>						
460-0000-324.21-61	Residential	186,746	553,652	566,891	410,000	406,900
460-0000-324.22-61	Commercial	205,145	463,283	187,582	100,000	179,500
460-0000-361.10-00	Interest	17,568	37,870	71,185	40,000	103,605
460-0000-361.30-00	Interest - Unrealized	(1,857)	(7,834)	35,924	-	-
460-0000-361.40-00	Interest - Realized	(3,210)	(3,458)	1,776	-	-
460-0000-381.14-00	Transfers In	220,000	-	-	-	-
460-0000-389.98-00	Use of Reserves	-	-	-	1,500,000	754,995
	<b>Subtotal Revenue</b>	<b>\$ 624,392</b>	<b>\$ 1,043,513</b>	<b>\$ 863,358</b>	<b>\$ 2,050,000</b>	<b>\$ 1,445,000</b>
<b>Expenditure</b>						
460-4520-536.31-00	Professional Services	-	-	-	-	300,000
460-4520-536.63-00	Improve Other Than Bldg	-	-	-	-	525,000
460-4525-536.63-00	Improve Other Than Bldg	-	-	-	1,550,000	-
460-4530-536.49-00	Other Charges/Obligations	2,333	-	-	-	-
460-4530-536.63-00	Improve Other Than Bldg	-	3,231	3,773	-	120,000
460-7979-536.59-99	Depreciation Expense	2,670	2,742	2,738	-	-
460-7979-581.91-45	W/S Utility Fund	100,000	100,000	100,000	500,000	500,000
	<b>Subtotal Expenditure</b>	<b>\$ 105,003</b>	<b>\$ 105,973</b>	<b>\$ 106,511</b>	<b>\$ 2,050,000</b>	<b>\$ 1,445,000</b>
<b>Total</b>		<b>\$ 519,389</b>	<b>\$ 937,540</b>	<b>\$ 756,847</b>	<b>\$ -</b>	<b>\$ -</b>

# Wastewater Impact Fees Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Revenue</b>						
470-0000-324.21-62	Residential	456,519	1,190,924	1,260,964	961,366	857,304
470-0000-324.22-62	Commercial	413,675	1,008,837	385,440	218,816	404,292
470-0000-361.10-00	Interest	39,187	74,627	131,024	75,000	187,100
470-0000-361.30-00	Interest - Unrealized	(2,329)	(17,355)	66,745	-	-
470-0000-361.40-00	Interest - Realized	(7,068)	(7,499)	3,199	-	-
470-0000-389.98-00	Use of Reserves	-	-	-	2,149,818	2,651,304
	<b>Subtotal Revenue</b>	<b>\$ 899,984</b>	<b>\$ 2,249,534</b>	<b>\$ 1,847,372</b>	<b>\$ 3,405,000</b>	<b>\$ 4,100,000</b>
<b>Expenditure</b>						
470-4525-536.63-00	Improve Other Than Bldg	-	-	-	-	200,000
470-4528-536.46-00	Repair & Maintenance Services	-	-	-	100,000	-
470-4528-536.61-00	Land	75,324	-	-	-	-
470-4528-536.63-00	Improve Other Than Bldg	-	-	-	-	2,050,000
470-4529-536.63-00	Improve Other Than Bldg	-	-	-	-	750,000
470-4540-536.31-00	Other Charges/Obligations	-	6,349	38,110	-	-
470-4540-536.49-00	Other Charges/Obligations	5,637	6,349	6,939	-	-
470-4540-536.63-00	Improve Other Than Bldg	-	-	-	2,305,000	800,000
470-7979-536.59-99	Depreciation Expense	9,989	10,257	10,243	-	-
470-7979-536.69-99	Fixed Assets Capitalized	(75,324)	-	-	-	-
470-7979-581.91-45	W/S Utility Fund	920,000	700,000	700,000	1,000,000	300,000
	<b>Subtotal Expenditure</b>	<b>\$ 935,626</b>	<b>\$ 722,955</b>	<b>\$ 755,292</b>	<b>\$ 3,405,000</b>	<b>\$ 4,100,000</b>
<b>Total</b>		<b>\$ (35,642)</b>	<b>\$ 1,526,579</b>	<b>\$ 1,092,080</b>	<b>\$ -</b>	<b>\$ -</b>

# RECREATION DEPARTMENT



## Mission Statement

To provide the citizens of Sanford with an enhancement of the quality of life in the City through designing, developing, maintaining, and efficiently operating recreation facilities and offering a variety of quality recreation programs and Special Events for the citizens to enjoy during their leisure.

## Role of Recreation Department

The Recreation Department is dedicated to providing a comprehensive program that includes all phases of leisure and recreation services. The goal is to provide a wide variety of activities and facilities to accommodate the leisure pursuits of our residents in every stage of their life, youth, adult and the elderly.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 2,324,350	\$ 2,453,362	\$ 2,587,279	\$ 2,741,527
Benefits	859,352	1,006,606	1,278,244	1,358,968
Operating	1,444,951	1,578,562	1,603,023	1,582,749
Supplies	338,051	312,950	393,016	387,488
<b>Total</b>	<b>\$ 4,966,704</b>	<b>\$ 5,351,480</b>	<b>\$ 5,861,562</b>	<b>\$ 6,070,732</b>

Funding Source				
General Fund	\$ 4,966,704	\$ 5,351,480	\$ 5,861,562	\$ 6,070,732
<b>Total</b>	<b>\$ 4,966,704</b>	<b>\$ 5,351,480</b>	<b>\$ 5,861,562</b>	<b>\$ 6,070,732</b>

Recreation Department as a percentage of General Fund

11.4%



## *Recreation Division*

The Recreation Division is responsible for providing a variety of quality recreational facilities and programs for the enjoyment and needs of our community.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 547,006	\$ 587,187	\$ 575,450	\$ 587,749
Benefits	188,881	239,462	274,819	265,837
Operating	204,643	240,414	227,364	234,478
Supplies	50,068	58,744	65,259	61,755
Total	\$ 990,598	\$ 1,125,807	\$ 1,142,892	\$ 1,149,819

Funding Source				
General Fund	\$ 990,598	\$ 1,125,807	\$ 1,142,892	\$ 1,149,819
Total	\$ 990,598	\$ 1,125,807	\$ 1,142,892	\$ 1,149,819

### *Our Accomplishments in 2020-21*

- ❖ The Recreation Department hosted the Vietnam Traveling Memorial Wall at Ft. Mellon Park in collaboration with Seminole County. Judged by organizers to be one of the largest (10,000 +) and best-organized Wall display throughout the past year, the City received acclaim for the setup and display. The event was continuously staffed by City employees and volunteers beginning at setup on November 7th continuing through breakdown on November 12th. The annual Veterans Day event was produced in association with the Wall.
- ❖ Spring signaled baseball and the Baseball Opening Day Celebration at Historic Sanford Memorial Stadium and the Tim Raines Sports Park. The opening ceremony and free family festival following the ceremony was a big success with activities, games and volunteers provided by Action Church.
- ❖ Went live with on-line registration in multiple programs/facilities with success. All programs will have on-line capability by the fiscal year end.

## Goals and Objectives for 2020-21

- ❖ Begin new youth programs with contractors to limit department expenses.
- ❖ Begin starting an afterschool program at the Mellonville Center and Dr. I. Velma H. William Westside Community Center.
- ❖ Explore ways to offer additional programming to at-risk youth in the community.

<b>RECREATION - RECREATION DIVISION Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Economic Impact from Guests Attending Events	14,266,824	17,040,972	10,636,198	16,903,101
Total Volunteer Hours	12,310	21,366	10,065	20,490

## Authorized Positions

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Public Works - Administration</b>						
Recreation Director	431	1.00	1.00	-	1.00	-
Recreation Manager	423	1.00	1.00	-	1.00	-
Recreation Supervisor	412	4.00	3.00	-	3.00	-
Special Events Coordinator	417	-	1.00	-	1.00	-
Special Event Supervisor	412	-	-	-	-	1.00
Administrative Specialist III	412	1.00	1.00	-	1.00	-
Administrative Specialist I	406	0.50	0.50	-	0.50	-
Administrative Specialist II	409	1.00	1.00	-	1.00	-
Maintenance Worker	304	-	-	-	-	1.00
Recreation Leader (Part-Time)	401	2.45	2.45	-	2.45	0.55
<b>Total Full Time Equivalents</b>		<b>10.95</b>	<b>10.95</b>	<b>-</b>	<b>10.95</b>	<b>2.55</b>



## Recreation

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-5501-572.12-00	Regular Salaries & Wages	460,903	478,132	494,910	472,218	481,085
001-5501-572.12-02	Regular Salaries - Additional Pays	11,000	11,000	11,742	13,964	13,964
001-5501-572.12-06	Reg Salaries - Opt Out Health Insurance	100	200	3,300	-	-
001-5501-572.13-00	Part Time Wages	43,215	39,384	53,663	69,268	72,700
001-5501-572.14-00	Overtime	18,145	18,290	23,572	20,000	20,000
001-5501-572.21-00	FICA/Medicare Taxes	39,395	40,138	42,162	44,149	45,146
001-5501-572.22-01	Retirement Contributions - FRS	57,411	48,472	64,351	69,170	71,288
001-5501-572.23-00	Medical Insurance	91,702	89,671	116,419	145,441	129,460
001-5501-572.23-02	Medical Insurance - Life & ST Disability	2,947	3,023	3,231	2,907	3,886
001-5501-572.24-00	Worker's Compensation	7,069	7,577	13,299	13,152	16,057
	<b>Subtotal Personnel Services</b>	<b>\$ 731,887</b>	<b>\$ 735,887</b>	<b>\$ 826,649</b>	<b>\$ 850,269</b>	<b>\$ 853,586</b>
<b>Operating</b>						
001-5501-572.34-00	Other Contractual Services	27,187	30,112	33,865	32,000	37,500
001-5501-572.40-00	Travel & Per Diem	1,486	2,539	869	4,282	900
001-5501-572.41-00	Communications Services	4,420	4,290	4,572	3,802	4,729
001-5501-572.42-00	Postage & Transportation	1,054	294	289	500	500
001-5501-572.44-00	Rentals & Leases	7,648	8,385	8,863	10,435	9,431
001-5501-572.45-01	Insurance - Operating Liability	59,572	48,383	43,108	46,135	44,971
001-5501-572.45-02	Insurance - Auto Liability	1,490	1,749	552	702	1,547
001-5501-572.46-00	Repair & Maintenance Services	1,068	3,335	31,839	8,500	9,050
001-5501-572.47-00	Printing & Binding	3,221	3,448	3,444	4,700	4,700
001-5501-572.48-00	Promotional Activities	84,904	96,319	106,590	108,300	111,800
001-5501-572.49-00	Other Charges/Obligations	6,421	5,789	6,423	8,008	9,350
001-5501-572.51-00	Office Supplies	1,992	1,855	2,091	2,500	2,200
001-5501-572.52-00	Operating Supplies	46,509	45,175	52,930	57,600	54,000
001-5501-572.52-05	Operating Supplies - Uniforms	653	890	1,529	1,100	1,600
001-5501-572.54-01	Books/Pubs/Subsc/Memb - Prof Dues	900	698	675	2,034	1,950
001-5501-572.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	1,500	1,450	1,519	2,025	2,005
	<b>Subtotal Operating</b>	<b>\$ 250,025</b>	<b>\$ 254,711</b>	<b>\$ 299,158</b>	<b>\$ 292,623</b>	<b>\$ 296,233</b>
	<b>Total</b>	<b>\$ 981,912</b>	<b>\$ 990,598</b>	<b>\$ 1,125,807</b>	<b>\$ 1,142,892</b>	<b>\$ 1,149,819</b>

## *Special Facilities*

The Special Facilities Division handles the operation of the City's many recreational facilities, including:

- Sanford Civic Center
- Bettye D. Smith Cultural Arts Center
- Henry S. Sanford Museum
- Sanford Senior Center
- Historic Sanford Memorial Stadium
- Eckstein Youth Sports Complex
- Larry A. Dale Aquatic Center (LADAC)
- Westside Community Center
- Monroe Hall
- Mellonville Center at Tim Raines Sports Park

### **Summary**

<b>Expenditures</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Salaries	\$ 703,296	\$ 746,469	\$ 809,996	\$ 986,409
Benefits	227,389	265,146	413,402	537,639
Operating	465,843	436,486	371,072	381,569
Supplies	118,830	111,827	172,800	153,075
Total	\$ 1,515,358	\$ 1,559,928	\$ 1,767,270	\$ 2,058,692

<b>Funding Source</b>				
General Fund	\$ 1,515,358	\$ 1,559,928	\$ 1,767,270	\$ 2,058,692
Total	\$ 1,515,358	\$ 1,559,928	\$ 1,767,270	\$ 2,058,692

### *Our Accomplishments in 2019-20*

- ❖ Stadium hosted 12 D1 baseball games featuring, Purdue, Pitt, Hofstra, Eastern Michigan, Lehigh and Central Connecticut State. Eight more Division 1 games than last year.
- ❖ For the 3rd year the Stadium hosted multiple FCSL teams.
- ❖ Stadium and Chase Park both received audio system upgrades.
- ❖ Chase Park operations building painted and concession stand upgraded.

- ❖ Westside Community Center received exterior painting and landscape update.
- ❖ Westside began a lifestyle-mentoring program in conjunction with Orlando City Soccer.
- ❖ Westside renamed in honor of former Commissioner Velma Williams.
- ❖ Civic Center exterior was painted and landscaping upgraded.
- ❖ Civic Center restrooms and interior hallway were retiled and received new bathroom fixtures.
- ❖ Aquatic Center had a new sunshade installed to improve comfort and safety for both guests and staff.
- ❖ Aquatic Center had offices and interior of building painted and locker rooms updated.

### *Goals and Objectives for 2020-21*

- ❖ Stadium to host more Division 1 baseball games between major universities and colleges.
- ❖ Number of baseball games played to exceed 500.
- ❖ Make field and structural changes to stadium to make the fan experience and playing surface more appealing for future clients.
- ❖ Replace pool liner at Larry A. Dale Aquatic Center in partnership with SCPS.
- ❖ Offer Flag Football for youth and adults.
- ❖ Offer Soccer programming for Sanford's youth.

**RECREATION - SPECIAL FACILITIES**  
**Performance Measures**

<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Economic Impact from Guests Attending Events	15,573,336	16,977,101	10,382,325	17,461,383
Total Volunteer Hours	1,900	2,594	2,715	3,400

**Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Recreation - Special Facilities</b>						
Civic Center Supervisor	415	1.00	1.00	-	1.00	-
Stadium Supervisor	414	1.00	1.00	-	1.00	-
Recreation Supervisor	412	3.00	3.00	-	3.00	1.00
Pool Supervisor	415	1.00	1.00	-	1.00	-
Groundskeeper, Lead	312	1.00	1.00	-	1.00	-
Lead Maintenance Worker	307	2.00	3.00	-	3.00	-
Custodial Worker II	305	2.00	2.00	-	2.00	-
Maintenance Worker (Part-Time)	304	2.00	2.00	1.00	3.00	-
Lifeguard (Part-Time)	401	3.00	3.00	-	3.00	1.00
After School Tutor	417	-	-	2.50	2.50	-
Recreation Leader (Part-Time)	401	2.75	3.75	2.50	6.25	-
<b>Total Full Time Equivalents</b>		<b>18.75</b>	<b>20.75</b>	<b>6.00</b>	<b>26.75</b>	<b>2.00</b>

## Recreation Special Facilities

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-5502-575.12-00	Regular Salaries & Wages	469,400	481,172	507,882	588,690	716,389
001-5502-575.12-02	Regular Salaries - Additional Pays	8,400	8,400	8,444	8,400	11,964
001-5502-575.12-06	Reg Salaries - Opt Out Health Insurance	5,600	8,500	9,600	2,400	3,600
001-5502-575.13-00	Part Time Wages	133,374	145,955	172,070	148,506	192,456
001-5502-575.14-00	Overtime	54,879	59,269	48,473	62,000	62,000
001-5502-575.21-00	FICA/Medicare Taxes	50,068	52,609	55,862	62,147	75,793
001-5502-575.22-01	Retirement Contributions - FRS	52,575	57,461	69,529	78,588	101,294
001-5502-575.23-00	Medical Insurance	84,089	98,209	106,553	241,343	314,196
001-5502-575.23-02	Medical Insurance - Life & ST Disability	3,254	3,438	3,741	4,134	6,809
001-5502-575.24-00	Worker's Compensation	13,565	15,672	29,461	27,190	39,547
	<b>Subtotal Personnel Services</b>	<b>\$ 875,204</b>	<b>\$ 930,685</b>	<b>\$ 1,011,615</b>	<b>\$ 1,223,398</b>	<b>\$ 1,524,048</b>
<b>Operating</b>						
001-5502-575.34-00	Other Contractual Services	28,953	23,898	17,889	22,148	20,726
001-5502-575.40-00	Travel & Per Diem	-	(23)	30	200	200
001-5502-575.41-00	Communications Services	7,556	8,552	9,715	11,286	10,200
001-5502-575.42-00	Postage & Transportation	-	124	243	-	-
001-5502-575.43-00	Utility Services	166,965	169,122	162,403	170,400	165,300
001-5502-575.44-00	Rentals & Leases	13,192	11,287	12,735	12,268	10,938
001-5502-575.45-01	Insurance - Operating Liability	12,444	15,900	15,029	15,742	11,332
001-5502-575.45-02	Insurance - Auto Liability	118	138	130	166	220
001-5502-575.46-00	Repair & Maintenance Services	78,544	225,499	207,366	126,329	149,008
001-5502-575.47-00	Printing & Binding	767	573	806	750	876
001-5502-575.48-00	Promotional Activities	7,405	10,489	8,828	11,000	11,000
001-5502-575.49-00	Other Charges/Obligations	888	284	1,312	783	1,769
001-5502-575.51-00	Office Supplies	2,139	2,662	2,471	2,800	2,500
001-5502-575.52-00	Operating Supplies	103,722	99,388	92,293	150,500	131,250
001-5502-575.52-01	Operating Supplies - Gasoline/Diesel/Lubric	11,398	13,346	12,994	15,000	13,500
001-5502-575.52-05	Operating Supplies - Uniforms	3,970	3,434	4,069	4,500	5,825
	<b>Subtotal Operating</b>	<b>\$ 438,061</b>	<b>\$ 584,673</b>	<b>\$ 548,313</b>	<b>\$ 543,872</b>	<b>\$ 534,644</b>
<b>Total</b>		<b>\$ 1,313,265</b>	<b>\$ 1,515,358</b>	<b>\$ 1,559,928</b>	<b>\$ 1,767,270</b>	<b>\$ 2,058,692</b>

## Parks and Grounds

The Parks and Grounds division is responsible for the operation and maintenance of 29 City parks, 20 traffic medians, 18 facilities, 6 signs locations, 2 trails and the historic downtown CRA district for a total of 242 acres. This division is responsible for a variety of activities including:

- Landscape maintenance of all properties, including lake treatment in parks.
- Maintenance and renovation of play equipment, amenities and facilities.
- Oversee contractual maintenance at 25 sites, the cemetery, and schedule annual replacement at various City planting locations and lake treatments at various locations.
- Maintain and staff Fort Mellon Park amenities as required (Splash pad attendants, Park Rangers, Landscape Maintenance, restroom cleaning/monitoring, rental services)
- Monthly pest control at 18 city facilities. Fertilization, weed control and insect control for landscape areas.
- Clean-up response to emergency weather conditions.
- Set-up/break-down and manpower for over 75 special events per year.
- Cemetery management to include lot sales, lot marking, open/closings, deed management.
- Rental of park facilities (scheduling, cash receipts).
- Special projects (historic trees, street rights-of-way beautification).

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 965,958	\$ 1,007,749	\$ 1,075,383	\$ 1,066,889
Benefits	401,599	456,592	526,242	492,536
Operating	754,841	879,773	980,923	941,082
Supplies	164,879	140,043	148,915	167,965
Total	\$ 2,287,277	\$ 2,484,157	\$ 2,731,463	\$ 2,668,472

Funding Source				
General Fund	\$ 2,287,277	\$ 2,484,157	\$ 2,731,463	\$ 2,668,472
Total	\$ 2,287,277	\$ 2,484,157	\$ 2,731,463	\$ 2,668,472

## ***Our Accomplishments in 2019-20***

- ❖ Remodeled Lee P. Moore Park with new playground, rehab restroom, replaced shelter roofs, replaced fencing, converted 2 tennis courts to 6 pickleball courts, replaced over 1000 linear feet of sidewalk.
- ❖ Started on multi-purpose fields at Mellonville Community Center Site.
- ❖ Prepped and maintained Ft. Mellon green space and landscaping for the Vietnam Traveling Memorial Wall.

## ***Goals and Objectives for 2020-21***

- ❖ Complete installation of Mayfair Storage Building, new restrooms, and mobile clubhouse.
- ❖ Replace pavilion and add additional pavilion at Groveview Park and update lighting.
- ❖ West SR 46 traffic median rehab.

**RECREATION - PARKS AND GROUNDS**  
**Performance Measures**

<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 2020-2021</b>
Acres Maintained	275	275	287	287
Acres Contracted	138	116	160	138
Acres In-House	137	159	116	137
Work Orders Generated	234	662	550	550
Work Orders Completed	230	636	N/A*	N/A*
Special Events	78	78	44	40

\* No longer use work order software due to COVID-19

**Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Public Works - Parks and Grounds Operations</b>						
Operations Manager	422	1.00	1.00	-	1.00	-
Project Manager **	423	-	-	-	-	-
Operations Superintendent	419	1.00	1.00	-	1.00	-
Urban Forester	416	1.00	1.00	-	1.00	-
Crew Leader	414	2.00	2.00	-	2.00	1.00
Spray Technician	312	2.00	2.00	-	2.00	-
Irrigation Technician	311	2.00	2.00	-	2.00	-
Park Ranger	309	3.00	3.00	-	3.00	-
Administrative Specialist III	412	1.00	1.00	-	1.00	-
Equipment Operator II	309	-	-	-	-	1.00
Customer Service Representative	408	1.00	1.00	-	1.00	-
Maintenance Worker, Lead	307	3.00	3.00	-	3.00	1.00
Maintenance Worker	304	8.50	8.50	-	8.50	1.00
Recreation Activity Leader (part-time)	401	1.00	1.00	-	1.00	-
<b>Total Full Time Equivalents</b>		<b>26.50</b>	<b>26.50</b>	<b>-</b>	<b>26.50</b>	<b>4.00</b>

\*\*Split between funds or departments/divisions



## Parks and Grounds

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-5508-572.12-00	Regular Salaries & Wages	909,815	876,785	908,984	959,137	936,411
001-5508-572.12-02	Regular Salaries - Additional Pays	12,577	12,000	12,517	23,461	23,461
001-5508-572.12-06	Reg Salaries - Opt Out Health Insurance	3,600	3,600	4,888	2,346	3,519
001-5508-572.13-10	Other Salaries & Wages - Part Time	14,571	17,413	17,019	31,789	44,848
001-5508-572.14-00	Overtime	31,131	56,160	64,341	58,650	58,650
001-5508-572.21-00	FICA/Medicare Taxes	71,300	70,861	74,072	82,480	81,917
001-5508-572.22-01	Retirement Contributions - FRS	76,614	79,597	85,025	97,194	96,868
001-5508-572.23-00	Medical Insurance	193,094	224,643	249,434	297,995	253,623
001-5508-572.23-02	Medical Insurance - Life & ST Disability	4,688	5,190	5,968	5,134	6,606
001-5508-572.24-00	Worker's Compensation	23,418	21,308	41,011	43,439	53,522
001-5508-572.25-00	Unemployment Compensation	-	-	1,082	-	-
	<b>Subtotal Personnel Services</b>	<b>\$ 1,340,808</b>	<b>\$ 1,367,557</b>	<b>\$ 1,464,341</b>	<b>\$ 1,601,625</b>	<b>\$ 1,559,425</b>
<b>Operating</b>						
001-5508-572.31-00	Professional Services	13,500	18,546	18,797	27,000	9,500
001-5508-572.34-00	Other Contractual Services	2,680	4,008	1,556	2,119	1,200
001-5508-572.40-00	Travel & Per Diem	65	387	114	450	455
001-5508-572.41-00	Communications Services	12,945	14,569	14,460	10,216	10,216
001-5508-572.42-00	Postage & Transportation	496	333	391	550	550
001-5508-572.43-00	Utility Services	247,823	237,878	250,298	248,322	248,833
001-5508-572.44-00	Rentals & Leases	4,203	8,000	7,245	8,293	7,993
001-5508-572.45-01	Insurance - Operating Liability	73,523	80,327	84,236	90,308	81,846
001-5508-572.45-02	Insurance - Auto Liability	11,175	13,856	6,697	8,803	11,494
001-5508-572.46-00	Repair & Maintenance Services	337,218	360,560	481,870	568,512	552,285
001-5508-572.47-00	Printing & Binding	1,264	898	248	1,300	1,300
001-5508-572.48-00	Promotional Activities	3,884	11,346	8,732	10,275	10,275
001-5508-572.49-00	Other Charges/Obligations	4,624	4,133	5,129	4,775	5,135
001-5508-572.51-00	Office Supplies	1,164	1,539	1,187	1,500	1,500
001-5508-572.52-00	Operating Supplies	98,930	111,060	93,266	92,300	114,350
001-5508-572.52-01	Operating Supplies - Gasoline/Diesel/Lubric	33,975	39,260	34,467	36,500	35,000
001-5508-572.52-05	Operating Supplies - Uniforms	8,274	9,407	9,090	9,750	9,750
001-5508-572.54-01	Books/Pubs/Subsc/Memb - Prof Dues	674	694	580	905	905
001-5508-572.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	2,886	2,919	1,184	7,460	5,960
001-5508-572.54-03	Books/Pubs/Subsc/Memb - Subscriptions	500	-	269	500	500
	<b>Subtotal Operating</b>	<b>\$ 859,803</b>	<b>\$ 919,720</b>	<b>\$ 1,019,816</b>	<b>\$ 1,129,838</b>	<b>\$ 1,109,047</b>
	<b>Total</b>	<b>\$ 2,200,611</b>	<b>\$ 2,287,277</b>	<b>\$ 2,484,157</b>	<b>\$ 2,731,463</b>	<b>\$ 2,668,472</b>

## Museum

The Sanford Museum is located in Fort Mellon Park on the Lake Monroe waterfront. The museum houses exhibits illustrating the history of the City of Sanford and the life and times of city founder Henry S. Sanford. The Sanford Museum's collections include a local history archives containing historic photographs, maps, and city directories; the Sanford Papers; extensive sports memorabilia; and the Henry S. Sanford library.

### Summary

Expenditures	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Salaries	\$ 108,090	\$ 111,957	\$ 126,450	\$ 100,480
Benefits	41,483	45,406	63,781	62,956
Operating	19,624	21,889	23,664	25,620
Supplies	4,274	2,336	6,042	4,693
Total	\$ 173,471	\$ 181,588	\$ 219,937	\$ 193,749

Funding Source				
General Fund	\$ 173,471	\$ 181,588	\$ 219,937	\$ 193,749
Total	\$ 173,471	\$ 181,588	\$ 219,937	\$ 193,749

### *Our Accomplishments in 2019-20*

- ❖ The museum received a general program support grant of \$7,368 from the State of Florida, Department of State. A part time employee has been hired to catalog the collection and enter the data into PastPerfect software.
- ❖ In October, the museum presented the second annual Sanford Gothic lecture series. The lectures this year focused on historic cemeteries. The presentations were held at Monroe Hall and the Civic Center.
- ❖ In February, the museum participated in the Museum of Seminole County History's Fort Mellon encampment for the second year. Museum Assistant Brigitte Stephenson represented the Sanford Museum by wearing period dress and teaching visitors about the role of women in the 2nd Seminole War.
- ❖ The City of Sanford entered into an agreement with the firm Adam Matthew to scan all of the Africa material in the Sanford Papers. They will then be available to researchers on the company's "Scramble for Africa" website.

- ❖ The museum used Monroe Hall for events for the first time. An increase in attendance at museum lectures and at Sanford Historical Society programs was noted at this venue. Average attendance at Sanford Historical Society meetings with programs doubled.

### *Goals and Objectives for 2020-21*

- ❖ Complete cataloging of collection and generate statistics on same.
- ❖ Create a conservation plan for the Sanford Papers.
- ❖ Create an educational outreach program. Develop online local history resources for students.
- ❖ Expand Sanford Gothic event in its third year.

<b>RECREATION - MUSEUM Performance Measures</b>				
<b>Activity</b>	<b>Actual 2017-2018</b>	<b>Actual 2018-2019</b>	<b>Expected 2019-2020</b>	<b>Proposed 670930</b>
Economic Impact on Guests Attending Events	19,994	109,490	670,930	187,180
Total Volunteer Hours	235	376	544	580
Research Requests Received	314	462	322	322

### **Authorized Positions**

<b>Full Time Equivalents</b>	<b>Grade</b>	<b>Funded 2019</b>	<b>Funded 2020</b>	<b>+/-</b>	<b>Funded 2021</b>	<b>Authorized &amp; Unfunded</b>
<b>Recreation - Museum</b>						
Museum Curator	416	1.00	1.00	-	1.00	-
Museum Assistant	408	1.00	1.00	-	1.00	-
Docent (Part-Time)	401	1.00	1.10	-	1.10	-
<b>Total Full Time Equivalents</b>		<b>3.00</b>	<b>3.10</b>	<b>-</b>	<b>3.10</b>	<b>-</b>

## Recreation Museum

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Personnel Services</b>						
001-5052-573.12-00	Regular Salaries & Wages	94,800	92,094	94,270	96,597	72,136
001-5052-573.12-06	Reg Salaries - Opt Out Health Insurance	2,400	2,400	2,400	3,600	2,400
001-5052-573.13-00	Part Time Wages	16,961	13,596	15,287	26,253	25,944
001-5052-573.21-00	FICA/Medicare Taxes	8,361	7,782	8,126	9,705	7,723
001-5052-573.22-01	Retirement Contributions - FRS	8,941	11,670	12,647	15,036	8,662
001-5052-573.23-00	Medical Insurance	16,009	21,225	23,678	38,107	45,606
001-5052-573.23-02	Medical Insurance - Life & ST Disability	634	681	734	701	744
001-5052-573.24-00	Worker's Compensation	131	125	221	232	221
	<b>Subtotal Personnel Services</b>	<b>\$ 148,237</b>	<b>\$ 149,573</b>	<b>\$ 157,363</b>	<b>\$ 190,231</b>	<b>\$ 163,436</b>
<b>Operating</b>						
001-5052-573.34-00	Other Contractual Services	858	1,094	-	236	-
001-5052-573.40-00	Travel & Per Diem	-	-	-	-	904
001-5052-573.41-00	Communications Services	795	808	893	844	915
001-5052-573.43-00	Utility Services	11,125	10,655	11,113	10,750	11,250
001-5052-573.45-01	Insurance - Operating Liability	3,664	2,934	2,907	2,931	2,627
001-5052-573.46-00	Repair & Maintenance Services	2,112	4,133	6,860	6,203	7,224
001-5052-573.47-00	Printing & Binding	-	-	116	200	200
001-5052-573.48-00	Promotional Activities	-	-	-	2,500	2,500
001-5052-573.51-00	Office Supplies	421	1,146	1,084	1,500	1,200
001-5052-573.52-00	Operating Supplies	1,634	2,645	814	3,250	2,700
001-5052-573.52-05	Operating Supplies - Uniforms	38	-	-	-	-
001-5052-573.54-01	Books/Pubs/Subsc/Memb - Prof Dues	265	268	218	518	368
001-5052-573.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	-	215	220	774	425
	<b>Subtotal Operating</b>	<b>\$ 20,912</b>	<b>\$ 23,898</b>	<b>\$ 24,225</b>	<b>\$ 29,706</b>	<b>\$ 30,313</b>
	<b>Total</b>	<b>\$ 169,149</b>	<b>\$ 173,471</b>	<b>\$ 181,588</b>	<b>\$ 219,937</b>	<b>\$ 193,749</b>

# SPECIAL REVENUE FUNDS

- **REVENUES AND EXPENDITURE SCHEDULE**
- **CDBG Fund**
- **2<sup>ND</sup> DOLLAR FUND**
- **LAW ENFORCEMENT TRUST FUND**
- **LIHEAP**
- **LOCAL OPTION GAS TAX**
- **IMPACT FEES FUND**
- **BUILDING INSPECTION FUND**
- **3<sup>RD</sup> GENERATION FUND**
- **CEMETERY FUND**

**City of Sanford**  
**Special Revenue Funds**  
**Revenue and Expenditures Schedule**

	CDBG	Police 2nd Dollar Fund	Police Trust Fund	Low Income Home Energy	Streets Local Option
<b>Use of Fund Balance</b>	\$ -	\$ 32,500	\$ 23,500	\$ -	\$ 168,091
<b>Revenues</b>					
Taxes					
Property (Ad Valorem)	\$ -	\$ -	\$ -	\$ -	-
Sales and Use Tax	-	-	-	-	1,055,079
Permits, Impact Fees, Assessments	-	-	-	-	-
Intergovernmental	500,001	-	12,000	1,172,391	-
Charges for Services	-	-	-	-	-
Fines and Forfeitures	-	11,500	-	-	-
Other Revenues	-	1,000	1,600	-	21,000
<b>Total Revenues</b>	<b>500,001</b>	<b>12,500</b>	<b>13,600</b>	<b>1,172,391</b>	<b>1,076,079</b>
Transfers In	-	-	-	-	-
<b>Total Revenues, Transfers, and Balances</b>	<b>\$ 500,001</b>	<b>\$ 45,000</b>	<b>\$ 37,100</b>	<b>\$ 1,172,391</b>	<b>\$ 1,244,170</b>
<b>Expenditures</b>					
General Government	\$ -	\$ -	\$ -	\$ -	-
Public Safety	-	45,000	37,100	-	-
Physical Environment	-	-	-	-	-
Transportation	-	-	-	-	1,244,170
Economic Environment	500,001	-	-	-	-
Human Services	-	-	-	1,172,391	-
Culture and Recreation	-	-	-	-	-
<b>Total Expenditures</b>	<b>500,001</b>	<b>45,000</b>	<b>37,100</b>	<b>1,172,391</b>	<b>1,244,170</b>
Transfers Out	-	-	-	-	-
<b>Total Expenditures and Other Uses</b>	<b>500,001</b>	<b>45,000</b>	<b>37,100</b>	<b>1,172,391</b>	<b>1,244,170</b>
<b>Total Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Appropriations and Reserves</b>	<b>\$ 500,001</b>	<b>\$ 45,000</b>	<b>\$ 37,100</b>	<b>\$ 1,172,391</b>	<b>\$ 1,244,170</b>

# City of Sanford

## Special Revenue Funds

### Revenue and Expenditures Schedule

	Impact Fees Recreation	Impact Fees Fire	Impact Fees Police	Building Inspection	Streets 3rd Generation
<b>Use of Fund Balance</b>	\$ -	\$ 185,500	\$ -	\$ 2,331	\$ 1,378,974
<b>Revenues</b>					
Taxes					
Property (Ad Valorem)	\$ -	\$ -	\$ -	\$ -	-
Sales and Use Tax	-	-	-	-	3,739,419
Permits, Impact Fees, Assessments	139,500	88,000	87,700	1,580,665	-
Intergovernmental	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-
Other Revenues	28,800	11,000	8,000	152,895	209,595
<b>Total Revenues</b>	<b>168,300</b>	<b>99,000</b>	<b>95,700</b>	<b>1,733,560</b>	<b>3,949,014</b>
Transfers In	-	-	-	-	-
<b>Total Revenues, Transfers, and Balances</b>	<b>\$ 168,300</b>	<b>\$ 284,500</b>	<b>\$ 95,700</b>	<b>\$ 1,735,891</b>	<b>\$ 5,327,988</b>
<b>Expenditures</b>					
General Government	\$ -	\$ -	\$ -	\$ 1,730,199	\$ -
Public Safety	-	284,500	29,011	-	-
Physical Environment	-	-	-	-	-
Transportation	-	-	-	-	5,327,988
Economic Environment	-	-	-	-	-
Human Services	-	-	-	-	-
Culture and Recreation	-	-	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>284,500</b>	<b>29,011</b>	<b>1,730,199</b>	<b>5,327,988</b>
Transfers Out	-	-	-	-	-
<b>Total Expenditures and Other Uses</b>	<b>-</b>	<b>284,500</b>	<b>29,011</b>	<b>1,730,199</b>	<b>5,327,988</b>
<b>Total Revenue Over/(Under) Expenditure</b>	<b>168,300</b>	<b>-</b>	<b>66,689</b>	<b>5,692</b>	<b>-</b>
<b>Total Appropriations and Reserves</b>	<b>\$ 168,300</b>	<b>\$ 284,500</b>	<b>\$ 95,700</b>	<b>\$ 1,735,891</b>	<b>\$ 5,327,988</b>

# City of Sanford Special Revenue Funds Revenue and Expenditures Schedule

	Cemetery	Total
<b>Use of Fund Balance</b>	\$ -	\$ 1,790,896
<b>Revenues</b>		
Taxes		
Property (Ad Valorem)	\$ -	\$ -
Sales and Use Tax	-	4,794,498
Permits, Impact Fees, Assessments	-	1,895,865
Intergovernmental	-	1,684,392
Charges for Services	61,900	61,900
Fines and Forfeitures	-	11,500
Other Revenues	-	433,890
<b>Total Revenues</b>	<b>61,900</b>	<b>8,882,045</b>
Transfers In	66,045	66,045
<b>Total Revenues, Transfers, and Balances</b>	<b>\$ 127,945</b>	<b>\$ 10,738,986</b>
<b>Expenditures</b>		
General Government	\$ -	\$ 1,730,199
Public Safety	-	395,611
Physical Environment	127,945	127,945
Transportation	-	6,572,158
Economic Environment	-	500,001
Human Services	-	1,172,391
Culture and Recreation	-	-
<b>Total Expenditures</b>	<b>127,945</b>	<b>10,498,305</b>
Transfers Out	-	-
<b>Total Expenditures and Other Uses</b>	<b>127,945</b>	<b>10,498,305</b>
<b>Total Revenue Over/(Under) Expenditure</b>	<b>-</b>	<b>240,681</b>
<b>Total Appropriations and Reserves</b>	<b>\$ 127,945</b>	<b>\$ 10,738,986</b>



# Special Revenue Funds

## Revenue and Expenditures

### CDBG

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Federal Grants	294,425	-	326,817	-	500,001
	Total Revenue	\$ 294,425	\$ -	\$ 326,817	\$ -	\$ 500,001
<b>Expenditure</b>						
	Regular Salaries & Wages	\$ -	\$ -	\$ -	\$ -	65,408
	Regular Salaries - Additional Pays	-	-	-	-	600
	FICA/Medicare Taxes	-	-	-	-	5,069
	Retirement Contributions - FRS	-	-	-	-	5,777
	Medical Insurance	-	-	-	-	11,256
	Medical Insurance - Life & ST Disability	-	-	-	-	429
	Worker's Compensation	-	-	-	-	149
	Professional Services	81,183	-	-	-	1,100
	Travel & Per Diem	119	-	-	-	2,451
	Communication Services	-	-	-	-	708
	Postage & Transportation	31	-	-	-	100
	Rental & Leases	19,376	-	-	-	-
	Promotional	-	-	-	-	350
	Other Charges/Obligations	3,109	-	800	-	-
	Office Supplies	111	-	-	-	200
	Operating Supplies	122	-	-	-	-
	Uniforms	-	-	-	-	100
	Books/Pubs/Subsc/Memb -Conf/Seminar	1,449	-	-	-	545
	Other Grants & Aids	188,863	-	327,315	-	405,759
	Total Expenditure	\$ 294,363	\$ -	\$ 328,115	\$ -	\$ 500,001

# Special Revenue Funds

## *Revenue and Expenditures*

### Police Training (2nd Dollar Fund)

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Judgements and Fines	\$ 12,041	\$ 13,240	\$ 11,863	\$ 6,850	\$ 11,500
	Interest	254	432	1,772	1,176	1,000
	Use of Fund Balance	-	-	-	36,974	32,500
	Total Revenue	\$ 12,295	\$ 13,672	\$ 13,635	\$ 45,000	\$ 45,000
<b>Expenditure</b>						
	Travel & Per Diem	\$ 1,131	\$ -	\$ 557	\$ 45,000	\$ 45,000
	Other Charges/Obligations	41	55	62	-	-
	Books/Pubs/Subscrs/Membs	1,390	-	-	-	-
	Training	1,775	-	-	-	-
	Total Expenditure	\$ 4,337	\$ 55	\$ 619	\$ 45,000	\$ 45,000

# Special Revenue Funds

## Revenue and Expenditures

### Law Enforcement Trust

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Confiscated Property - Justice	\$ 74,101	\$ 9,500	\$ 6,687	\$ -	-
	Interest	100	552	1,380	409	500
	Use of Reserves	-	-	-	20,691	23,500
	Misc Donations	2,245	4,450	12,484	6,000	7,000
	Transfers	9,382	-	9,045	-	-
	Confiscated Property - State	25,842	17,161	24,583	20,000	5,000
	Bank Investment	199	517	1,103	954	1,100
	Unrealized Gain (Loss)	18	(142)	557	-	-
	Realized Gain (Loss)	(41)	(48)	26	-	-
	Disposition of Assets	-	1,780	-	-	-
	Total Revenue	\$ 111,846	\$ 33,770	\$ 55,865	\$ 48,054	\$ 37,100
<b>Expenditure</b>						
	Professional Services	\$ 6,433	\$ 426	\$ 1,395	\$ -	-
	Travel & Per Diem	27,425	25,357	12,342	17,000	17,000
	Other Charges/Obligations	119	6,648	7,364	-	-
	Operating Supplies	4,335	69	54	12,500	12,500
	Books/Pubs/Subscrs/Membs	26,662	1,935	373	-	-
	Training	15,453	18,770	-	-	-
	Machinery & Equipment	2,445	9,500	5,867	7,600	7,600
	Promotional Activities	75	-	3,544	-	-
	Additions to Reserves	-	-	-	10,954	-
	Total Expenditure	\$ 82,947	\$ 62,705	\$ 30,939	\$ 48,054	\$ 37,100

# Special Revenue Funds

## Revenue and Expenditures

### Low Income Home Energy Assistance

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Low Income Home Energy Assistance Program	755,836	634,991	1,015,794	1,299,654	1,172,391
	Total Revenue	\$ 755,836	\$ 634,991	\$ 1,015,794	\$ 1,299,654	\$ 1,172,391
<b>Expenditure</b>						
	Regular Salaries & Wages	\$ 129,826	\$ 142,872	\$ 123,674	\$ 137,501	\$ 158,975
	Overtime	298	1,600	2,697	17,300	-
	FICA/Medicare Taxes	9,921	11,019	9,954	11,874	12,207
	Retirement Contributions	15,864	17,507	15,105	19,198	20,561
	Medical Insurance	22,178	31,425	38,621	42,019	38,520
	Worker's Compensation	154	175	267	292	358
	Public Assistance/Professional Services	194	155	-	-	-
	Travel & Per Diem	945	957	921	1,708	2,032
	Communications Services	721	660	786	651	1,142
	Postage & Transportation	177	276	168	900	900
	Rental & Leases	-	-	210	2,500	2,500
	Repairs & Maintenance Services	2,500	2,500	2,565	3,000	2,820
	Printing & Binding	396	650	665	800	800
	Other Charges	-	100	-	-	-
	Office Supplies	597	754	1,470	3,000	3,000
	Operating Supplies	46	176	3,283	6,000	8,684
	Books/Pubs/Subscrs/Membs	450	400	450	900	900
	Benefits for LIHEAP	536,991	591,076	588,606	1,052,011	918,992
	Total Expenditure	\$ 721,258	\$ 802,302	\$ 789,442	\$ 1,299,654	\$ 1,172,391

# Special Revenue Funds

## Revenue and Expenditures

### Streets - Local Options Gas Tax

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Local Option Gas Tax	\$ 1,201,680	\$ 1,205,356	\$ 1,208,485	\$ 1,239,202	\$ 1,055,079
	Transportation Revenue Other	68,871	94,171	97,344	-	-
	Interest	12,225	17,008	27,015	29,306	21,000
	Interest-Unrealized Gain (Loss)	(4,631)	(4,395)	13,170	-	-
	Interest - Realized Gain (Loss)	(2,713)	(1,774)	632	-	-
	Use of Fund Balance	-	-	-	-	168,091
	Total Revenue	\$ 1,275,432	\$ 1,310,366	\$ 1,346,646	\$ 1,268,508	\$ 1,244,170
<b>Expenditure</b>						
	Other Contractual Service	\$ 119,582	\$ 126,868	\$ 124,759	\$ 160,000	\$ 160,000
	Utility Services	407,913	402,581	406,250	440,000	437,000
	Repair & Maintenance Services	1,133,910	468,298	446,523	15,000	15,000
	Other Charges/Obligations	3	1,377	1,457	1,377	1,377
	Operating Supplies	-	-	171	-	-
	Road Materials & Supplies	56,350	141,372	78,450	105,000	105,550
	Improve Other Than Building	(536,124)	4,470	-	494,987	525,243
	Transfers to Capital Project Funds	-	-	99,302	-	-
	Addition to Reserves	-	-	-	52,144	-
	Total Expenditure	\$ 1,181,634	\$ 1,144,966	\$ 1,156,912	\$ 1,268,508	\$ 1,244,170

# Special Revenue Funds

## Revenue and Expenditures

### Impact Fees

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Impact Fees/Residential	\$ 260,725	\$ 1,272,724	\$ 503,525	\$ 260,287	\$ 236,800
	State Grants	-	31,448	-	-	-
	Local Grants/CRA	16,028	-	-	-	-
	Interest	5,674	34,799	57,145	62,658	47,800
	Interest-Unrealized Gain (Loss)	6,768	(7,502)	28,919	-	-
	Interest - Realized Gain (Loss)	231	(3,154)	1,428	-	-
	Impact Fees/Commercial	228,286	142,402	158,497	32,837	78,400
	Use of Fund Balance	-	-	-	405,058	185,500
	Disposition-Fixed Assets/Surplus Furn	-	5,430	-	-	-
	Total Revenue	\$ 517,712	\$ 1,476,147	\$ 749,514	\$ 760,840	\$ 548,500
<b>Expenditure</b>						
	Repairs and Maintenance	\$ -	\$ -	\$ 3,837	\$ -	\$ 11,500
	Improve Other Than Building	-	-	188,660	146,215	-
	Operating Supplies	51,643	57,559	96,910	15,971	52,011
	Machinery & Equipment	22,949	107,653	32,158	212,547	-
	Transfers	57,360	456,255	467,015	-	-
	Other Charges/Obligations	3,016	2,829	2,970	-	-
	Additions to Reserves	-	-	-	41,107	168,300
	Professional Services	-	-	-	-	250,000
	Land	-	-	5,425	345,000	-
	Addition to Reserves	-	-	-	-	66,689
	Total Expenditure	\$ 134,968	\$ 624,296	\$ 796,975	\$ 760,840	\$ 548,500

# Special Revenue Funds

## Revenue and Expenditures

### Building Inspection

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Interest	\$ 14,591	\$ 36,812	\$ 155,897	\$ 101,126	\$ 111,145
	Misc Rev	5,454	7,088	(5,402)	2,010	8,150
	Use of Fund Balance	-	-	-	8,559	2,331
	Build Inspection Permit	809,328	1,878,591	1,570,590	1,363,501	962,901
	Plumbing Inspect Permit	31,908	73,381	51,284	33,687	60,210
	Electric Inspect Permit	49,854	77,755	78,060	87,937	60,259
	Mechanical Inspect Permit	81,186	115,038	52,141	59,529	44,705
	Application Fees	512,466	915,885	583,685	484,585	430,667
	Contractor Registration	23	(8)	-	-	-
	Other License & Miscellaneous	48,200	91,859	39,967	60,580	21,923
	FEMA-Federal Grant	-	748	-	-	-
	FEMA-State Grant	-	125	-	-	-
	DISPOSITION OF FIXED ASSETS	-	3,265	-	-	-
	Reim Claims & Exp	30,063	26,775	32,981	43,440	33,600
	Total Revenue	\$ 1,583,073	\$ 3,227,314	\$ 2,559,203	\$ 2,244,954	\$ 1,735,891
<b>Expenditure</b>						
	Travel & Per Diem	\$ 2,675	\$ 1,009	\$ 942	\$ 6,100	\$ 6,100
	Other Charges/Obligations	18,130	42,587	41,663	18,020	55,520
	Books/Pubs/Subscrs/Membs	5,028	8,212	4,825	18,950	18,950
	Regular Salaries & Wages	580,755	573,354	597,647	726,877	745,739
	Overtime	1,382	1,169	4,822	-	3,080
	Special Pay	734	479	-	7,800	-
	FICA/Medicare Taxes	43,373	42,149	43,825	56,353	57,498
	Retirement Contributions	40,275	43,338	56,007	72,158	74,115
	Medical Insurance	70,892	92,546	107,091	133,064	120,536
	Worker's Compensation	6,203	5,944	9,743	10,085	12,400
	Professional Services	78	12,852	-	3,000	3,000
	Other Contractual Service	111,871	236,510	309,228	494,295	485,129
	Communications Services	9,548	7,870	8,004	7,762	7,762
	Postage & Transportation	357	954	1,176	50	50
	Rentals & Leases	4,781	4,592	5,017	30,913	30,913
	Insurance	5,282	7,026	4,864	5,963	5,769
	Repair & Maintenance Services	14,490	89,530	35,358	33,240	36,174
	Printing & Binding	599	2,020	839	1,608	1,608
	Promotional	-	-	-	300	300
	Office Supplies	1,962	4,059	2,975	2,500	2,500
	Operating Supplies	15,366	13,830	46,043	31,056	31,056
	Machinery & Equipment	22,991	57,299	-	32,000	32,000
	Addition to Reserves	-	-	-	552,860	5,692
	Total Expenditure	\$ 956,772	\$ 1,247,329	\$ 1,280,069	\$ 2,244,954	\$ 1,735,891

# Special Revenue Funds

## Revenue and Expenditures

### Streets - 3rd Generation Sales Tax

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	3rd Generation Sales Tax	\$ 3,562,188	\$ 3,490,526	\$ 3,660,445	\$ 3,820,682	\$ 3,739,419
	Gant	-	81,685	124,113	-	-
	Interest	83,329	107,851	198,899	139,562	209,595
	Interest-Unrealized Gain (Loss)	(1,247)	2,303	61,435	-	-
	Interest - Realized Gain (Loss)	(5,728)	(2,462)	5,873	-	-
	Use of Fund Balance	-	-	-	-	1,378,974
	Total Revenue	\$ 3,638,542	\$ 3,679,903	\$ 4,050,765	\$ 3,960,244	\$ 5,327,988
<b>Expenditure</b>						
	Repairs & Maint	\$ 453,437	\$ 325,325	\$ 798,250	\$ 325,325	\$ -
	Other Charges/Obligations	10,165	8,432	10,651	8,432	-
	Improv Other Than Bldgs	641,830	158,256	39,110	8,739	-
	Road Improvements	-	-	-	1,250,000	4,080,741
	Traffic Calming	-	-	-	45,000	-
	Sidewalks	-	90,382	492,494	500,000	1,200,000
	Circulation Improvements	18,022	-	9,814	229,604	-
	Improve Other Than Building	2,456,664	466,113	8,829	1,043,399	47,247
	Transfer from Capital Proj Fund	-	-	1,000,000	-	-
	Addition to Reserves	-	-	-	549,745	-
	Total Expenditure	\$ 3,580,118	\$ 1,048,508	\$ 2,359,148	\$ 3,960,244	\$ 5,327,988



# Special Revenue Funds

## Revenue and Expenditures

### Cemetery

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Cemetery Fees	\$ 34,900	\$ 25,100	\$ 23,150	\$ 24,700	\$ 25,000
	Interest	2,253	2,990	2,369	1,028	1,900
	Interest - Unrealized	(19)	(891)	1,206	-	-
	Interest - Realized	(388)	(366)	59	-	-
	Disposition of Assets	38,975	32,200	29,525	27,750	35,000
	Transfer from General Fund	-	-	-	-	66,045
	Use of Fund Balance	-	-	-	98,249	-
	Total Revenue	\$ 75,721	\$ 59,033	\$ 56,309	\$ 151,727	\$ 127,945
<b>Expenditure</b>						
	Professional Services	\$ 349	\$ 736	\$ 4,030	\$ 10,000	\$ 3,000
	Utility Services	10,656	25,632	11,441	11,660	11,660
	Rentals and Leases	65	-	-	-	-
	Insurance	806	822	822	892	785
	Repair & Maintenance Services	93,346	111,178	96,809	112,700	112,500
	Other Charges/Obligations	375	296	128	-	-
	Machinery & Equipment	-	-	-	16,475	-
	Total Expenditure	\$ 105,597	\$ 138,664	\$ 113,230	\$ 151,727	\$ 127,945

# CDBG Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
105-0000-331.54-00	Federal Grants	294,425	-	326,817	-	500,001
<b>Total Revenue</b>		<b>\$ 294,425</b>	<b>\$ -</b>	<b>\$ 326,817</b>	<b>\$ -</b>	<b>\$ 500,001</b>
<b>Expenditure</b>						
105-1105-554.12-00	Regular Salaries & Wages	-	-	-	-	65,408
105-1105-554.12-02	Regular Salaries - Additional Pays	-	-	-	-	600
105-1105-554.21-00	FICA/Medicare Taxes	-	-	-	-	5,069
105-1105-554.22-01	Retirement Contributions - FRS	-	-	-	-	5,777
105-1105-554.23-00	Medical Insurance	-	-	-	-	11,256
105-1105-554.23-02	Medical Insurance - Life & ST Disability	-	-	-	-	429
105-1105-554.24-00	Worker's Compensation	-	-	-	-	149
105-1105-554.31-00	Professional Services	81,183	-	-	-	1,100
105-1105-554.40-00	Travel & Per Diem	119	-	-	-	2,451
105-1105-554.41-00	Communication Services	-	-	-	-	708
105-1105-554.42-00	Postage & Transportation	31	-	-	-	100
105-1105-554.44-00	Rental & Leases	19,376	-	-	-	-
105-1105-554.48-00	Promotional	-	-	-	-	350
105-1105-554.49-00	Other Charges/Obligations	3,109	-	800	-	-
105-1105-554.51-00	Office Supplies	111	-	-	-	200
105-1105-554.52-00	Operating Supplies	122	-	-	-	-
105-1105-554.52-05	Uniforms	-	-	-	-	100
105-1105-554.54-02	Books/Pubs/Subsc/Memb -Conf/Seminar	1,449	-	-	-	545
105-1105-554.83-01	Other Grants & Aids	2,512	-	-	-	76,079
105-1105-554.83-02	Other Grants & Aids	77,531	-	-	-	-
105-1105-554.83-03	Other Grants & Aids	108,820	-	327,315	-	120,000
105-1105-554.83-04	Other Grants & Aids	-	-	-	-	159,680
105-1105-554.83-05	Other Grants & Aids	-	-	-	-	50,000
<b>Total Expenditure</b>		<b>\$ 294,363</b>	<b>\$ -</b>	<b>\$ 328,115</b>	<b>\$ -</b>	<b>\$ 500,001</b>

## 2nd Dollar Fund

### Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
110-0000-351.30-00	Judgements and Fines	12,041	13,240	11,863	6,850	11,500
110-0000-361.10-00	Interest	191	643	1,160	1,176	1,000
110-0000-361.30-00	Interest	79	(148)	583	-	-
110-0000-361.40-00	Interest	(16)	(63)	29	-	-
110-0000-389.98-00	Use of Fund Balance	-	-	-	36,974	32,500
<b>Total Revenue</b>		<b>\$ 12,295</b>	<b>\$ 13,672</b>	<b>\$ 13,635</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>
<b>Expenditure</b>						
110-2020-521.40-00	Travel & Per Diem	1,131	-	557	45,000	45,000
110-2020-521.49-00	Other Charges/Obligations	41	55	62	-	-
110-2020-521.54-02	Books/Pubs/Subscrs/Membs	1,390	-	-	-	-
110-2020-521.55-00	Training	1,775	-	-	-	-
<b>Total Expenditure</b>		<b>\$ 4,337</b>	<b>\$ 55</b>	<b>\$ 619</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>

# Law Enforcement Trust Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
106-0000-351.21-25	Confiscated Property - Justice	74,101	9,500	6,687	-	-
106-0000-361.10-00	Interest	496	926	887	409	500
106-0000-361.30-00	Interest	(339)	(240)	441	-	-
106-0000-361.40-00	Interest	7	(102)	22	-	-
106-0000-389.98-00	Use of Reserves	-	-	-	16,591	16,500
<b>Total Revenue</b>		<b>\$ 74,265</b>	<b>\$ 10,084</b>	<b>\$ 8,037</b>	<b>\$ 17,000</b>	<b>\$ 17,000</b>
<b>Expenditure</b>						
106-2020-521.31-00	Professional Services	6,433	-	1,395	-	-
106-2020-521.40-00	Travel & Per Diem	23,827	7,105	11,847	17,000	17,000
106-2020-521.49-00	Other Charges/Obligations	89	81	47	-	-
106-2020-521.52-00	Operating Supplies	4,335	-	-	-	-
106-2020-521.54-02	Books/Pubs/Subscrs/Membs	3,563	-	198	-	-
106-2020-521.54-03	Books/Pubs/Subscrs/Membs	18,350	-	-	-	-
106-2020-521.55-00	Training	15,453	18,770	-	-	-
106-2020-521.64-00	Machinery & Equipment	2,445	9,500	-	-	-
<b>Total Expenditure</b>		<b>\$ 74,495</b>	<b>\$ 35,456</b>	<b>\$ 13,487</b>	<b>\$ 17,000</b>	<b>\$ 17,000</b>

# Law Enforcement Trust Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
108-0000-361.10-00	Interest	(149)	(82)	17	-	-
108-0000-361.30-00	Interest	54	35	14	-	-
108-0000-361.40-00	Interest	31	15	(1)	-	-
108-0000-366.90-00	Misc Donations	635	700	12,484	6,000	7,000
108-0000-369.90-00	Misc Donations	1,610	3,750	-	-	-
108-0000-381.01-00	Transfers	9,382	-	9,045	-	-
108-0000-389.98-00	Use of Reserves	-	-	-	4,100	3,100
<b>Total Revenue</b>		<b>\$ 11,563</b>	<b>\$ 4,418</b>	<b>\$ 21,559</b>	<b>\$ 10,100</b>	<b>\$ 10,100</b>
<b>Expenditure</b>						
108-2020-521.40-00	Travel & Per Diem	-	-	495	-	-
108-2020-521.48-00	Promotional Activities	-	-	3,544	-	-
108-2020-521.49-00	Other Charges/Obligations	-	6,439	4,848	-	-
108-2020-521.52-00	Operating Supplies	-	69	54	2,500	2,500
108-2020-521.64-00	Machinery & Equipment	-	-	5,867	7,600	7,600
<b>Total Expenditure</b>		<b>\$ -</b>	<b>\$ 6,508</b>	<b>\$ 14,808</b>	<b>\$ 10,100</b>	<b>\$ 10,100</b>

# Law Enforcement Trust Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
111-0000-351.21-26	Confiscated Property - State	24,673	17,161	24,583	20,000	5,000
111-0000-351.22-26	Confiscated Property - State	1,169	-	-	-	-
111-0000-361.10-00	Bank Investment	199	517	1,103	954	1,100
111-0000-361.30-00	Unrealized Gain (Loss)	18	(142)	557	-	-
111-0000-361.40-00	Realized Gain (Loss)	(41)	(48)	26	-	-
111-0000-364.41-00	Disposition of Assets	-	1,780	-	-	-
111-0000-389.98-00	Use of Reserves	-	-	-	-	3,900
<b>Total Revenue</b>		<b>\$ 26,018</b>	<b>\$ 19,268</b>	<b>\$ 26,269</b>	<b>\$ 20,954</b>	<b>\$ 10,000</b>
<b>Expenditure</b>						
111-2020-521.31-00	PROFESSIONAL SERVICES	-	426	-	-	-
111-2020-521.40-00	Travel & Per Diem	3,598	18,252	-	-	-
111-2020-521.48-00	Promotional Activities	75	-	-	-	-
111-2020-521.49-00	Other Charges/Obligations	30	128	2,469	-	-
111-2020-521.52-00	Operating Supplies	-	-	-	10,000	10,000
111-2020-521.54-01	Books/Pubs/Subscrs/Membs	3,359	460	175	-	-
111-2020-521.54-02	Books/Pubs/Subscrs/Membs	1,390	1,475	-	-	-
111-7979-590.99-90	Additions to Reserves	-	-	-	10,954	-
<b>Total Expenditure</b>		<b>\$ 8,452</b>	<b>\$ 20,741</b>	<b>\$ 2,644</b>	<b>\$ 20,954</b>	<b>\$ 10,000</b>

# Low Income Home Energy Assistance Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
117-0000-331.59-01	Low Income Home Energy Assistance Program	755,836	634,991	1,015,794	1,299,654	1,172,391
<b>Total Revenue</b>		<b>\$ 755,836</b>	<b>\$ 634,991</b>	<b>\$ 1,015,794</b>	<b>\$ 1,299,654</b>	<b>\$ 1,172,391</b>
<b>Expenditure</b>						
117-1104-564.12-00	Regular Salaries & Wages	128,786	141,832	122,629	135,261	156,591
117-1104-564.12-02	Regular Salaries & Wages	1,040	1,040	1,045	2,240	2,384
117-1104-564.14-00	Overtime	298	1,600	2,697	17,300	-
117-1104-564.21-00	FICA/Medicare Taxes	9,921	11,019	9,954	11,874	12,207
117-1104-564.22-01	Retirement Contributions	15,864	17,507	15,105	19,198	20,561
117-1104-564.23-00	Medical Insurance	21,379	30,570	37,765	41,283	37,502
117-1104-564.23-02	Medical Insurance	799	855	856	736	1,018
117-1104-564.24-00	Worker's Compensation	154	175	267	292	358
117-1104-564.31-00	Public Assistance/Professional Services	194	155	-	-	-
117-1104-564.40-00	Travel & Per Diem	945	957	921	1,708	2,032
117-1104-564.41-00	Communications Services	721	660	786	651	1,142
117-1104-564.42-00	Postage & Transportation	177	276	168	900	900
117-1104-564.44-00	Rental & Leases	-	-	210	2,500	2,500
117-1104-564.46-00	Repairs & Maintenance Services	2,500	2,500	2,565	3,000	2,820
117-1104-564.47-00	Printing & Binding	396	650	665	800	800
117-1104-564.49-00	Other Charges	-	100	-	-	-
117-1104-564.51-00	Office Supplies	597	754	1,470	3,000	3,000
117-1104-564.52-00	Operating Supplies	46	176	3,283	6,000	8,684
117-1104-564.54-02	Books/Pubs/Subscrs/Membs	450	400	450	900	900
117-1104-564.86-00	Benefits for LIHEAP	536,991	591,076	588,606	1,052,011	918,992
<b>Total Expenditure</b>		<b>\$ 721,258</b>	<b>\$ 802,302</b>	<b>\$ 789,442</b>	<b>\$ 1,299,654</b>	<b>\$ 1,172,391</b>

# Local Option Gas Tax Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
131-0000-312.41-00	Local Option Gas Tax	1,201,680	1,205,356	1,208,485	1,239,202	1,055,079
131-0000-344.90-00	Transportation Revenue Other	68,871	94,171	97,344	-	-
131-0000-361.10-00	Interest	12,225	17,008	27,015	29,306	21,000
131-0000-361.30-00	Interest-Unrealized Gain (Loss)	(4,631)	(4,395)	13,170	-	-
131-0000-361.40-00	Interest - Realized Gain (Loss)	(2,713)	(1,774)	632	-	-
131-0000-389.98-00	Use of Fund Balance	-	-	-	-	168,091
<b>Total Revenue</b>		<b>\$ 1,275,432</b>	<b>\$ 1,310,366</b>	<b>\$ 1,346,646</b>	<b>\$ 1,268,508</b>	<b>\$ 1,244,170</b>
<b>Expenditure</b>						
131-4047-541.34-00	Other Contractual Service	119,582	126,868	124,759	160,000	160,000
131-4047-541.43-00	Utility Services	407,913	402,581	406,250	440,000	437,000
131-4047-541.46-00	Repair & Maintenance Services	1,045	4,124	5,824	15,000	15,000
131-4047-541.46-08	Repair & Maintenance Services	1,132,865	464,174	440,699	-	-
131-4047-541.49-00	Other Charges/Obligations	3	1,377	1,457	1,377	1,377
131-4047-541.52-00	Operating Supplies	-	-	171	-	-
131-4047-541.53-00	Road Materials & Supplies	56,350	141,372	78,450	105,000	105,550
131-4047-541.63-00	Improve Other Than Building	(536,124)	4,470	-	494,987	525,243
131-4047-581.91-22	Transfers to Capital Project Funds	-	-	99,302	-	-
131-7979-590.99-90	Addition to Reserves	-	-	-	52,144	-
<b>Total Expenditure</b>		<b>\$ 1,181,634</b>	<b>\$ 1,144,966</b>	<b>\$ 1,156,912</b>	<b>\$ 1,268,508</b>	<b>\$ 1,244,170</b>



# Impact Fee Funds

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
132-0000-324.61-00	Impact Fees/Residential	156,584	777,629	334,748	153,820	139,500
132-0000-334.70-04	State Grants	-	31,448	-	-	-
132-0000-337.34-00	Local Grants/CRA	16,028	-	-	-	-
132-0000-361.10-00	Interest	7,960	19,829	29,352	33,502	28,800
132-0000-361.30-00	Interest-Unrealized Gain (Loss)	(81)	(4,258)	14,830	-	-
132-0000-361.40-00	Interest - Realized Gain (Loss)	(1,316)	(1,792)	735	-	-
<b>Total Revenue</b>		<b>\$ 179,175</b>	<b>\$ 822,856</b>	<b>\$ 379,665</b>	<b>\$ 187,322</b>	<b>\$ 168,300</b>
<b>Expenditure</b>						
132-5058-572.46-00	Repairs and Maintenance	-	-	3,837	-	-
132-5058-572.63-00	Improve Other Than Building	-	-	188,660	146,215	-
132-5501-572.52-00	Operating Supplies	-	15,080	-	-	-
132-5501-572.64-00	Machinery & Equipment	-	7,688	-	-	-
132-7979-581.91-22	Transfers	57,360	456,255	-	-	-
132-7979-581.91-28	Transfers	-	-	467,015	-	-
132-7979-590.49-00	Other Charges/Obligations	1,173	1,560	1,492	-	-
132-7979-590.99-90	Additions to Reserves	-	-	-	41,107	168,300
<b>Total Expenditure</b>		<b>\$ 58,533</b>	<b>\$ 480,583</b>	<b>\$ 661,004</b>	<b>\$ 187,322</b>	<b>\$ 168,300</b>

# Impact Fee Funds

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
133-0000-324.11-00	Impact Fees/Residential	49,376	225,265	84,475	53,638	48,600
133-0000-324.12-00	Impact Fees/Commercial	101,851	67,300	75,384	16,067	39,400
133-0000-361.10-00	Interest	1,618	10,391	17,996	19,324	11,000
133-0000-361.30-00	Interest-Unrealized Gain (Loss)	2,811	(2,336)	9,208	-	-
133-0000-361.40-00	Interest - Realized Gain (Loss)	130	(1,011)	443	-	-
133-0000-389.98-00	Use of Fund Balance	-	-	-	270,971	185,500
<b>Total Revenue</b>		<b>\$ 155,786</b>	<b>\$ 299,609</b>	<b>\$ 187,506</b>	<b>\$ 360,000</b>	<b>\$ 284,500</b>
<b>Expenditure</b>						
133-3001-522.31-00	Professional Services	-	-	-	-	250,000
133-3001-522.52-00	Operating Supplies	22,446	40,049	73,296	-	34,500
133-3001-522.61-00	Land	-	-	5,425	345,000	-
133-3001-522.64-00	Machinery & Equipment	-	-	32,158	15,000	-
133-7979-590.49-00	Other Charges/Obligations	1,170	886	958	-	-
<b>Total Expenditure</b>		<b>\$ 23,616</b>	<b>\$ 40,935</b>	<b>\$ 111,837</b>	<b>\$ 360,000</b>	<b>\$ 284,500</b>

# Impact Fee Funds

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
134-0000-324.11-00	Impact Fees/Residential	54,765	269,830	84,302	52,829	48,700
134-0000-324.12-00	Impact Fees/Commercial	126,435	75,102	83,113	16,770	39,000
134-0000-361.10-00	Interest	(3,904)	4,579	9,797	9,832	8,000
134-0000-361.30-00	Interest-Unrealized Gain (Loss)	4,038	(908)	4,881	-	-
134-0000-361.40-00	Interest - Realized Gain (Loss)	1,417	(351)	250	-	-
134-0000-364.41-00	Disposition-Fixed Assets/Surplus Furn	-	5,430	-	-	-
134-0000-389.98-00	Use of Fund Balance	-	-	-	134,087	-
<b>Total Revenue</b>		<b>\$ 182,751</b>	<b>\$ 353,682</b>	<b>\$ 182,343</b>	<b>\$ 213,518</b>	<b>\$ 95,700</b>
<b>Expenditure</b>						
134-2020-521.46-00	Repairs and Maintenance	-	-	-	-	11,500
134-2020-521.52-00	Operating Supplies	29,197	2,430	23,614	15,971	17,511
134-2020-521.64-00	Machinery & Equipment	22,949	99,965	-	197,547	-
134-7979-590.49-00	Other Charges/Obligations	673	383	520	-	-
134-7979-590.99-90	Addition to Reserves	-	-	-	-	66,689
<b>Total Expenditure</b>		<b>\$ 52,819</b>	<b>\$ 102,778</b>	<b>\$ 24,134</b>	<b>\$ 213,518</b>	<b>\$ 95,700</b>

# Building Inspection Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
130-0000-361.10-00	Interest	(70)	29	163	151	239
130-0000-361.30-00	Interest	83	(4)	79	-	-
130-0000-361.40-00	Interest	23	(2)	4	-	-
130-0000-369.90-05	Misc Rev	5,225	7,404	3,438	2,010	8,150
130-0000-389.98-00	Use of Fund Balance	-	-	-	8,559	2,331
<b>Total Revenue</b>		<b>\$ 5,261</b>	<b>\$ 7,427</b>	<b>\$ 3,684</b>	<b>\$ 10,720</b>	<b>\$ 10,720</b>
<b>Expenditure</b>						
130-1114-524.40-00	Travel & Per Diem	2,618	-	-	3,100	3,100
130-1114-524.49-00	Other Charges/Obligations	-	2	9	20	20
130-1114-524.54-01	Books/Pubs/Subscrs/Membs	1,080	697	-	1,500	1,500
130-1114-524.54-02	Books/Pubs/Subscrs/Membs	3,152	1,271	-	5,600	5,600
130-1114-524.54-03	Books/Pubs/Subscrs/Membs	-	1,381	-	500	500
<b>Total Expenditure</b>		<b>\$ 6,850</b>	<b>\$ 3,351</b>	<b>\$ 9</b>	<b>\$ 10,720</b>	<b>\$ 10,720</b>

# Building Inspection Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
135-0000-322.01-00	Build Inspection Permit	809,328	1,878,591	1,570,590	1,363,501	962,901
135-0000-322.02-00	Plumbing Inspect Permit	31,908	73,381	51,284	33,687	60,210
135-0000-322.03-00	Electric Inspect Permit	49,854	77,755	78,060	87,937	60,259
135-0000-322.04-00	Mechanical Inspect Permit	81,186	115,038	52,141	59,529	44,705
135-0000-322.06-00	Application Fees	512,466	915,885	583,685	484,585	430,667
135-0000-322.07-00	Contractor Registration	23	(8)	-	-	-
135-0000-329.01-00	Other License & Miscellaneous	24,315	33,697	9,914	13,332	7,680
135-0000-329.01-01	Other License & Miscellaneous	23,765	58,132	30,053	47,248	14,198
135-0000-329.01-02	Other License & Miscellaneous	120	30	-	-	45
135-0000-331.80-08	FEMA-Federal Grant	-	748	-	-	-
135-0000-334.80-01	FEMA-State Grant	-	125	-	-	-
135-0000-361.10-00	Interest	26,623	51,981	101,903	100,975	110,906
135-0000-361.30-00	Interest	(6,701)	(10,623)	51,150	-	-
135-0000-361.40-00	Interest	(5,367)	(4,569)	2,598	-	-
135-0000-364.41-00	DISPOSITION OF FIXED ASSETS	-	3,265	-	-	-
135-0000-369.41-00	Reim Claims & Exp	30,063	26,775	32,981	43,440	33,600
135-0000-369.90-00	Misc Rev	229	(316)	(8,840)	-	-
<b>Total Revenue</b>		<b>\$ 1,577,812</b>	<b>\$ 3,219,887</b>	<b>\$ 2,555,519</b>	<b>\$ 2,234,234</b>	<b>\$ 1,725,171</b>
<b>Expenditure</b>						
135-1114-524.12-00	Regular Salaries & Wages	567,329	557,158	579,178	699,833	715,695
135-1114-524.12-02	Regular Salaries & Wages	11,086	15,811	18,369	25,880	28,880
135-1114-524.12-06	Regular Salaries & Wages	2,340	385	100	1,164	1,164
135-1114-524.14-00	Overtime	1,382	1,169	4,822	-	3,080
135-1114-524.15-00	Special Pay	734	479	-	7,800	-
135-1114-524.21-00	FICA/Medicare Taxes	43,373	42,149	43,825	56,353	57,498
135-1114-524.22-01	Retirement Contributions	40,275	41,389	56,007	72,158	74,115
135-1114-524.22-03	Retirement Contributions	-	1,949	-	-	-
135-1114-524.23-00	Medical Insurance	67,313	89,002	103,135	129,436	115,806
135-1114-524.23-02	Medical Insurance	3,579	3,544	3,956	3,628	4,730
135-1114-524.24-00	Worker's Compensation	6,203	5,944	9,743	10,085	12,400
135-1114-524.31-00	Professional Services	78	12,852	-	3,000	3,000
135-1114-524.34-00	Other Contractual Service	36,178	141,862	214,580	380,000	380,000
135-1114-524.34-12	Other Contractual Service	75,693	94,648	94,648	114,295	105,129
135-1114-524.40-00	Travel & Per Diem	57	1,009	942	3,000	3,000
135-1114-524.41-00	Communications Services	9,548	7,870	8,004	7,762	7,762
135-1114-524.42-00	Postage & Transportation	357	954	1,176	50	50
135-1114-524.44-00	Rentals & Leases	4,781	4,592	5,017	30,913	30,913
135-1114-524.45-01	Insurance	3,212	4,597	3,613	3,988	3,141
135-1114-524.45-02	Insurance	2,070	2,429	1,251	1,975	2,628
135-1114-524.46-00	Repair & Maintenance Services	14,490	89,530	35,358	33,240	36,174
135-1114-524.47-00	Printing & Binding	599	2,020	839	1,608	1,608
135-1114-524.48-00	Promotional	-	-	-	300	300
135-1114-524.49-00	Other Charges/Obligations	18,130	42,585	41,654	18,000	55,500
135-1114-524.51-00	Office Supplies	1,962	4,059	2,975	2,500	2,500
135-1114-524.52-00	Operating Supplies	4,602	3,010	34,508	14,000	14,000
135-1114-524.52-01	Operating Supplies	9,503	8,513	9,775	12,556	12,556
135-1114-524.52-05	Operating Supplies	1,261	2,307	1,760	4,500	4,500
135-1114-524.54-01	Books/Pubs/Subscrs/Membs	-	159	910	1,500	1,500
135-1114-524.54-02	Books/Pubs/Subscrs/Membs	752	696	2,200	5,450	5,450
135-1114-524.54-03	Books/Pubs/Subscrs/Membs	44	4,008	1,715	4,400	4,400
135-1114-524.64-00	Machinery & Equipment	22,991	57,299	-	32,000	32,000
135-7979-590.99-90	Addition to Reserves	-	-	-	552,860	5,692
<b>Total Expenditure</b>		<b>\$ 949,922</b>	<b>\$ 1,243,978</b>	<b>\$ 1,280,060</b>	<b>\$ 2,234,234</b>	<b>\$ 1,725,171</b>

## 3rd Generation Fund

### Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
138-0000-312.62-00	3rd Generation Sales Tax	3,562,188	3,490,526	3,660,445	3,820,682	3,739,419
138-0000-334.70-04	Gant	-	81,335	123,913	-	-
138-0000-343.90-00	Gant	-	350	200	-	-
138-0000-361.10-00	Interest	83,329	107,851	198,899	139,562	209,595
138-0000-361.30-00	Interest-Unrealized Gain (Loss)	(1,247)	2,303	61,435	-	-
138-0000-361.40-00	Interest - Realized Gain (Loss)	(5,728)	(2,462)	5,873	-	-
138-0000-389.98-00	Use of Fund Balance	-	-	-	-	1,378,974
<b>Total Revenue</b>		<b>\$ 3,638,542</b>	<b>\$ 3,679,903</b>	<b>\$ 4,050,765</b>	<b>\$ 3,960,244</b>	<b>\$ 5,327,988</b>
<b>Expenditure</b>						
138-4047-541.46-08	Repairs & Maint	453,437	325,325	798,250	325,325	-
138-4047-541.49-00	Other Charges/Obligations	10,165	8,432	10,651	8,432	-
138-4047-541.63-00	Improv Other Than Bldgs	641,830	158,256	39,110	8,739	-
138-4047-541.63-01	Road Improvements	-	-	-	1,250,000	4,080,741
138-4047-541.63-84	Traffic Calming	-	-	-	45,000	-
138-4047-541.63-86	Sidewalks	-	90,382	492,494	500,000	1,200,000
138-4047-541.63-87	Circulation Improvements	18,022	-	9,814	229,604	-
138-4047-541.63-90	Improve Other Than Building	2,456,664	466,113	8,829	1,043,399	47,247
138-7979-581.91-20	Transfer from Capital Proj Fund	-	-	1,000,000	-	-
138-7979-590.99-90	Addition to Reserves	-	-	-	549,745	-
<b>Total Expenditure</b>		<b>\$ 3,580,118</b>	<b>\$ 1,048,508</b>	<b>\$ 2,359,148</b>	<b>\$ 3,960,244</b>	<b>\$ 5,327,988</b>

# Cemetery Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
630-0000-343.80-01	Cemetery Fees	34,900	25,100	23,150	24,700	25,000
630-0000-361.10-00	Interest	2,253	2,990	2,369	1,028	1,900
630-0000-361.30-00	Interest - Unrealized	(19)	(891)	1,206	-	-
630-0000-361.40-00	Interest - Realized	(388)	(366)	59	-	-
630-0000-364.10-00	Disposition of Assets	38,975	32,200	29,525	27,750	35,000
630-0000-381.10-00	Transfer from General Fund	-	-	-	-	66,045
630-0000-389.98-00	Use of Fund Balance	-	-	-	98,249	-
<b>Total Revenue</b>		<b>\$ 75,721</b>	<b>\$ 59,033</b>	<b>\$ 56,309</b>	<b>\$ 151,727</b>	<b>\$ 127,945</b>
<b>Expenditure</b>						
630-5508-572.31-00	Professional Services	349	736	4,030	10,000	3,000
630-5508-572.43-00	Utility Services	10,656	25,632	11,441	11,660	11,660
630-5508-572.44-00	Rentals and Leases	65	-	-	-	-
630-5508-572.45-01	Insurance	806	822	822	892	785
630-5508-572.46-00	Repair & Maintenance Services	93,346	111,178	96,809	112,700	112,500
630-5508-572.49-00	Other Charges/Obligations	375	296	128	-	-
630-5508-572.64-00	Machinery & Equipment	-	-	-	16,475	-
<b>Total Expenditure</b>		<b>\$ 105,597</b>	<b>\$ 138,664</b>	<b>\$ 113,230</b>	<b>\$ 151,727</b>	<b>\$ 127,945</b>



CITY OF  
**SANFORD**  
FLORIDA



# COMPONENT AND DEBT SERVICE FUNDS

- **COMPONENT AND DEBT SERVICE FUNDS SCHEDULE**
- **CRA DOWNTOWN FUND**
- **DEBT SERVICE FUND**
- **LONG TERM DEBT**
- **CAPITAL LEASES**
- **PLEDGE REVENUE COVERAGE**



CITY OF  
**SANFORD**  
FLORIDA

## Component and Debt Service Funds

### *Revenue and Expenditures*

	<i>Debt Service</i>	<i>Component Fund</i>
	<i>General and Public Safety</i>	<i>CRA Downtown</i>
Use of Fund Balance	\$ -	\$ -
<i>Revenues</i>		
Taxes		
Property (Ad Valorem)	\$ -	\$ 903,775
Intergovernmental	-	600,670
Other Revenues	-	-
<i>Total Revenues</i>	-	1,504,445
Transfers In	1,661,687	-
Debt Proceeds	-	-
<i>Total Revenues and Other Sources</i>	1,661,687	1,504,445
<b>Total Revenues, Transfers, and Balances</b>	<b>\$ 1,661,687</b>	<b>\$ 1,504,445</b>
<i>Expenditures</i>		
General Government	\$ -	\$ -
Public Safety	1,661,687	-
Physical Environment	-	-
Transportation	-	-
Economic Environment	-	778,918
Human Services	-	-
Culture and Recreation	-	-
<i>Total Expenditures</i>	1,661,687	778,918
Transfers Out	-	725,527
Other Uses	-	-
<i>Total Expenditures and Other Uses</i>	1,661,687	1,504,445
Addition to Reserve (Fund Balance)	-	-
<b>Total Appropriations and Reserves</b>	<b>\$ 1,661,687</b>	<b>\$ 1,504,445</b>

# CRA Downtown Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
	Ad Valorem - Current	\$ 703,573	\$ 734,024	\$ 791,225	\$ 878,930	\$ 903,775
	Ad Valorem - Sem County Portion	483,060	503,456	546,567	615,753	600,670
	Interest	15,800	24,341	25,044	35,241	-
	Interest - Unrealized Gain (Loss)	(4,810)	(6,036)	12,066	-	-
	Interest - Realized Gain (Loss)	(2,289)	(2,110)	677	-	-
	Total Revenue	\$ 1,195,334	\$ 1,253,675	\$ 1,375,579	\$ 1,529,924	\$ 1,504,445
<b>Expenditure</b>						
	Regular Salaries & Wages	\$ 172,000	\$ 162,098	\$ 146,905	\$ 206,606	\$ 217,944
	Overtime	13,502	5,640	9,646	7,000	7,000
	Special Pay	501	501	501	500	500
	Add Pay	843	217	234	600	600
	FICA/Medicare Taxes	14,362	12,550	11,679	16,446	17,323
	Retirement Contributions	35,486	32,674	33,801	36,221	38,797
	Medical Insurance	36,944	32,495	34,438	48,015	42,546
	Life Insurance	414	386	419	755	987
	Worker's Compensation	4,548	3,961	6,183	12,371	15,379
	Professional Services	79,811	69,190	29,266	30,000	30,000
	Accounting Services	-	-	-	-	3,000
	Other Contractual Services	160,260	204,730	240,622	210,390	255,120
	Travel & Per Diem	-	5,920	2,069	1,500	1,500
	Postage & Transportation	36	1	-	106	106
	Insurance	5,696	6,265	6,435	6,578	6,957
	Repair & Maintenance Services	7,160	-	29,899	-	-
	Printing & Binding	195	-	1,254	-	-
	Promotional Activities	85,229	73,488	32,010	26,000	65,000
	Other Charges/Obligations	1,299	1,677	6,849	8,060	6,300
	Office Supplies	-	-	41	-	-
	Operating Supplies	47,849	3,559	-	100	100
	Books/Pubs/Subscrs/Membs	2,890	1,440	3,099	1,500	1,500
	Training	-	3,375	-	1,500	1,500
	Improve Other Than Building	146,761	572,315	131,065	-	-
	Grants and Aids	196,198	34,585	68,702	135,497	66,759
	Transfers	-	725,527	725,527	725,527	725,527
	Addition to Reserves	-	-	-	54,652	-
	Total Expenditure	\$ 1,011,984	\$ 1,952,594	\$ 1,520,644	\$ 1,529,924	\$ 1,504,445

# CRA Downtown Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
156-0000-311.10-00	Ad Valorem - Current	703,573	734,024	791,225	878,930	903,775
156-0000-311.30-00	Ad Valorem - Sem County Portion	483,060	503,456	546,567	615,753	600,670
156-0000-361.10-00	Interest	15,800	24,341	25,044	35,241	-
156-0000-361.30-00	Interest - Unrealized Gain (Loss)	(4,810)	(6,036)	12,066	-	-
156-0000-361.40-00	Interest - Realized Gain (Loss)	(2,289)	(2,110)	677	-	-
	<b>Total Revenue</b>	<b>\$ 1,195,334</b>	<b>\$ 1,253,675</b>	<b>\$ 1,375,579</b>	<b>\$ 1,529,924</b>	<b>\$ 1,504,445</b>
<b>Expenditure</b>						
156-0108-552.12-00	Regular Salaries & Wages	169,689	160,062	146,384	201,868	213,206
156-0108-552.12-02	Regular Salaries & Wages	2,311	2,036	521	4,738	4,738
156-0108-552.14-00	Overtime	13,502	5,640	9,646	7,000	7,000
156-0108-552.15-00	Special Pay	501	501	501	500	500
156-0108-552.15-02	Add Pay	843	217	234	600	600
156-0108-552.21-00	FICA/Medicare Taxes	14,362	12,550	11,679	16,446	17,323
156-0108-552.22-01	Retirement Contributions	5,069	15,589	16,932	22,110	23,433
156-0108-552.22-02	Retirement Contributions	-	17,085	16,869	-	-
156-0108-552.22-06	Retirement Contributions	30,417	-	-	14,111	15,364
156-0108-552.23-00	Medical Insurance	36,944	32,495	34,438	48,015	42,546
156-0108-552.23-02	Life Insurance	414	386	419	755	987
156-0108-552.24-00	Worker's Compensation	4,548	3,961	6,183	12,371	15,379
156-0108-552.31-00	Professional Services	79,811	69,190	29,266	30,000	30,000
156-0108-552.32-00	Accounting Services	-	-	-	-	3,000
156-0108-552.34-00	Other Contractual Services	160,260	204,730	240,622	210,390	255,120
156-0108-552.40-00	Travel & Per Diem	-	5,920	2,069	1,500	1,500
156-0108-552.42-00	Postage & Transportation	36	1	-	106	106
156-0108-552.45-01	Insurance	5,696	6,265	6,435	6,578	6,957
156-0108-552.46-00	Repair & Maintenance Services	7,160	-	29,899	-	-
156-0108-552.47-00	Printing & Binding	195	-	1,254	-	-
156-0108-552.48-00	Promotional Activities	85,229	73,488	32,010	26,000	65,000
156-0108-552.49-00	Other Charges/Obligations	1,299	1,677	6,849	8,060	6,300
156-0108-552.51-00	Office Supplies	-	-	41	-	-
156-0108-552.52-00	Operating Supplies	47,849	3,559	-	100	100
156-0108-552.54-01	Books/Pubs/Subscrs/Membs	2,070	1,045	1,244	1,500	1,500
156-0108-552.54-02	Books/Pubs/Subscrs/Membs	820	395	1,855	-	-
156-0108-552.55-00	Training	-	3,375	-	1,500	1,500
156-0108-552.63-00	Improve Other Than Building	146,761	572,315	131,065	-	-
156-0108-552.81-00	Grants and Aids	196,198	34,585	68,702	135,497	66,759
156-7979-581.91-01	Transfers	-	725,527	725,527	725,527	725,527
156-9999-591.99-90	Addition to Reserves	-	-	-	54,652	-
	<b>Total Expenditure</b>	<b>\$ 1,011,984</b>	<b>\$ 1,952,594</b>	<b>\$ 1,520,644</b>	<b>\$ 1,529,924</b>	<b>\$ 1,504,445</b>

# Debt Service Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
201-0000-361.10-00	Interest	1,003	11,033	13,169	-	-
201-0000-361.30-00	Interest - Unrealized	8,669	(1,773)	6,592	-	-
201-0000-361.40-00	Interest - Realized	980	(886)	511	-	-
201-0000-381.01-04	Transfers - General Fund	1,831,310	1,699,532	1,781,714	1,731,941	1,661,687
<b>Total Revenue</b>		<b>\$ 1,841,962</b>	<b>\$ 1,707,906</b>	<b>\$ 1,801,986</b>	<b>\$ 1,731,941</b>	<b>\$ 1,661,687</b>
<b>Expenditure</b>						
201-2020-521.71-01	Police Vehicle Lease	516,163	481,237	449,226	550,639	469,606
201-2020-521.72-01	Police Vehicle Lease	17,818	18,206	14,771	14,452	23,668
201-3001-522.71-30	Fire Ladder Lease	51,991	-	-	-	-
201-3001-522.72-30	Fire Ladder Lease	444	-	-	-	-
201-7979-517.71-15	PSC Revenue Bonds Prin	795,000	820,000	850,000	875,000	905,000
201-7979-517.72-15	PSC Revenue Bonds Int	371,963	346,125	319,475	291,850	263,413
201-7979-590.49-00	Other Charges/Obligations	994	979	556	-	-
<b>Total Expenditure</b>		<b>\$ 1,754,373</b>	<b>\$ 1,666,547</b>	<b>\$ 1,634,028</b>	<b>\$ 1,731,941</b>	<b>\$ 1,661,687</b>

## Long Term Debt

### Governmental Activities Special Facilities Revenue Note

On April 2, 2012, the City issued \$15,050,000 of Sales Tax Refunding Revenue Note, Series 2012 for the purpose of refunding all of the City's outstanding Sales Tax Revenue Note, Series 2008, which were issued for the construction of a public safety complex to include a fire, police, and Emergency Operations Center (EOC). The note bears interest at 3.25%, payable semiannually on April 1 and October 1. Principal payments are due and payable on October 1 of each fiscal year beginning October 1, 2012 through October 1, 2028. The refunding was undertaken to reduce the total debt service payments over the remaining life of the 2008 note (15 years at the time of refunding) by \$1,870,189 and resulted in an economic gain of \$1,212,878. The Sales Tax Refunding Revenue Note will mature as follows:

Fiscal Year Ending September 30,	Sales Tax Revenue Note, Series 2012		Total
	Principal	Interest	Debt Service
2020	\$ 875,000	\$ 291,850	\$ 1,166,850
2021	905,000	263,413	1,168,413
2022	930,000	234,000	1,164,000
2023	965,000	203,775	1,168,775
2024	995,000	172,413	1,167,413
2025-2028	4,310,000	355,874	4,665,874
	\$ 8,980,000	\$ 1,521,325	\$ 10,501,325

## Long Term Debt

### Water and Sewer Fund Revenue Bonds and Notes

On April 28, 2010, the City issued a Water and Sewer Revenue Note, Series 2010, in the amount of \$14,720,000 for the purpose of refunding all of the City's outstanding Water and Sewer Revenue Bonds, Series 1993, to finance \$1,000,000 in capital improvements to the system, and to pay for financing costs of the issuance of the Series 2010 Note. The note bears interest at 3.87%, payable semiannually on April 1 and October 1. Principal payments are due and payable on October 1 of each fiscal year beginning October 1, 2015 through October 1, 2022.

On September 25, 2003, the City issued Water and Sewer Refunding Revenue Bonds, Series 2003, in the amount of \$12,450,000 for the purpose of refunding all of the City's outstanding Water and Sewer Revenue Bonds, Series 1992, and a portion of the City's outstanding Water and Sewer Revenue Bonds, Series 1993, and financing costs of issuance of the Series 2003 Bonds. The bonds bear interest of 2.00-4.00%, payable semiannually on April 1 and October 1. The final principal payment is payable on October 1, 2014.

- (1) Pledge of Revenues - The Series 2003 and 2010 Bonds are payable solely from and collateralized by, the net revenues derived from the:
  - a. Operations of the System.
  - b. Water and Sewer System Development Charges - The growth fees and charges levied upon, and collected from, property owners when they first connect to the Water and Sewer System and until released, as provided for in the bond resolution.
- (2) Establishment of Various Accounts - The Water and Sewer Bond Resolution provides for the creation and establishment of the following funds and accounts:
  - a. Revenue Account - To deposit all gross revenues and provide for payment of costs of operation and maintenance of the System.
  - b. Bond Sinking Fund:
    - Interest Account - To deposit monthly from the Revenue Account one-sixth (1/6) of all interest coming due on the next interest payment date.



## Long Term Debt

- Principal Account - To deposit monthly from the Revenue Account one-twelfth (1/12) of the principal amount, which will become due on such annual maturity date.

c. Renewal, Replacement and Improvement Account - To deposit monthly from the Revenue Account an amount equal to one-twelfth (1/12) of five percent (5%) of the gross revenues received during the immediately preceding fiscal year until the amount on deposit equals or exceeds \$200,000.

(3) Rate Covenants - The City has covenanted that it will collect rates and charges sufficient to cover either of two debt service coverage options. One debt service coverage option is for revenues, including all earnings and connection fees, to cover the costs of operation and maintenance, exclusive of depreciation, plus 110% of the bond service requirement. The second option is to achieve 105% of the bond debt service requirement, under the prior calculation, plus have sufficient revenues and water and sewer development charges to achieve 120% of the bond debt service requirement.

(4) Water and Sewer Fund Bonds Issued and Annual Debt Service Requirements - The following is a schedule of annual debt service requirements to maturity for the Water and Sewer Fund Bonds and Notes at September 30, 2016:

Fiscal Year Ending September 30,	Note, Series 2010		Total
	Principal	Interest	Debt Service
2020	\$ 2,105,000	\$ 249,052	\$ 2,354,052
2021	2,185,000	300,086	2,485,086
2022	1,005,000	94,541	1,099,541
	\$ 5,295,000	\$ 643,679	\$ 5,938,679

# Long Term Debt

## Bonds, Notes and Loans Payable

The City has revenue bonds and notes outstanding at September 30, 2019. The revenue notes and bonds under governmental activities are secured by several pledged revenue sources. The following is a summary schedule of these long-term obligations of the City and their impact on those present and future pledged revenue sources:

	Purpose of Issue	Revenue Pledged		Amount Issued
<b>Governmental Activities</b>				
Revenue Notes:				
Sales Tax Note, Series 2012	Public safety complex	Sales tax revenues	\$	15,050,000
Capital Leases:				
City National	Police vehicles	N/A		184,725
City National	Police vehicles	N/A		301,310
U.S. Bancorp Government	Police vehicles	N/A		530,500
U.S. Bancorp Government	Police vehicles	N/A		551,292
U.S. Bancorp Government	Police vehicles	N/A		489,200
Total Governmental Activities:				\$ 17,107,027
<b>Business-type Activities</b>				
Water/Sewer Utility Debt:				
Revenue Bonds:				
Revenue Note:				
Series 2010	Refunding	Net revenue of water and sewer system/ water and sewer development charges	\$	14,720,000
State Revolving Fund Loans:				
CS120586220	Wastewater pollution control facilities	Net revenues of water and sewer system		7,403,173
WW586250	Sanford south water resource center, Phase I	Net revenues of water and sewer system		19,367,124
DW5906010	Drinking water system improvements	Net revenues of water and sewer system		6,599,510
WW590100	Sewer Restoration of underground pipe and	Net revenues of water and sewer system		2,622,385
WW590101	Sewer Restoration of underground pipe and	Net revenues of water and sewer system		205,020
DW590110	Drinking water system improvements	Net revenues of water and sewer system		455,247
DW590120	AMR Water Replacement and pre-chlorinated	Net revenues of water and sewer system		12,916,149
DW590130	Water Treatment facility rehabilitation	Net revenues of water and sewer system		986,973
DW590131	Biological nutrient removal improvements	Net revenues of water and sewer system		18,395,032
WW590150	Water Treatment facility construction	Net revenues of water and sewer system		7,010,263
WW590191	Drinking Water facility construction	Net revenues of water and sewer system		438,713
Total Water/Sewer Utility Debt				91,119,589
Stormwater Utility Debt:				
State Revolving Fund Loans:				
SWG12058624P	Stormwater management	Net revenue of the stormwater system		4,623,557
SW586260	Stormwater management	Net revenue of the stormwater system		2,612,309
SW586261	Stormwater management	Net revenue of the stormwater system		452,818
SW290140	Stormwater management	Net revenue of the stormwater system		509,302
SW590141	Stormwater management	Net revenue of the stormwater system		4,854,629
Total Stormwater Utility Debt				13,052,615
Mayfair Golf Club Debt:				
Capital Leases:				
Wells Fargo	Lawn Maintenance Equipment	N/A		47,526
Total Mayfair Debt				47,526
Total Business-type Activities:				\$ 104,219,730

# Long Term Debt

## Bonds, Notes and Loans Payable

	Amount O/S and/or Pledged	Interest Rate	Debt Service as Portion of Revenue Pledged	Total Debt Service Paid	Annual Pledged Revenues
Governmental Activities:					
Revenue Notes:					
Sales Tax Note, Series 2012	\$ 9,830,000	3.25%	28.80%	\$ 1,166,125	\$ 4,048,497
Capital Leases:					
City National	245,593	2.7%	N/A	59,369	N/A
U.S. Bancorp Government	0	1.2%	N/A	32,311	N/A
U.S. Bancorp Government	102,098	1.169%	N/A	137,234	N/A
U.S. Bancorp Government	140,612	1.619%	N/A	142,038	N/A
U.S. Bancorp Government	310,354	2.020%	N/A	127,616	N/A
Total Governmental Activities:	\$ 10,628,657			\$ 498,568	
Business-type Activities:					
Water/Sewer Utility Debt:					
Revenue Bonds:					
Revenue Note:					
Series 2010	\$ 7,325,000	3.87%	20.76%	\$ 2,314,136	\$ 11,146,547
State Revolving Fund Loans:					
CS120586220	1,237,145	3.34% - 3.55%	3.76%	298,384	7,929,851
WW586250	9,279,954	2.42% - 2.48%	15.32%	1,215,000	7,929,851
DW5906010	1,789,036	3.55%	5.47%	433,675	7,929,851
WW590100	1,792,668	2.65%	2.14%	169,415	7,929,851
WW590101	138,577	2.28%	0.16%	12,804	7,929,851
DW590110	314,035	2.71%	0.38%	29,786	7,929,851
DW590120	8,955,597	1.98% - 2.66%	10.94%	867,372	7,929,851
WW590130	947,511	2.63% - 2.87%	0.84%	66,256	7,929,851
WW590131	17,613,676	2.16%	15.10%	1,197,042	7,929,851
WW590150	4,175,406	.58% - 1.09%	0.00%	-	7,929,851
WW590191	304,174	1.04%	0.00%	-	7,929,851
Total Water/Sewer Utility Debt	53,872,779			6,603,870	
Stormwater Utility Debt:					
State Revolving Fund Loans:					
SWG12058624P	2,415,712	2.52%-2.90%	8.05%	304,577	3,784,197
SW586260	1,794,962	2.80%	4.52%	171,182	3,784,197
SW586261	315,047	2.28%	0.74%	28,140	3,784,197
SW590140	399,720	2.63%	0.74%	28,019	3,784,197
SW590141	4,871,198	1.05%-1.18%	0.00%	-	3,784,197
Total Stormwater Utility Debt	9,796,639			531,918	
Capital Leases:					
Everbank	-	5.65%	N/A	13,274	N/A
Everbank	-	5.50%	N/A	4,544	N/A
Everbank	-	6.23%	N/A	3,207	N/A
Wells Fargo	16,121	4.350%	N/A	9,626	N/A
Total Stormwater Utility Debt	16,121			30,651	
Total Business-type Activities:	\$ 63,685,539			\$ 7,166,439	

## Long Term Debt

### Enterprise Funds – Loans Payable

Enterprise Funds loans payable at September 30, 2018 are as follows:

#### Primary Government: Stormwater:

State Revolving Fund Loan SWG12058624P payable, \$4,623,557 authorized, \$4,623,557 drawn for planning and design for downtown drainage study, payable in 40 equal semiannual installments, including interest at 2.9% on \$899,354, 2.81% on \$2,199,972, and 2.52% on \$1,524,231, on July 15 and January 15 of each year.

State Revolving Fund Loan SW586260 payable, \$2,612,309 authorized, \$2,612,309 drawn for planning and design for downtown drainage, payable in 40 equal semiannual installments, including interest at 2.8%, on October 15 and April 15 of each year.

State Revolving Fund Loan SW586261 payable, \$452,818 authorized, \$452,818 drawn for planning and design for downtown drainage, payable in 40 equal semiannual installments, including interest at 2.28%, on June 15 and December 15 of each year.

State Revolving Fund Loan SW590140 payable, \$509,302 authorized, \$509,302 drawn for planning and design for drainage, payable in 40 equal semiannual installments, including interest at 2.63%, on February 15 and August 15 of each year.

State Revolving Fund Loan SW590141 payable, \$5,847,753 authorized, \$4,871,198 drawn for planning and design for drainage, payable in 40 equal semiannual installments, including interest at 1.18% on \$4,554,300, 1.05% on \$1,293,453 on November 15 and May 15 of each year.

State Revolving Fund Loans:	
SWG12058624P	\$ 2,175,497
SW586260	1,673,192
SW5826261	293,971
SW590140	382,041
SW590141	<u>4,725,685</u>
Total Stormwater Utility Debt	<u>\$ 9,250,386</u>

## Long Term Debt

### Enterprise Funds – Loans Payable

#### Primary Government: Water and Sewer:

State Revolving Fund Loan CS120586220 payable, \$7,403,173 authorized, \$7,403,173 drawn for collection, transmission and treatment facilities, payable in 40 equal semiannual installments, including interest at 1.67%, on October 15 and April 15 of each year.

State Revolving Fund Loan WW586250 payable, \$19,367,124 authorized, \$19,367,124 drawn for construction of wastewater pollution control facilities of South Water Resource Center, payable in 40 semiannual installments, including interest at 2.42% on \$18,520,336 and 2.48% on \$982,324, on February 15 and August 15 of each year.

State Revolving Fund Loan DW5906010 payable, \$6,599,510 authorized, \$6,599,510 drawn for drinking water extension, payable in 40 equal semiannual installments, including interest at 3.55%, on December 15 and June 15 of each year.

State Revolving Fund Loan WW590100 payable, \$2,622,385 authorized, \$2,622,385 drawn for sewer restoration of underground pipe and manhole rehabilitation payable in 40 semiannual installments, including interest at 2.65% on December 15 and June 15 of each year.

State Revolving Fund Loan WW590101 payable, \$205,020 authorized, \$205,020 drawn for restoration of underground pipe and manhole rehabilitation, payable in 40 equal semiannual installments, including interest at 2.28%, on June 15 and December 15 of each year.

State Revolving Fund Loan DW590110 payable, \$456,700 authorized, \$455,247 drawn for pre-chlorinated water pipe bursting, payable in 40 equal semiannual installments, including interest at 2.71%, on March 15 and September 15 of each year.

State Revolving Fund Loan DW590120 payable, \$17,105,683 authorized, \$13,019,481 drawn for meter replacements and pre-chlorinated water pipe bursting auxiliary plant looping, payable in 40 equal semiannual installments, including interest at 1.98% to 2.66%, on February 15 and August 15 of each year.

## Long Term Debt

### Enterprise Funds – Loans Payable

State Revolving Fund Loan WW590130 payable, \$986,973 authorized, \$986,973 drawn for construction of wastewater transmission, collection, reuse, and treatment facilities, payable in 40 equal semiannual installments, including interest at 2.63% to 2.87%, on April 15 and October 15 of each year.

State Revolving Fund Loan WW590131 payable, \$18,395,032 authorized, \$18,395,032 drawn for construction of biological nutrient removal improvements, payable in 40 equal semiannual installments, including interest at 2.28%, on April 15 and October 15 of each year.

State Revolving Fund Loan WW590150 payable, \$10,401,065 authorized, \$4,175,406 drawn for construction of wastewater pollution control facilities, payable in 40 equal semiannual installments, including interest at .545% to 1.09%, on May 15 and November 15 of each year.

State Revolving Fund Loan WW590191 payable, \$587,650 authorized, \$304,174 drawn for construction of treatment plan facilities, payable in 20 equal semiannual installments, including interest at 1.04%, on February 15 and August 15 of each year.

State Revolving Fund Loans:	
CS120586220	\$ 977,935
WW586250	8,284,471
DW5906010	1,415,587
WW590100	1,669,951
WW590101	128,878
DW590110	292,616
DW590120	8,287,209
WW590130	907,979
WW590131	16,699,441
WW590150	7,010,263
WW590191	438,713
Total Stormwater Utility Debt	\$ 46,113,043

Required principal and interest deposits for State Revolving Fund (SRF) loans are presented as part of restricted assets for debt service. SRF Loan payments for the first years are based upon the full loan amount available, not the monies actually drawn to

## Long Term Debt

date. After completion of the project, a final loan dollar amount is established and a final loan payment/amortization schedule is established. Maturity schedules for those loans which have final loan payment/amortization schedules are as follows (loans SW590140, DW590120, DW590130, DW590131, WW590150 and WW590191 are not closed out and do not have a final loan payment/amortization schedule at September 30, 2019):

### Enterprise Funds – Loans Payable

Fiscal Year Ending September 30,	SRF SWG12058624P		
	Principal	Interest	Total
2020	\$ 246,827	\$ 57,750	\$ 304,577
2021	253,613	50,964	304,577
2022	260,587	43,990	304,577
2023	267,752	36,825	304,577
2024	275,116	29,462	304,578
2025-2027	871,590	42,142	913,732
	<u>\$ 2,175,485</u>	<u>\$ 261,133</u>	<u>\$ 2,436,618</u>

Fiscal Year Ending September 30,	SRF Loan SW586260		
	Principal	Interest	Total
2020	\$ 125,203	\$ 45,979	\$ 171,182
2021	128,733	42,449	171,182
2022	132,363	38,819	171,182
2023	136,095	35,087	171,182
2024	139,932	31,250	171,182
2025-2029	761,118	94,793	855,911
2030-2031	249,748	7,024	256,772
	<u>\$ 1,673,192</u>	<u>\$ 295,401</u>	<u>\$ 1,968,593</u>

Fiscal Year Ending September 30,	SRF Loan SW586261		
	Principal	Interest	Total
2020	\$ 21,560	\$ 6,580	\$ 28,140
2021	22,054	6,086	28,140
2022	22,560	5,580	28,140
2023	23,077	5,063	28,140
2024	23,606	4,534	28,140
2025-2029	126,403	14,297	140,700
2030-2031	54,711	1,569	56,280
	<u>\$ 293,971</u>	<u>\$ 43,709</u>	<u>\$ 337,680</u>

# Long Term Debt

## Enterprise Funds – Loans Payable

Fiscal Year Ending September 30,	SRF Loan DW590140		
	Principal	Interest	Total
2020	\$ 18,088	\$ 9,931	\$ 28,019
2021	18,567	9,452	28,019
2022	19,059	8,960	28,019
2023	19,563	8,456	28,019
2024	20,081	7,938	28,019
2025-2029	108,666	31,429	140,095
2030-2034	123,832	16,265	140,097
2035-2036	54,243	1,795	56,038
	<u>\$ 382,099</u>	<u>\$ 94,226</u>	<u>\$ 476,325</u>

Fiscal Year Ending September 30,	SRF Loan CS120586220		
	Principal	Interest	Total
2020	\$ 267,939	\$ 30,445	\$ 298,384
2021	276,963	21,421	298,384
2022	286,291	12,093	298,384
2023	146,742	2,451	149,193
	<u>\$ 977,935</u>	<u>\$ 66,410</u>	<u>\$ 1,044,345</u>

Fiscal Year Ending September 30,	SRF Loan WW586250		
	Principal	Interest	Total
2020	\$ 1,019,823	\$ 195,177	\$ 1,215,000
2021	1,044,758	170,242	1,215,000
2022	1,070,302	144,698	1,215,000
2023	1,096,472	118,528	1,215,000
2024	1,123,281	91,718	1,214,999
2025-2027	2,929,835	107,666	3,037,501
	<u>\$ 8,284,471</u>	<u>\$ 828,029</u>	<u>\$ 9,112,500</u>

Fiscal Year Ending September 30,	SRF Loan DW590601		
	Principal	Interest	Total
2020	\$ 386,824	\$ 46,851	\$ 433,675
2021	400,678	32,997	433,675
2022	415,029	18,646	433,675
2023	213,056	3,782	216,838
	<u>\$ 1,415,587</u>	<u>\$ 102,276</u>	<u>\$ 1,517,863</u>



# Long Term Debt

## Enterprise Funds – Loans Payable

Fiscal Year Ending September 30,	SRF Loan WW590100		
	Principal	Interest	Total
2020	\$ 125,990	\$ 43,425	\$ 169,415
2021	129,351	40,064	169,415
2022	132,802	36,613	169,415
2023	136,344	33,071	169,415
2024	139,981	29,434	169,415
2025-2029	757,949	89,124	847,073
2030-2031	247,534	6,588	254,122
	<u>\$ 1,669,951</u>	<u>\$ 278,319</u>	<u>\$ 1,948,270</u>

Fiscal Year Ending September 30,	SRF Loan WW590101		
	Principal	Interest	Total
2020	\$ 9,921	\$ 2,883	\$ 12,804
2021	10,149	2,655	12,804
2022	10,382	2,422	12,804
2023	10,620	2,184	12,804
2024	10,863	1,940	12,803
2025-2029	58,168	5,851	64,019
2030-2031	18,775	430	19,205
	<u>\$ 128,878</u>	<u>\$ 18,365</u>	<u>\$ 147,243</u>

Fiscal Year Ending September 30,	SRF Loan SW586260		
	Principal	Interest	Total
2020	\$ 22,004	\$ 7,782	\$ 29,786
2021	22,605	7,181	29,786
2022	23,221	6,565	29,786
2023	23,855	5,931	29,786
2024	24,506	5,280	29,786
2025-2029	132,930	16,000	148,930
2030-2031	43,495	1,184	44,679
	<u>\$ 292,616</u>	<u>\$ 49,923</u>	<u>\$ 342,539</u>

Fiscal Year Ending September 30,	SRF Loan DW590141		
	Principal	Interest	Total
2020	\$ 124,433	\$ 152,947	\$ 277,380
2021	224,106	53,274	277,380
2022	226,740	50,640	277,380
2023	229,406	47,974	277,380
2024	232,103	45,277	277,380
2025-2029	1,202,080	184,820	1,386,900
2030-2034	1,274,411	112,489	1,386,900
2035-2039	1,212,407	35,803	1,248,210
	<u>\$ 4,725,686</u>	<u>\$ 683,224</u>	<u>\$ 5,408,910</u>

## Capital Leases

The City has entered into several leases detailed below that qualifies as a capital lease for accounting purposes and, therefore, has been recorded at the present value of the future minimum lease payments as of the inception date.

On April 27, 2015 the City entered into a lease agreement with a local finance company to finance the acquisition of police vehicles. The agreement has a 4-year fixed term at 1.619% and calls for quarterly payments of \$34,308. The aggregate cost and accumulated depreciation of the governmental activities machinery & equipment asset acquired through the capital lease are \$530,500 and \$412,797, respectively, as of September 30, 2019.

On May 28, 2015 the City entered into a lease agreement with a local finance company to finance the acquisition of lawn maintenance equipment. The agreement has a 4-year fixed term at 4.35% and calls for monthly payments of \$880. The aggregate cost and accumulated depreciation of the business type activities machinery & equipment asset acquired through the capital lease are \$47,526 and \$29,421, respectively, as of September 30, 2019.

On January 1, 2016 the City entered into a lease agreement with a local finance company to finance the acquisition of police vehicles. The agreement has a 4-year fixed term at 1.619% and calls for quarterly payments of \$35,509. The aggregate cost and accumulated depreciation of the governmental activities machinery & equipment asset acquired through the capital lease are \$551,292 and \$326,290, respectively, as of September 30, 2019.

On February 27, 2017 the City entered into a lease agreement with a local finance company to finance the acquisition of police vehicles. The agreement has a 4-year fixed term at 2.02% and calls for quarterly payments of \$31,904. The aggregate cost and accumulated depreciation of the governmental activities machinery & equipment asset acquired through the capital lease are \$489,200 and \$201,678, respectively, as of September 30, 2019.

## Capital Leases

On March 30, 2018 the City entered into a lease agreement with a local finance company to finance the acquisition of police vehicles. The agreement has a 4-year fixed term at 2.68% and calls for quarterly payments of \$19,790. The aggregate cost and accumulated depreciation of the governmental activities machinery & equipment asset acquired through the capital lease are \$301,310 and \$27,450, respectively, as of September 30, 2018. \$86,481

On June 10, 2019 the City entered into a lease agreement with a local finance company to finance the acquisition of police vehicles. The agreement has a 4-year fixed term at 2.85% and calls for quarterly payments of \$12,260. The aggregate cost and accumulated depreciation of the governmental activities machinery & equipment asset acquired through the capital lease are \$184,725 and \$19,807, respectively, as of September 30, 2019.

The future minimum lease obligations and the net present value of these minimum lease payments as of September 30, 2019, were as follows:

Year Ending September 30,	Governmental Activities	Enterprise Funds
2020	\$ 255,814	\$ 6,157
2021	192,007	-
2022	68,830	-
2023	36,780	-
Total minimum lease payments	553,431	6,157
Less: Amount representing interest costs	(19,275)	(88)
Present value of minimum lease payments	\$ 534,156	\$ 6,069

# Ratios of Outstanding Debt by Type

## Last Ten Fiscal Years

Fiscal Year	Governmental-type Activities				Business-type Activities			Total Primary Government	Sanford* Personal Income	Percentage of Personal Income	Per Capita
	Special Facilities Revenue Bonds	Public Safety Complex Revenue Bonds	CRA Bank Loan	Capital Leases	Utility System Revenue Notes	State Revolving Fund Loans	Stormwater System Revenue Bonds				
2010	-	\$ 16,795,000	\$ 1,050,000	\$ 700,502	\$ 19,107,056	\$ 33,717,701	\$ 189,126	\$ 71,559,385	\$ 2,140,111,536	3.3%	1,340
2011	-	16,155,000	855,000	518,760	18,153,995	34,110,664	-	69,793,419	2,140,245,586	3.3%	1,306
2012	-	14,375,000	650,000	836,051	16,948,428	32,719,107	-	65,528,586	2,207,000,608	3.0%	1,212
2013	-	13,680,000	440,000	1,185,616	15,788,466	33,513,261	-	64,607,343	2,272,702,597	2.8%	1,199
2014	-	12,960,000	225,000	1,192,447	14,720,000	39,807,828	-	68,905,275	2,386,109,874	2.9%	1,241
2015	-	12,215,000	-	1,170,776	12,975,000	43,601,820	-	69,962,596	2,378,761,400	2.9%	1,230
2016	-	11,445,000	-	1,057,538	11,165,000	49,356,037	-	73,023,575	2,211,604,736	3.3%	1,276
2017	-	10,650,000	-	978,584	9,280,000	52,654,250	-	73,562,834	2,585,576,817	2.8%	1,272
2018	-	9,830,000	-	798,657	7,325,000	56,344,418	-	74,298,075	2,727,351,614	2.7%	1,259
2019	-	8,980,000	-	534,157	5,295,000	55,363,430	-	70,172,587	2,954,858,907	2.4%	1,259

**Sources:** Population data from the Office of Economic and Demographic Research, Florida Population Estimates of Counties and Municipalities, Bureau of Economic Business Research (BEBR) @ the University of Florida. Personal income data the U.S. Department of Commerce Bureau of Economic Analysis

\* Note, personal income prior to 2013 have been corrected from previous years

**Note:** Details regarding the City's outstanding debt can be found in the notes to the financial statements  
CRA bank loan and capital leases added retroactively for years 2012 and prior

**Debt limitation:** There are no legal debt limits for Florida municipalities

# Pledge Revenue Coverage

## *Last Ten Fiscal Years*

Proprietary Funds							
Water and Sewer Revenue Bonds							
Fiscal Year	Gross Revenues (1), (5)	Water System Development Charges (7)	Operating Expenses (2)	Not Available For Debt Service	Debt Service Requirements (3)		Coverage
					Principle	Interest	
2010	\$ 19,244,661	\$ 721,961	\$ 12,093,933	\$ 7,872,689	\$ 1,095,000	\$ 924,297	3.90
2011	20,294,405	837,165	11,915,644	9,215,926	1,120,000	769,764	4.88
2012	21,108,818	927,715	12,667,718	9,368,815	1,365,000	729,164	4.47
2013	22,027,671	928,700	12,416,929	10,539,442	1,415,000	681,389	5.03
2014	22,570,956	536,916	12,509,032	10,598,840	1,470,000	624,789	5.06
2015	23,710,035	620,429	14,759,306	9,571,158	1,745,000	569,664	4.14
2016	24,522,417	833,080	14,791,336	10,564,161	1,810,000	501,945	4.57
2017	25,925,613	1,262,084	16,475,549	10,712,148	1,885,000	431,891	4.62
2018	24,069,532	3,216,696	16,139,681	11,146,547	1,955,000	416,745	4.70
2019	27,656,617	2,400,876	16,401,102	13,656,391	2,030,000	344,534	5.75

Water and Sewer State Revolving Loans							
Fiscal Year	Gross Revenues (1)	Less: Operating Expenses (2)*	Net Available For Debt Service	Debt Service Requirements (4)		Coverage	
				Principle	Interest		
2010	\$ 19,244,661	\$ 14,113,230	\$ 5,131,431	\$ 1,851,177	\$ 716,019	2.00	
2011	20,294,405	13,805,408	6,488,997	1,854,547	757,727	2.48	
2012	21,108,818	14,761,882	6,346,936	1,967,848	705,047	2.37	
2013	22,027,671	14,513,318	7,514,353	2,439,435	649,489	2.43	
2014	22,570,956	14,603,821	7,967,135	2,381,877	597,388	2.37	
2015	23,710,035	17,073,970	6,636,065	2,410,939	565,114	2.23	
2016	24,522,417	17,103,281	7,419,136	2,300,903	575,379	2.58	
2017	25,925,613	18,792,440	7,133,173	2,332,799	794,761	2.28	
2018	24,069,532	18,511,426	5,558,106	3,414,129	458,891	1.44	
2019	27,656,617	18,775,636	8,880,981	3,385,491	910,300	2.07	

# Pledge Revenue Coverage

## Last Ten Fiscal Years

Proprietary Funds						
Stormwater Revenue Bonds						
Stormwater Revenues	Less: Operating Expenses (2)	Not Available For Debt Service	Debt Service Requirements (4)		Coverage	
			Principle	Interest		
\$ 3,800,074	\$ 1,574,814	\$ 2,225,260	\$ 376,471	\$ 8,468		5.78
3,731,188	1,895,947	1,835,241	191,564	4,239		9.37
4,066,178	1,915,200	2,150,978	-	-		-
4,269,917	1,686,945	2,582,972	-	-		-
4,474,837	1,641,644	2,833,193	-	-		-
4,774,373	1,678,762	3,095,611	-	-		-
5,121,169	1,746,804	3,374,365	-	-		-
5,451,107	1,760,504	3,690,603	-	-		-
5,647,313	1,863,116	3,784,197	-	-		-
5,784,842	1,875,154	3,909,688	-	-		-
Stormwater State Revolving Loans						
Stormwater Revenues	Less: Operating Expenses (2)	Not Available For Debt Service	Debt Service Requirements (4)		Coverage	
			Principle	Interest		
\$ 3,800,074	\$ 1,959,752	\$ 1,840,322	\$ 188,215	\$ 116,361		6.04
3,731,188	2,091,750	1,639,438	245,250	191,783		3.75
4,066,178	1,915,200	2,150,978	321,442	183,107		4.26
4,269,917	1,686,945	2,582,972	325,628	175,662		5.15
4,474,837	1,641,644	2,833,193	334,549	166,650		5.65
4,774,373	1,678,762	3,095,611	343,733	157,392		6.18
5,121,169	1,746,804	3,374,365	353,171	148,494		6.73
5,451,107	1,760,504	3,690,603	531,716	155,325		5.37
5,647,313	1,863,116	3,784,197	388,885	140,029		7.15
5,784,842	1,875,154	3,909,688	554,555	273,004		4.72

# Pledge Revenue Coverage

## *Last Ten Fiscal Years*

Sales Tax Note					
Fiscal Year	Half-Cent Sales Tax	Debt Service Requirements (4), (8)		Coverage	
		Principle	Interest		
2010	\$ 2,915,832	\$ 615,000	\$ 734,702		2.16
2011	2,939,839	640,000	708,749		2.18
2012	3,098,395	670,000	585,968		2.47
2013	3,213,921	695,000	467,188		2.77
2014	3,400,139	720,000	444,600		2.92
2015	3,564,749	745,000	421,200		3.06
2016	3,714,761	770,000	396,988		3.18
2017	3,860,271	795,000	371,963		3.31
2018	4,048,497	820,000	346,125		3.47
2019	3,716,479	850,000	319,475		3.18

# Pledge Revenue Coverage

## *Last Ten Fiscal Years*

CRA Note					
Fiscal Year	CRA Ad Valorem Taxes	Debt Service Requirements (4)			Coverage (6)
		Principle	Interest		
2010	\$ 1,342,653	\$ 190,000	\$ 43,276		5.76
2011	1,097,603	195,000	36,645		4.74
2012	1,014,246	205,000	29,840		4.32
2013	1,025,900	210,000	22,685		4.41
2014	1,117,433	215,000	15,397		4.85
2015	951,384	225,500	7,853		4.08
2016	-	-	-		-
2017	-	-	-		-
2018	-	-	-		-
2019	-	-	-		-

- (1) Gross revenues from water and sewer charges for services, plus interest income and service charges.
- (2) Total operating expenses exclusive of depreciation, amortization of intangibles and non-recurring costs.
- (3) Includes principal and interest of revenue bonds only. Does not include debt defeasance transactions.
- (4) Includes principal and interest only.
- (5) Does not include pledged public service taxes which are allowable revenues to meet extended covenant requirements.
- (6) There is no provision bonds for covenant coverage.
- (7) No more than 14.00% of debt service can be paid from Water System Development Charges and no more than 30.30% of debt service can be paid from Sewer System Development Charges.
- (8) FY2012 does not include current refunding(9) Changes made to correct calculation of coverage ratio for FY2010 - FY2011.



# INTERNAL SERVICE FUNDS

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- **INTERNAL SERVICE FUNDS SCHEDULE**
- **GENERAL LIABILITY INSURANCE FUND**
- **HEALTH INSURANCE FUND**

## Internal Services Fund

### *Revenue and Expenditures*

	General Insurance	Health Insurance	Total Internal Service
Use of Net Assets	\$ -	\$ -	\$ -
<b>Revenues</b>			
Charges for Services	\$ 2,498,637	\$ 6,814,831	\$ 9,313,468
Other Revenues	62,477	155,288	217,765
<b>Total Revenues</b>	<b>2,561,114</b>	<b>6,970,119</b>	<b>9,531,233</b>
Transfers In	-	-	-
<i>Total Revenues and Other Sources</i>	<i>2,561,114</i>	<i>6,970,119</i>	<i>9,531,233</i>
Total Revenues, Transfers, and Balances	\$ 2,561,114	\$ 6,970,119	\$ 9,531,233
<b>Expenses</b>			
Citywide Insurance Costs	\$ -	\$ -	\$ -
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out	-	-	-
Other Uses	2,561,114	6,970,119	9,531,233
<i>Total Expenses and Other Uses</i>	<i>2,561,114</i>	<i>6,970,119</i>	<i>9,531,233</i>
<i>Total Revenue Over/(Under) Expenses</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Total Appropriations and Reserves</b>	<b>\$ 2,561,114</b>	<b>\$ 6,970,119</b>	<b>\$ 9,531,233</b>

# General Liability Insurance Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
520-0000-341.20-01	Internal Service Fees	1,103,538	1,195,721	1,213,579	1,338,698	1,201,484
520-0000-341.20-02	Internal Service Fees	198,765	305,977	116,594	153,389	205,388
520-0000-341.20-04	Internal Service Fees	452,324	471,460	835,883	854,463	1,091,765
520-0000-361.10-00	Interest	13,488	44,155	72,576	53,147	62,477
520-0000-361.30-00	Interest - Unrealized Gain (Loss)	14,462	(10,936)	35,771	-	-
520-0000-361.40-00	Interest - Realized Gain (Loss)	(1,385)	(4,543)	2,071	-	-
520-0000-369.30-00	Reimbursement of Claims	1,616	11,166	20,353	-	-
520-0000-369.30-02	Reimbursement of Claims	59,181	41,230	-	-	-
520-0000-369.41-00	Reimbursement of Claims	-	-	58,751	-	-
520-0000-369.50-00	Reimbursement of Claims	15,079	(73,138)	769,833	-	-
<b>Total Revenue</b>		<b>\$ 1,857,068</b>	<b>\$ 1,981,092</b>	<b>\$ 3,125,411</b>	<b>\$ 2,399,697</b>	<b>\$ 2,561,114</b>
<b>Expenditure</b>						
520-7979-581.91-01	Transfers	-	3,650	-	-	-
520-7979-590.12-00	Regular Salaries & Wages	87,060	95,663	82,770	72,850	72,850
520-7979-590.21-00	FICA/Medicare Taxes	6,659	7,318	6,331	7,150	7,150
520-7979-590.31-06	Other	852,656	413,264	1,288,762	706,249	603,703
520-7979-590.31-12	Worker's Compensation Misc Prof	112,260	58,765	67,217	21,569	98,151
520-7979-590.31-50	Professional Service/Same Year Recov	(82,556)	(695,501)	(39,533)	-	-
520-7979-590.45-01	Operating Liability	304,613	398,988	424,521	533,445	513,670
520-7979-590.45-02	Auto Liability	82,524	69,890	169,742	153,389	205,387
520-7979-590.45-03	Surety Bond	6,120	6,885	14,430	7,804	6,000
520-7979-590.45-04	Worker's Compensation Premium Pmt	212,106	52,338	(28,034)	100,000	369,112
520-7979-590.45-05	Property Liability	304,457	297,207	311,353	358,702	386,285
520-7979-590.45-06	AD&D	8,729	6,987	7,115	8,367	8,609
520-7979-590.45-07	Insurance/Sports Accident Policy	7,977	11,365	8,242	10,500	28,666
520-7979-590.45-08	W/C Quarterly Install	15,037	22,021	17,190	26,645	20,799
520-7979-590.45-09	Stop Loss Deductible	126,108	81,584	80,117	331,898	114,687
520-7979-590.45-10	Storage Tank Liability	-	-	-	7,068	6,910
520-7979-590.45-11	Insurance/ General Liability TPA	15,918	18,417	18,621	17,242	18,629
520-7979-590.45-12	Special Events	15,091	13,929	12,839	14,319	15,535
520-7979-590.49-00	Other Charges/Obligations	3,982	3,880	4,745	2,500	2,500
520-7979-590.49-87	Safety Incentive Program	2,755	2,631	2,919	20,000	20,000
520-7979-590.99-90	Additions to Reserves	-	-	-	-	62,471
<b>Total Expenditure</b>		<b>\$ 2,081,496</b>	<b>\$ 869,281</b>	<b>\$ 2,449,347</b>	<b>\$ 2,399,697</b>	<b>\$ 2,561,114</b>

# Health Insurance Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
530-0000-341.20-20	Internal Services Fees - City	3,392,736	4,421,105	5,178,170	5,639,784	5,042,462
530-0000-341.20-21	Internal Service Fees - Employee	920,658	957,584	1,033,843	1,050,456	1,069,728
530-0000-341.20-22	Internal Service Fees - Retirees	435,852	640,067	720,165	779,635	702,641
530-0000-361.10-00	Interest	39,619	40,309	66,725	26,000	26,000
530-0000-361.30-00	Interest - Unrealized	(19,071)	(9,622)	32,412	-	-
530-0000-361.40-00	Interest - Realized	(8,753)	(4,062)	1,778	-	-
530-0000-369.01-00	Cobra Payments	19,812	-	4,054	3,000	3,000
530-0000-369.02-00	Retiree Payments	94,949	108,838	131,518	133,104	120,288
530-0000-369.03-00	Active Employee Leave	1,260	3,136	2,013	-	-
530-0000-369.41-00	Reimbursement of Claims	-	6,043	-	6,000	6,000
530-0000-369.50-00	Miscellaneous Income	4,811	82,113	79,242	-	-
<b>Total Revenue</b>		<b>\$ 4,881,873</b>	<b>\$ 6,245,511</b>	<b>\$ 7,249,920</b>	<b>\$ 7,637,979</b>	<b>\$ 6,970,119</b>
<b>Expenditure</b>						
530-7905-562.31-00	Professional Services	328,794	354,617	320,528	362,932	365,531
530-7905-562.34-00	Other Contractual Services	211,684	243,981	259,803	246,900	266,724
530-7905-562.41-00	Communication Services	4,547	4,869	6,378	4,572	4,572
530-7905-562.43-00	Utility Services	1,976	1,868	2,094	1,975	2,219
530-7905-562.44-00	Rentals & Leases	1,989	1,875	1,908	1,884	1,884
530-7905-562.46-00	Repair & Maintenance Services	971	327	172	850	850
530-7905-562.47-00	Printing & Binding	65	129	111	-	-
530-7905-562.49-00	Other Charges/Obligations	6,853	7,055	6,893	6,825	6,825
530-7905-562.52-00	Operating Supplies	126,919	108,977	126,993	127,600	127,600
530-7979-562.12-00	Wellness Program	8,825	26,756	32,556	22,500	22,500
530-7979-562.21-00	Wellness Program	1,563	2,040	2,459	2,500	2,500
530-7979-562.23-00	Wellness Program	-	1,000	-	-	-
530-7979-562.23-16	Health Reimbursement/HRA	18,798	28,024	11,294	75,000	75,050
530-7979-562.23-25	Medical Insurance/Excess Risk	810,510	839,493	951,991	916,987	916,987
530-7979-562.23-35	Medical Insurance/Copay Reimb	31,149	53,208	32,795	30,324	35,814
530-7979-562.31-01	Professional Services	3,952,940	4,928,005	3,712,485	5,443,784	4,732,207
530-7979-562.31-50	Professional Services-Recovery	(638,398)	(193,381)	(215,316)	-	-
530-7979-562.31-96	Professional Services	281,049	295,274	316,761	325,846	341,356
530-7979-562.46-00	Repair & Maintenance Services	10,132	11,193	11,192	10,000	10,000
530-7979-562.49-00	Other Charges/Obligations	21,002	32,043	10,024	57,500	57,500
530-7979-562.52-00	Operating Supplies	-	-	3,342	-	-
<b>Total Expenditure</b>		<b>\$ 5,181,368</b>	<b>\$ 6,747,353</b>	<b>\$ 5,594,463</b>	<b>\$ 7,637,979</b>	<b>\$ 6,970,119</b>

# CAPITAL PROJECTS FUNDS

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- **CAPITAL PROJECTS FUNDS SCHEDULE**
- **RECREATION CAPITAL FUND**
- **EQUIPMENT REPLACEMENT FUND**

## Capital Projects Fund

### *Revenue and Expenditures*

	<i>Equipment Replacement</i>	<i>Recreation Capital Recovery</i>	<i>Total Capital Funds</i>
<b>Use of Fund Balance</b>	\$ -	\$ -	\$ -
<b>Revenues</b>			
Capital Replacement Fee	\$ -	\$ 5,000	\$ 5,000
Other Revenues	-	306	306
<b>Total Revenues</b>	-	5,306	5,306
Transfers In	3,037,689	-	3,037,689
Debt Proceeds	800,000	-	800,000
<b>Total Revenues and Other Sources</b>	3,837,689	5,306	3,842,995
<b>Total Revenues, Transfers, and Balances</b>	\$ 3,837,689	\$ 5,306	\$ 3,842,995
<b>Expenditures</b>			
General Government	\$ 190,000	\$ -	\$ 190,000
Public Safety	2,323,880	-	2,323,880
Physical Environment	86,000	-	86,000
Transportation	551,500	-	551,500
Culture and Recreation	686,309	-	686,309
<b>Total Expenditures</b>	3,837,689	-	3,837,689
Addition to Reserve (Fund Balance)	-	5,306	5,306
<b>Total Appropriations and Reserves</b>	\$ 3,837,689	\$ 5,306	\$ 3,842,995

# Capital Projects Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
310-0000-331.49-02	Federal Grants/FDOT	-	-	7,000,000	-	-
310-0000-334.50-10	State Grants	-	24,000	-	-	-
310-0000-334.70-04	State Grants	-	24,366	200,000	-	-
310-0000-334.70-05	Culture/Recreation/Land & Water Conserv Grant	-	(67,500)	-	-	-
310-0000-334.70-07	Culture/Recreation/Dept of Economic Opp	-	-	48,500	-	-
310-0000-334.90-02	Grant/FRDAP	-	-	50,000	-	-
310-0000-337.30-00	Grants From Other Lcl Unit/Sem County Interlocal	472,648	1,086,068	207,893	-	-
310-0000-337.38-00	Grants From Other Lcl Unit/CRA	11,984	-	-	-	-
310-0000-337.40-00	Grants From Other Lcl Unit/Transportation	322,126	-	-	-	-
310-0000-361.10-00	Interest Earned/Interest Earned	7,039	34,781	(76,132)	31,815	-
310-0000-361.30-00	Interest Earned/Unrealized Gain (Loss)	11,205	(4,580)	(33,760)	-	-
310-0000-361.40-00	Interest Earned/Realized Gain (Loss)	(925)	(2,726)	(1,943)	-	-
310-0000-366.90-00	Contbtrn/Donate-Private/Misc Private Sources	12,330	200	-	-	-
310-0000-369.41-00	Other Miscellaneous Revenue	-	3,370,334	-	-	-
310-0000-381.14-00	Interfund Transfers/From Impact Fee Fund	57,360	456,255	1,566,317	-	-
310-0000-381.40-00	Transfers/Solid Waste	184,000	184,000	-	-	-
310-0000-381.60-00	Interfund Transfers/From General Fund	24,000	-	152,294	-	-
310-0000-389.98-00	Use of Fund Balance	-	-	-	83,535	-
<b>Total Revenue</b>		<b>\$ 1,101,767</b>	<b>\$ 5,105,198</b>	<b>\$ 9,113,169</b>	<b>\$ 115,350</b>	<b>\$ -</b>
<b>Expenditure</b>						
310-0102-512.40-00	Travel and Per Diem	-	127	-	-	-
310-0102-512.61-00	Land Acquisitions	-	-	2,039	-	-
310-0102-559.34-00	Other Contractual Services	93,481	278,249	(37,034)	-	-
310-0102-559.40-00	Travel & per Diem	2,047	2,759	1,687	-	-
310-0102-559.54-00	Books/Pubs/Subscrs/Membs	500	-	-	-	-
310-0102-559.54-01	Books/Pubs/Subscrs/Membs	-	-	350	-	-
310-0102-559.54-02	Books/Pubs/Subscrs/Membs	-	63	188	-	-
310-1010-515.46-00	Repair & Maintenance Services	-	40,000	-	-	-
310-1110-515.31-00	Professional Services	-	-	48,500	-	-
310-3001-522.31-00	Professional Services	750	-	-	-	-
310-4046-539.63-00	Improve Other Than Building	-	1,901,893	1,179,415	-	-
310-4047-541.31-00	Professional Services	10,274	-	-	-	-
310-4047-541.63-00	Improve Other Than Building	489,248	941,528	12,796,810	-	-
310-4048-572.31-00	Professional Services	24,565	-	-	-	-
310-4048-572.34-00	Other Contractual Services	19,842	33,000	-	-	-
310-4048-572.49-00	Other Obligations	57	-	-	-	-
310-4048-572.63-00	Improve Other Than Building	143,434	601,188	-	-	-
310-5508-572.61-00	Land Acquisitions	-	-	565,530	-	-
310-5508-572.63-00	Improve Other Than Building	-	-	557,531	-	-
310-7979-581.91-01	Transfer to General Fund	-	-	-	115,350	-
310-7979-590.49-00	Other Charges/Obligations	2,212	2,849	-	-	-
<b>Total Expenditure</b>		<b>\$ 786,410</b>	<b>\$ 3,801,656</b>	<b>\$ 15,115,016</b>	<b>\$ 115,350</b>	<b>\$ -</b>

# Recreation Capital Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
340-0000-347.50-80	Capital Recovery Fee	7,346	8,462	10,050	10,000	5,000
340-0000-361.10-00	Interest	512	670	314	306	306
340-0000-361.30-00	Interest - Unrealized	(40)	(231)	152	-	-
340-0000-361.40-00	Interest - Realized	(91)	(87)	8	-	-
<b>Total Revenue</b>		<b>\$ 7,727</b>	<b>\$ 8,814</b>	<b>\$ 10,524</b>	<b>\$ 10,306</b>	<b>\$ 5,306</b>
<b>Expenditure</b>						
340-5502-575.46-00		-	14,100	-	-	-
340-5502-575.52-00		-	3,051	-	-	-
340-5502-575.63-00		-	35,125	-	-	-
340-7979-590.49-00	Other Charges/Obligations	70	71	19	-	-
340-7979-591.99-90	Addition to Reserves	-	-	4,489	10,306	5,306
<b>Total Expenditure</b>		<b>\$ 70</b>	<b>\$ 52,347</b>	<b>\$ 4,508</b>	<b>\$ 10,306</b>	<b>\$ 5,306</b>



# Equipment Replacement Fund

## Revenue and Expenditures

Account	Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Proposed Budget
<b>Revenue</b>						
360-0000-331.80-08	Public Safety Grant - FEMA	-	-	171,034	-	-
360-0000-334.20-24	Public Safety Grants/FDLE JAG	69,830	-	-	-	-
360-0000-334.80-01	Public Safety Grant - FEMA	-	-	9,560	-	-
360-0000-344.90-00	Other Transportation	-	4,000,000	-	-	-
360-0000-361.10-00	Interest	(497)	174,398	309,543	131,000	-
360-0000-361.30-00	Interest - Unrealized	39,023	(36,508)	155,290	-	-
360-0000-361.40-00	Interest - Realized	4,157	(7,624)	8,009	-	-
360-0000-364.41-00	Sale of Capital Asset	241,290	288,297	435,131	-	-
360-0000-369.90-00	Miscellaneous Income	-	-	298,874	-	-
360-0000-381.60-00	Transfers - General Fund	1,947,597	1,328,711	2,339,629	3,386,608	3,037,689
360-0000-384.00-00	Debt Service	489,200	301,310	184,725	481,457	800,000
<b>Total Revenue</b>		<b>\$ 2,790,600</b>	<b>\$ 6,048,584</b>	<b>\$ 3,911,795</b>	<b>\$ 3,999,065</b>	<b>\$ 3,837,689</b>
<b>Expenditure</b>						
360-0104-512.46-00	Repair & Maintenance Services	22,348	-	-	-	7,000
360-0104-512.64-00	Operating Supplies	-	-	-	30,000	-
360-0105-513.52-00	Operating Supplies	-	-	-	-	3,000
360-0402-513.46-00	Repair & Maintenance Services	165,078	35,123	59,803	-	-
360-0402-513.52-00	Operating Supplies	104,715	434,809	131,777	62,000	55,000
360-0402-513.64-00	Machinery & Equipment	-	82,350	44,485	50,000	125,000
360-1103-519.64-00	Operating Supplies	23,970	23,018	47,217	-	-
360-2020-521.46-00	Repair & Maintenance Services	9,422	8,120	6,104	6,000	-
360-2020-521.52-00	Operating Supplies	111,193	30,250	95,245	142,529	63,380
360-2020-521.64-00	Machinery & Equipment	527,030	509,523	423,896	521,457	815,000
360-3001-522.52-00	Operating Supplies	59,166	19,800	55,176	43,300	45,500
360-3001-522.64-00	Machinery & Equipment	674,765	76,736	279,476	730,000	1,400,000
360-3002-522.64-00	Machinery & Equipment	34,000	-	33,221	35,000	-
360-3003-522.52-00	Operating Supplies	4,193	-	95,579	-	-
360-3003-522.64-00	Machinery & Equipment	34,995	-	38,420	100,000	-
360-4001-539.64-00	Machinery & Equipment	-	-	-	31,208	-
360-4041-539.64-00	Machinery & Equipment	-	-	-	20,000	20,000
360-4042-539.52-00	Operating Supplies	2,899	11,628	36,087	-	-
360-4042-539.63-00	Improve Other Than Building	-	-	-	110,000	-
360-4042-539.64-00	Machinery & Equipment	81,287	-	-	20,000	10,000
360-4046-539.46-00	Repair & Maintenance Services	70,493	32,725	47,439	298,485	-
360-4046-539.52-00	Operating Supplies	901	3,495	-	-	-
360-4046-539.64-00	Machinery & Equipment	242,942	-	34,403	-	56,000
360-4047-541.52-00	Operating Supplies	-	-	-	3,790	1,500
360-4047-541.64-00	Machinery & Equipment	140,857	131,921	-	46,000	550,000
360-5052-572.46-00	Repair & Maintenance Services	7,950	6,177	-	-	-
360-5501-572.46-00	Repair & Maintenance Services	-	14,078	-	-	-
360-5501-572.52-00	Operating Supplies	-	-	-	-	-
360-5501-572.64-00	Machinery & Equipment	-	-	71,914	-	-
360-5502-575.46-00	Repair & Maintenance Services	66,037	-	16,115	42,410	-
360-5502-575.52-00	Operating Supplies	31,470	-	-	-	11,526
360-5502-575.63-00	Improve Other Than Building	36,100	-	-	260,000	165,173
360-5502-575.64-00	Machinery & Equipment	9,468	-	26,832	104,961	39,005
360-5508-572.46-00	Repair & Maintenance Services	66,781	-	541,040	232,750	239,733
360-5508-572.52-00	Operating Supplies	-	9,615	-	132,818	-
360-5508-572.63-00	Improve Other Than Building	610,558	141,694	15,862	232,978	194,610
360-5508-572.64-00	Machinery & Equipment	70,376	69,703	70,586	-	36,262
360-7979-581.91-22	Intragovernmental Transfer	75,600	84,000	84,000	-	-
360-7979-590.49-00	Other Charges/Obligations	5,394	14,672	16,931	-	-
360-7979-590.99-90	Addition to Reserves	-	-	-	743,379	-
<b>Total Expenditure</b>		<b>\$ 3,289,988</b>	<b>\$ 1,739,437</b>	<b>\$ 2,271,608</b>	<b>\$ 3,999,065</b>	<b>\$ 3,837,689</b>



CITY OF  
**SANFORD**  
FLORIDA

# WORKFORCE

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- **FULL TIME EQUIVALENT STAFFING LEVELS**
- **SUMMARY OF FTE'S CHANGES**
- **GRADE SCHEDULE**

# City of Sanford

## Full-Time Equivalent Staffing Levels

Fund	Department/Division	Final Budget FY2019/2020	Proposed Budget FY2020/2021	Change
<b>General Fund</b>				
	City Manager's Office	4.00	4.00	-
	City Manager/Economic Development	2.05	1.90	(0.15)
	City Manager/Community Relations	1.25	1.28	0.03
	City Clerk	3.00	3.00	-
	Human Resources	4.00	4.00	-
	Financial Services/Accounting	10.00	10.00	-
	Financial Services/IT	5.50	5.50	-
	Financial Services/Purchasing	1.97	1.97	-
	Community Development/Business Tax Receipts	1.19	1.19	-
	Community Development/Community Improvement	6.50	6.15	(0.35)
	Community Development/Planning	9.15	9.50	0.35
	Police Administration	15.29	15.29	-
	Police Patrol	76.00	76.00	-
	Police Strategic Services	56.00	56.00	-
	Police Professional Stds and Comm Eng	10.66	10.66	-
	Fire Operations	75.00	75.00	-
	Fire Prevention	4.00	4.00	-
	Fire Administration	7.05	7.05	-
	Public Works Administration	3.35	3.35	-
	Public Works Fleet	8.00	8.00	-
	Public Works Facilities	9.00	9.00	-
	Public Works Streets	13.75	13.75	-
	Recreation/Museum	3.10	3.10	-
	Recreation	10.95	10.95	-
	Recreation/Special Facilities	20.75	26.75	6.00
	Recreation Parks & Grounds	26.50	26.50	-
	<b>Total Fund</b>	388.01	393.89	5.88

# City of Sanford

## Full-Time Equivalent Staffing Levels

### CDBG Fund

Community Improvement/CDBG	-	1.00	1.00
<b>Total Fund</b>	-	1.00	1.00

### LIHEAP Fund

Community Improvement/LIHEAP	3.25	3.22	(0.03)
<b>Total Fund</b>	3.25	3.22	(0.03)

### Building Inspection Fund

Community Improvement/Building Inspection	11.16	11.16	-
<b>Total Fund</b>	11.16	11.16	-

### Solid Waste Fund

Public Works/Solid Waste	2.10	2.10	-
<b>Total Fund</b>	2.10	2.10	-

### Stormwater Fund

Public Works/Stormwater	18.80	18.80	-
<b>Total Fund</b>	18.80	18.80	-

### Water & Sewer Fund

Public Works/Water & Sewer/Administration	22.35	22.35	-
Public Works/Water & Sewer/Plants	47.50	49.50	2.00
Public Works/Water & Sewer/Water Distribution	18.00	18.00	-
Public Works/Water & Sewer/Wastewater Collections	20.00	20.00	-
<b>Total Fund</b>	107.85	109.85	2.00

### Community Redevelopment Agency

CRA	3.78	3.78	-
<b>Total Fund</b>	3.78	3.78	-

<b>GRAND TOTAL</b>	<b>534.95</b>	<b>542.80</b>	<b>8.85</b>
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**Authorized Positions by Service Area  
Summary of FTEs  
Changes for FY 20-21 by Department/Division**

**City Manager:**

- ❖ **Economic Development** - Defunding of Farmers Market Coordinator as this service is now contracted out.
- ❖ **Community Relations and Neighborhood Engagement** - Reclassification of Community Relations and Neighborhood Engagement Director (.03) from LIHEAP.
- ❖ **LIHEAP** – Reclassification of Executive Director of Development Services (.03) to Community Relations and Neighborhood Engagement Director.
- ❖ **CDBG** - Recognition of CDBG Coordinator position hired during fiscal year 2020.

**Development Services:**

- ❖ **Community Improvement** – Reclassification of Executive Director of Development Services from Community Improvement (.35) to the Planning division to recognize appropriate allocation of time.

**Development Services:**

- ❖ **Planning** – Reclassification (.35) of the Executive Director of Development Services position from Community Improvement to the Planning division to recognize appropriate allocation of time.

**Recreation:**

- ❖ **Special Facilities** – .Addition of a Maintenance Worker (Part-Time) 1 FTE, addition of 2.5 (Part-Time temporary) Tutors, and addition of 2.5 (Part-Time) Recreation Leader positions. These positions were put into place to facilitate the needs of the East and West Side Centers.

**Public Works:**

- ❖ **Utility Water/Wastewater**– Addition of a Utility Plant Maintenance Mechanic and a Utility Service Tech position.

## City of Sanford Grade Schedule

Class Codes	Min Annual Salary	Max Annual Salary
ACCOUNTANT	42,458	68,969
ACCREDITATION MANAGER	40,436	65,684
ADMINISTRATIVE COORDINATOR	34,930	56,740
ADMINISTRATIVE SERVICES MANAGER (SPD)	51,608	83,831
ADMINISTRATIVE SERVICES MANAGER	54,188	88,024
ADMINISTRATIVE SPECIALIST I	24,824	40,324
ADMINISTRATIVE SPECIALST II	28,737	46,680
ADMINISTRATIVE SPECIALIST III	33,266	54,038
AFTER SCHOOL TUTOR	42,458	68,969
ASSISTANCE PLANT MANAGER	49,150	79,840
BATTALION CHIEF - EMS	64,052	99,161
BATTALION CHIEF - OPERATIONS	64,052	99,161
BATTALION CHIEF - TRAINING	64,052	99,161
BUILDING CODES INSPECTOR I	38,510	62,556
BUILDING CODES INSPECTOR II	42,458	68,969
BUILDIN CODES INSPECTOR III	46,809	76,038
BUILDING OFFICIAL	62,730	101,898
CDBG PROGRAM MANAGER	54,188	88,024
CHIEF ACOUNTANT	49,150	79,840
CIVIC CENTER SUPERVISOR	38,510	62,556
CODE ENFORCEMENT OFFICER	34,930	56,740
CODE ENFORCEMENT SUPERVISOR	42,458	68,969
COMMUNITY RELATIONS DIRECTOR	69,159	112,342
COMMUNITY SERVICE OFFICER	31,683	51,465
CREW LEADER	36,677	59,577
CRIME ANALYST	40,436	65,684
CRIME SCENE/EVIDENCE TECHNCIAN	34,930	56,740
CUSTODIAL WORKER I	20,422	33,175
CUSTODIAL WORKER II	23,642	38,404
CUSTOMER SERVICE REP	27,369	44,458
CUSTOMER SERVICE SUPERVISOR	33,266	54,038
CUSTOMER SERVICE SUPERVISOR - UTILITIES	36,677	59,577
DEPUTY BUILDING OFFICAL	54,188	88,024
DEPUTY CITY CLERK	38,510	62,556
DEPUTY CITY MANAGER	107,288	174,280
DEPUTY FIRE CHIEF	74,154	114,801
DEPUTY POLICE CHIEF	74,154	114,801
DEVELOPMENT SERVICES MANAGER	59,743	97,046
DIRECTOR OF DEVELOPMENT SERVICES	92,680	150,549
DIRECTOR OF PLANNING & DEV.	84,063	136,553
DOCENTS	19,450	31,595
ECONOMIC DEV & PROMOTIONS DIRE	69,159	112,342
ECONOMIC DEVELOPMENT PROJECT MANAGER	59,743	97,046
ELECTRICAL TECHNICIAN	36,677	59,577
ENVIRONMENTAL ADMINISTRATIVE SPECIALIST	31,683	51,465
ENVIRONMENTAL COORDINATOR	49,150	79,840
ENVIRONMENTAL TECHNICIAN	31,683	51,465
EQUIPMENT OPERATOR I	26,066	42,340
EQUIPMENT OPERATOR II	28,737	46,680
EQUIPMENT OPERATOR III	31,683	54,465
EQUIPMENT OPERATOR IV	36,677	59,577
EXECUTIVE ASST TO CITY MANAGER	44,581	72,417
FARMERS MARKET COORDINATOR	33,266	54,038
FIELD SERVICE TECHNICIAN	26,066	42,340



## City of Sanford Grade Schedule

Class Codes	Min Annual Salary	Max Annual Salary
FINANCE DIRECTOR	84,063	136,553
FINANCE MANAGER	65,866	106,992
FIRE CHIEF	88,267	143,381
FIRE FIGHTER EMT	40,000	67,439
FIRE FIGHTER PARAMEDIC	41,199	69,462
FIRE LIEUTENANT	54,000	91,045
FIRE MARSHALL	67,276	104,136
FIRE PROTECTION INSPECTOR	42,458	68,969
FISCAL SPECIALIST	33,266	54,038
FISCAL TECHNICIAN	30,174	49,014
GIS TECHNICIAN	40,436	65,684
FLEET MAINTENANCE SUPT	49,150	79,840
GARAGE FOREMAN	36,677	59,577
GIS ANALYST	40,436	65,684
HISTORIC PRESERVATION PLANNER	46,809	76,038
HUMAN RESOURCES DIRECTOR	84,063	136,553
INDUSTRIAL PRETREATMENT COOR	49,150	79,840
INFORMATION AND LICENSING COORDINATOR	42,458	68,969
INSTRUMENT CONTROL SPECIALIST	40,436	65,684
INVENTORY AND PARTS TECHNICIAN	27,369	44,458
IRRIGATION TECHNICIAN	31,683	51,465
LEAD CUSTOMER SERVICE REP	30,174	49,014
LEAD GROUNDSKEEPER	33,266	54,038
LEAD MAINTENANCE WORKER	26,066	42,340
LEAD PARTS TECHNICIAN	30,174	49,014
LEAD WASTEWATER OPERATOR	44,584	72,417
LEAD WATER OPERATOR	44,584	72,417
LEISURE SERVICES DIRECTOR	84,063	136,553
LEISURE SERVICES MANAGER	62,730	101,898
LEISURE SERVICES SUPERVISOR	33,266	54,038
LIFEGUARD	19,450	31,595
LIFT STATION MECHANIC	39,930	56,740
LIFT STATION OPERATOR	31,683	51,465
LIHEAP CASE WORKER	33,266	54,038
LIHEAP OUTREACH TECHNICIAN	21,444	34,834
LIHEAP PROGRAM COORDINATOR	44,581	72,417
MAINTENANCE WORKER	22,516	36,576
MECHANIC I	30,174	49,014
MECHANIC II	33,266	54,038
PROJECTS PLANNER	46,809	76,038
MECHANIC III	36,677	59,577
MUSEUM ASSISTANT	27,369	44,458
MUSEUM CURATOR	40,436	65,684
NETWORK ENGINEER	54,188	88,024
NETOWRK OPERATIONS MANAGER	65,866	106,992
PARK RANGER	28,737	46,680
PARKS & RECREATION OPNS MANAGER	54,188	88,024
PARKS/RECREATION OPERATIONS SUPT.	46,809	76,038
PAYROLL ANALYST	36,677	59,577
PERFORMANCE MANAGEMENT COORDINTOR	44,581	72,417
PERMIT COORDINATOR	27,369	44,458

## City of Sanford Grade Schedule

Class Codes	Min Annual Salary	Max Annual Salary
PLANNER	44,581	72,417
PLANNING ENGINEER	51,608	83,831
PLANNING TECHNICIAN	34,930	56,740
PLANS EXAMINER	46,809	76,038
PLANS EXAMINER II	54,188	88,024
PLANTS MANAGER	56,897	92,424
POLICE CAPTAIN	67,276	104,136
POLICE CHIEF	88,267	143,381
POLICE LIEUTENANT	64,062	99,168
POLICE OFFICER	43,304	67,062
POLICE SERGEANTS	52,590	81,515
POLICE RECORDS TECHNICIAN	28,737	46,680
POOL SUPERVISOR	28,510	62,556
PROJECT MANAGER/PLANNING & ENG	56,897	92,424
PROJECT MANAGER/PUBLIC WORKS	56,897	92,424
PROPERTY TECHNICIAN	30,174	49,014
PROPERTY/FIXED ASSETS TECH	30,174	49,014
PUBLIC INFOR OFFICER-PS	56,897	92,424
PUBLIC INFORMATION AND COMMUNICATIONS OFFICER - CITY	54,188	88,024
PUBLIC UTILITIES DIRECTOR	88,267	143,381
PUBLIC WORKS DIRECTOR	92,680	150,549
PUBLIC WORKS ENGINEER	56,897	92,424
PUBLIC WORKS MAINTENANCE SUPT	49,150	79,840
PUBLIC WORKS/UTILITY ENGINEERING TECHNICIAN	36,677	59,577
PURCHASING ANALYST	36,677	59,577
PURCHASING MANAGER	62,730	101,898
RECORDS MANAGER	49,150	79,840
RECREATION ACTIVITY LEADER	19,450	31,595
RECREATION LEADERS	19,450	31,595
RISK MANAGEMENT ADMINISTRATOR	54,188	88,024
SENIOR HR ANALYST-BENEF, WELL, RA	44,581	72,417
SENIOR HR ANALYST-RECRUIT & EMP REL	46,809	76,038
SENIOR PLANNER	46,809	76,038
SENIOR PUBLIC WORKS INSPECTOR	44,581	72,417
SIGN TECHNICIAN	26,066	42,340
SIGN/TRAFFIC COORDINATOR	40,436	65,684
SOLID WASTE MANAGER	46,809	76,038
SPECIAL EVENTS COORDINATOR	42,458	68,969
SPRAY TECHNICIAN	33,266	54,038
STADIUM SUPERVISOR	36,677	59,577
STREETS SUPERINTENDENT	51,608	83,831
STREETS/SOTRMWATER SUPT	51,608	83,831
SUPPORT SERVICES RECORDS SUPERVISOR	46,809	76,038
SYSTEM ANALYST	49,150	79,840
SYSTEM SECURITY ADMINISTRATOR	49,150	79,840
SYSTEMS ENGINEER	54,188	88,024
TRADES MAINTENANCE TECH I	28,737	46,680
TRADES MAINTENANCE TECH II	34,930	56,740
URBAN FORESTER	40,436	65,684
UTILITY BILLING AND CUSTOMER SERVICE COORDINATOR	33,266	54,038
UTILITY BILLING COORDINATOR	30,174	49,014
UTILITY CREW LEADER	38,510	628,556
UTILITY FIELD LOCATE SPECIALIST	36,675	59,577
UTILITY FIELD SERVICE TECH I	26,066	42,340

## City of Sanford Grade Schedule

Class Codes	Min Annual Salary	Max Annual Salary
UTILITY FIELD SERVICE TECH II	28,737	46,680
UTILITY FIELD SERVICE TECH III	33,266	54,038
UTILITY FIELD SPECIALIST	33,266	54,038
UTILITY INSPECTOR	38,510	62,556
UTILITY OPERATIONS MANAGER	56,897	92,424
UTILITY OPERATIONS SPECIALIST	33,266	54,038
UTILITY OPERATIONS TECHNICIAN	36,677	59,577
UTILITY PLANT MAINT/MECHANIC	38,510	62,556
UTILITY PLANT OPERATOR TRAINEE	30,174	49,014
UTILITY SUPPORT SERVICES MGR	65,866	106,992
UTILITY SYSTEMS ENGINEER	56,897	92,424
UTILITY SYSTEMS INSPCTNS SPRVS	46,809	76,038
UTILITY SYSTEMS MAINT SUPV	40,436	65,684
UTILITY WASTEWTR PLANT OPR I	33,266	54,038
UTILITY WASTEWTR PLANT OPR II	38,510	62,556
UTILITY WASTEWTR PLANT OPR III	40,436	65,684
UTILITY WATER PLANT OPR I	33,266	54,038
UTILITY WATER PLANT OPR II	38,510	62,556
UTILITY WATER PLANT OPR III	40,436	65,684
VOLUNTEER PROGRAM COORDINATOR	30,174	49,014
W/WW QUALITY CONTROL TECHNICIAN	36,677	59,577
WATER PLANT OPERATOR III	40,436	65,684
WATER QUALITY SPECIALIST	44,581	72,417
WATER RESOURCE ENGINEER	56,897	92,424



CITY OF  
**SANFORD**  
FLORIDA

# CAPITAL IMPROVEMENT PLAN

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- **FIVE YEAR CAPITAL PLAN**
- **CAPITAL PLAN PROJECT DETAIL**

# City of Sanford

## Five Year Capital Plan

	2021	2022	2023	2024	2025	Total
<b>Governmental</b>						
<b>Revenues</b>						
Impact Fees - Fire	284,500	164,000	-	-	-	448,500
Impact Fees - Police	29,011	186,430	-	-	-	215,441
Impact Fees - Recreation	-	-	-	-	-	-
Transfers from General Fund	3,037,689	3,128,820	3,222,684	3,319,365	3,418,946	16,127,504
Debt Proceeds	800,000	824,000	848,720	874,182	900,407	4,247,309
Grants*	165,173	-	-	-	-	165,173
<b>Total Governmental Capital Funding</b>	<b>\$ 4,316,373</b>	<b>\$ 4,303,250</b>	<b>\$ 4,071,404</b>	<b>\$ 4,193,546</b>	<b>\$ 4,319,354</b>	<b>\$ 21,203,927</b>
<b>Expenditures</b>						
<b>Fire</b>						
Rescue Replacements (2)	-	-	-	-	280,000	280,000
Ballistic Protection & EMS Equipment for Active Shooter	15,500	-	-	-	-	15,500
SCBA Units	-	20,000	260,000	-	-	280,000
Cardiac Monitor***	-	164,000	-	-	18,000	182,000
Stryker Power Loads (5) Stretchers	-	15,500	46,500	-	-	62,000
Engine Replacement	-	1,220,000	-	640,000	-	1,860,000
Tower 40***	-	1,400,000	-	-	-	1,400,000
Tower 31 Replacement	1,400,000	-	-	-	-	1,400,000
Replacement Dive Truck	-	50,000	-	-	-	50,000
Station 38 Driveway and Drainage Repairs	-	75,000	-	-	-	75,000
Inspector Vehicle Replacement	-	38,000	40,000	84,000	-	162,000
Equipment	30,000	218,500	32,000	15,000	140,000	435,500
Bunker Gear Washer***	12,000	-	12,000	-	15,000	39,000
Boat	-	130,000	70,000	-	-	200,000
Gas Monitors	-	-	-	8,000	-	8,000
Fire Station 40 Design***	250,000	-	-	-	-	250,000
Fire Station 40***	-	3,300,000	-	-	-	3,300,000
Engine - 31B***	-	-	-	640,000	-	640,000
Rescue - 31B***	-	-	-	300,000	-	300,000
Engine - 40***	-	600,000	-	-	-	600,000
Rescue - 40***	-	260,000	-	-	-	260,000
Thermal Imaging Cameras	-	36,000	48,000	-	72,000	156,000
Thermal Imager Mask Mounted***	22,500	-	-	-	25,500	48,000
Cascade Breathing Compressor	-	-	60,000	-	-	60,000
Staff Vehicles	-	-	-	-	42,000	42,000
Utility Vehicle Replacements	-	50,000	-	-	35,000	85,000
Anti-Theft Vehicle System	-	9,000	5,000	-	-	14,000
EMS Bicycle Replacements (4)	-	12,000	-	-	-	12,000
<b>Total Fire</b>	<b>1,730,000</b>	<b>7,598,000</b>	<b>573,500</b>	<b>1,687,000</b>	<b>627,500</b>	<b>12,216,000</b>
<b>City Manager</b>						
Furniture	-	16,725	-	6,857	-	23,582
<b>Total City Manager</b>	<b>-</b>	<b>16,725</b>	<b>-</b>	<b>6,857</b>	<b>-</b>	<b>23,582</b>
<b>Economic Development</b>						
Furniture	-	3,345	-	-	-	3,345
<b>Total Economic Development</b>	<b>-</b>	<b>3,345</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,345</b>
<b>City Clerk</b>						
Office Remodel	7,000	-	-	-	-	7,000
Furniture	-	10,035	-	-	-	10,035
<b>Total City Clerk</b>	<b>7,000</b>	<b>10,035</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,035</b>
<b>Planning</b>						
Vehicle Replacement	-	35,000	-	-	-	35,000
Furniture	-	50,175	-	-	-	50,175
<b>Total Planning</b>	<b>-</b>	<b>85,175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,175</b>
<b>Community Improvement</b>						
Vehicle Replacements	-	25,000	25,000	-	-	50,000
<b>Total Community Improvement</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

# City of Sanford

## Five Year Capital Plan

	2021	2022	2023	2024	2025	Total
<u>Human Resources</u>						
Office Furniture	-	16,725	-	-	-	16,725
File Cabinets	3,000	-	-	-	-	3,000
<b>Total Human Resources</b>	<b>3,000</b>	<b>16,725</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,725</b>
<u>Finance - Information Technology</u>						
Equipment and Hardware	180,000	189,199	346,849	53,807	250,000	1,019,855
Office Furniture	-	38,528	-	-	-	38,528
<b>Total Finance- Information Technology</b>	<b>180,000</b>	<b>227,727</b>	<b>346,849</b>	<b>53,807</b>	<b>250,000</b>	<b>1,058,383</b>
<u>Police</u>						
Vehicle Replacements	800,000	824,000	848,720	874,182	900,407	4,247,309
PSC Security Cameras***	10,000	-	-	-	-	10,000
Motorcycle Tablet Mounts***	7,511	-	-	-	-	7,511
Leads Online Software***	11,500	-	-	-	-	11,500
Video Monitoring System***	-	180,250	185,658	191,227	196,964	754,099
Zebra Ticket Printers	-	12,381	12,752	13,135	13,529	51,797
Public School Long Gun Safes (10)	-	12,000	-	-	-	12,000
Computer Voice Stress Analysis	10,000	-	-	-	-	10,000
PSC Security Cameras (5)	25,750	26,523	27,318	28,138	28,982	136,710
Fingerprint Scanner	6,000	6,180	6,001	6,181	6,002	30,364
In Car Camera System (6)	15,450	15,914	16,391	16,883	17,389	82,026
Handheld Traffic Radars	6,180	6,365	6,556	6,753	6,956	32,810
Public fingerprinting machine	-	10,000	-	-	-	10,000
Security Gate Operator	15,000	-	-	-	-	15,000
Equipment***	-	32,000	14,494	497,582	29,922	573,998
<b>Total Police</b>	<b>907,391</b>	<b>1,125,612</b>	<b>1,117,890</b>	<b>1,634,080</b>	<b>1,200,151</b>	<b>5,985,125</b>
<u>Recreation</u>						
Parks and Grounds - Improvements	239,733	246,924	254,322	261,962	353,658	1,356,599
Parks and Grounds - Park on Park, Groveview, Pinehurst and Cemetery Restrooms	194,610	-	-	-	-	194,610
Parks and Grounds - Building Rehabilitation - 6th Street	-	159,135	-	-	-	159,135
Parks and Grounds - Mike Kirby Park	-	243,332	-	-	-	243,332
Parks and Grounds - Equipment	36,262	53,626	35,281	12,172	59,006	196,347
Parks and Grounds - Fort Mellon Park - Playground Shade Structure***	-	-	-	200,000	-	200,000
Parks and Grounds - Town Center Traffic Median Irrigation	-	300,000	-	-	-	300,000
Parks and Grounds - Vehicle Replacements	-	48,438	20,448	104,702	96,592	270,180
Parks and Grounds - McKibbins Park Basketball & Tennis Courts	-	500,000	-	-	-	500,000
Equipment	25,882	499,460	-	296,952	-	822,294
Cultural Arts Center Refurbishment	-	34,868	-	-	-	34,868
22 Gold Medal Lane Lines for Aquatic Center	-	-	-	-	10,890	10,890
Furniture	-	34,599	-	72,515	-	107,114
Billard Tables (2)	-	5,600	-	-	-	5,600
Shuffleboard Clubhouse Remodel	-	10,000	-	-	-	10,000
Cultural Arts Center HVAC System	-	26,000	-	-	-	26,000
Civic Center Window Storefront Façade	11,526	-	-	-	-	11,526
Senior Center Improvements	-	71,500	-	-	-	71,500
Senior Center Partitions	-	13,598	-	-	-	13,598
Vehicle Replacements	-	42,924	-	-	-	42,924
Museum Security System Upgrade	-	21,060	-	-	-	21,060
Stadium Hoshizaki KM5000MAE / B500PD Ice Machine (2)	-	5,200	-	-	-	5,200
Stadium Offices AC	-	23,814	-	-	-	23,814
Cultural Arts Center Interior Painting	-	-	-	-	9,900	9,900
Aquatic Center Timing System	-	5,300	-	-	-	5,300
Aquatic Center Liner Replacement*	330,346	-	-	-	-	330,346
Aquatic Center Roof	-	13,034	-	-	-	13,034
Museum Paint Exterior	-	-	-	-	10,089	10,089
Museum Light Fixtures	-	25,869	-	-	-	25,869
Westside Community Center Painting	-	-	-	-	21,120	21,120
Civic Center Floor Stage, Refinishing	-	12,863	-	-	-	12,863
Civic Center Painting	-	42,493	-	-	-	42,493
Civic Center Partition	-	5,833	-	-	-	5,833
Tornado 20" Floor Scrubber Model EZ180	-	6,837	-	-	-	6,837
Aquatic Center Door Replacement	-	1,800	-	-	-	1,800
Aquatic Center Painting	-	1,800	-	-	4,675	6,475
Stadium Locker Room AC	-	5,500	-	-	-	5,500
Stadium Structure Refurbishment - New 2021	-	238,000	5,300	-	25,000	268,300
Aquatic Center Lockers	-	14,325	-	-	-	14,325
Stadium Painting Stadium	-	-	333,500	-	-	333,500
Stadium Marquee	-	20,000	-	-	-	20,000
Stadium World 16X8 Double Axle Utility - Trailer	-	10,000	-	-	-	10,000
Stadium Infield Leveling & Refurbishment	-	140,000	-	-	-	140,000
Commercial Vulcan VC4GP-10 Double Deck Gas Oven	-	-	-	-	11,321	11,321
Senior Center Interior Painting	-	21,840	-	-	-	21,840
Senior Center Wall Partitions	-	9,270	-	-	-	9,270

# City of Sanford

## Five Year Capital Plan

	2021	2022	2023	2024	2025	Total
Light Duty Workman	-	15,000	-	-	-	15,000
Geni Lift 34' Aerial Platform	13,123	-	-	-	-	13,123
Commercial Vulcan 36L 36" 4-Burner Gas Range	-	-	-	-	5,742	5,742
Commercial Refrigerator Traulsen G30013 Stainless Steel	-	-	-	-	5,742	5,742
Westside Air Conditioners	-	41,208	21,224	21,649	22,082	106,163
Aquatic Center Shade Structures	-	-	-	-	30,000	30,000
<b>Total Recreation</b>	<b>851,482</b>	<b>2,971,050</b>	<b>670,075</b>	<b>969,952</b>	<b>665,817</b>	<b>6,128,376</b>
<b>Public Works</b>						
Streets - Flatbed Dump Truck	-	73,110	-	-	-	73,110
Streets - Pickup Truck	-	51,710	-	-	-	51,710
Streets - Massey Ferguson 383 - Bush Hog Tractor	-	36,794	-	-	-	36,794
Streets - Backhoe	150,000	-	-	-	-	150,000
Streets - Gradall	400,000	-	-	-	-	400,000
Streets - Office Furniture	1,500	-	-	-	-	1,500
Streets - Equipment	-	185,049	19,065	8,835	-	212,949
Fleet - Vehicle A/C Machine	10,000	-	-	-	-	10,000
Fleet - Vehicle Replacement	-	38,000	-	-	-	38,000
Fleet - Equipment	-	55,464	-	75,085	11,852	142,401
Facilities - Vehicle Replacements	17,000	30,000	-	-	-	47,000
Facilities - Pickup Truck Replacement	-	-	30,000	25,855	-	55,855
Facilities - Welcome Center - Carpet	-	-	-	-	30,000	30,000
Facilities - Welcome Center - HVAC	-	-	-	-	22,000	22,000
Facilities - 26th Place Gym - Building Roof	-	-	200,000	-	-	200,000
Facilities - City Hall - Paint	-	33,500	-	-	-	33,500
Facilities - City Hall - Duct Clean & Repair	-	-	139,363	-	-	139,363
Facilities - City Hall - Ice Maker	-	-	3,345	-	-	3,345
Facilities - City Hall - Bathroom	-	-	86,995	-	-	86,995
Facilities - City Hall - Roof	-	-	-	-	342,798	342,798
Facilities - City Hall - Lobby Floor	-	40,000	-	-	-	40,000
Facilities - City Hall - Roof	-	-	-	-	296,000	296,000
Facilities - City Hall - ADA Infrastructure Compliance***	-	400,000	100,000	-	-	500,000
Facilities - Goldsboro Museum - Carpet	-	10,000	-	-	-	10,000
Facilities - Goldsboro Museum - HVAC	-	28,700	-	-	-	28,700
Facilities - Goldsboro Museum - Windows/Doors	-	-	-	-	43,051	43,051
Facilities - Groveview Park - Roof	-	-	2,787	-	-	2,787
Facilities - Commission Chamber - Door Opener	-	-	-	3,345	-	3,345
Facilities - Equipment	39,000	47,718	249,014	145,167	61,704	542,603
Facilities - Bucket Truck	-	-	-	95,523	196,894	292,417
Health - Equipment	20,000	-	100,000	91,422	-	211,422
Administration - Vehicles	-	-	-	24,528	-	24,528
Administration - Office Furniture	-	3,247	-	-	-	3,247
<b>Total Capital Projects Expenditures</b>	<b>4,316,373</b>	<b>13,112,686</b>	<b>3,663,883</b>	<b>4,821,456</b>	<b>3,747,767</b>	<b>29,599,809.79</b>
Surplus/(Deficit)	-	(8,809,437)	407,521	(627,910)	571,587	(8,395,883)

### Roads and Streets

<u>Local Option Gas Tax</u>						
<b>Revenues</b>						
Local Option Gas Tax	1,132,280	1,306,563	1,345,760	1,386,133	1,427,717	6,598,453
<b>Total Capital Funding</b>	<b>1,132,280</b>	<b>1,306,563</b>	<b>1,345,760</b>	<b>1,386,133</b>	<b>1,427,717</b>	<b>6,598,453</b>
<b>Expenditures</b>						
Street Rehabilitation Program	525,243	525,243	541,000	555,000	570,000	2,716,486
<b>Total Capital Expenditures</b>	<b>525,243</b>	<b>525,243</b>	<b>541,000</b>	<b>555,000</b>	<b>570,000</b>	<b>2,716,486</b>
Surplus/(Deficit)	607,037	781,320	804,760	831,133	857,717	3,881,967

### Development Services

<u>Building</u>						
<b>Revenues</b>						
Revenues	35,000	-	-	-	-	35,000
<b>Total Capital Funding</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,000</b>



# City of Sanford

## Five Year Capital Plan

	2021	2022	2023	2024	2025	Total
Expenditures						
Vehicle Replacement	35,000	-	-	-	-	35,000
Total Capital Expenditures	35,000	-	-	-	-	35,000
Surplus/(Deficit)	-	-	-	-	-	-

### **Roads and Streets**

#### Third Generation Sales Tax

Revenues						
Sales Tax	3,343,097	3,565,223	3,672,180	3,782,345	3,895,815	18,258,660
Use of Reserve	1,984,891	-	-	-	-	1,984,891
Total Capital Funding	5,327,988	3,565,223	3,672,180	3,782,345	3,895,815	20,243,551
Expenditures						
Streets - ADA Compliance	-	260,141	286,155	314,770	346,247	1,207,313
Streets - Streets	4,080,741	-	-	-	-	4,080,741
Streets - Sidewalks	1,200,000	279,355	293,322	307,988	323,387	2,404,052
Streets - Streetlighting	47,247	48,664	50,124	51,628	53,177	250,841
Total Capital Expenditures	5,327,988	588,160	629,601	674,386	722,811	7,942,947
Surplus/(Deficit)	-	2,977,063	3,042,578	3,107,959	3,173,005	12,300,604

### **Stormwater**

Revenues						
Rate Revenue	1,389,000	600,000	600,000	600,000	600,000	3,789,000
Use of Reserves	-	-	-	-	-	-
Total Capital Funding	1,389,000	600,000	600,000	600,000	600,000	3,789,000
Expenditures						
Pipelining (Citywide)	150,000	150,000	150,000	150,000	150,000	750,000
Land Acquisition-Rosemond Property	375,000	-	-	-	-	375,000
Secondary Drainage Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000
Lk. Jessup & Lk. Monroe Basin Management Action Plan (BMAP)	200,000	200,000	200,000	200,000	200,000	1,000,000
Vehicle Replacement	50,000	-	-	-	-	50,000
Equipment	364,000	-	-	-	-	364,000
Total Capital Expenditures	1,389,000	600,000	600,000	600,000	600,000	3,789,000
Surplus/(Deficit)	-	-	-	-	-	-

### **Water/Wastewater**

Revenues						
Operating Reserves	12,520,000	10,842,500	6,797,500	3,085,000	-	33,245,000
Water Rate Revenue	772,000	578,000	444,000	405,000	-	2,199,000
Wastewater Rate Revenue	3,725,000	1,930,000	2,080,000	1,905,000	-	9,640,000
Water System Development Charges	945,000	1,555,000	-	-	-	2,500,000
Sewer System Development Charges	3,800,000	1,725,000	750,000	1,750,000	-	8,025,000
Grant Funding	-	260,000	2,700,000	2,700,000	-	5,660,000
Debt Proceeds	7,438,000	6,532,000	-	-	-	13,970,000
Total Capital Funding	29,200,000	23,422,500	12,771,500	9,845,000	-	75,239,000

#### Administration - Water

Expenditures						
Equipment and Hardware	50,000	20,000	20,000	45,000	-	135,000
Total Administration - Water	50,000	20,000	20,000	45,000	-	135,000

#### Administration - Wastewater

Equipment and Hardware	20,000	50,000	20,000	45,000	-	135,000
Total - Administration - Wastewater	20,000	50,000	20,000	45,000	-	135,000

# City of Sanford

## Five Year Capital Plan

	2021	2022	2023	2024	2025	Total
<u>Water Treatment Plants, Wellfield and Water Quality</u>						
Consumptive Use Permit Monitoring	35,000	35,000	35,000	35,000	-	140,000
Auxiliary Water Treatment Plant Improvements	50,000	50,000	50,000	40,000	-	190,000
Vehicle Replacement	30,000	30,000	30,000	30,000	-	120,000
Main WTP Improvements**	5,378,000	2,893,000	-	-	-	8,271,000
Main WTP-Future Treatment	-	-	50,000	100,000	-	150,000
Water Well Rehab	130,000	135,000	135,000	135,000	-	535,000
Elevated Water Tank Improvements	42,000	43,000	44,000	45,000	-	174,000
Future WTP Planning and Supply Analysis	300,000	400,000	-	-	-	700,000
Hidden Lakes New Well	525,000	525,000	-	-	-	1,050,000
Asset Man/SOP's/Safety Plan/Etc	100,000	150,000	25,000	-	-	275,000
Security Improvements	20,000	20,000	10,000	-	-	50,000
Equipment Replacement & Rehab	80,000	80,000	80,000	80,000	-	320,000
<b>Total - Water Treatment Plants, Wellfield and Water Quality</b>	<b>6,690,000</b>	<b>4,361,000</b>	<b>459,000</b>	<b>465,000</b>	<b>-</b>	<b>11,975,000</b>
<u>North Water Reclamation Facility</u>						
North Water Reclamation Facility Improvements	220,000	220,000	220,000	200,000	-	860,000
Disc Filtration System & RW Distribution Loop Pressurization System	2,000,000	-	-	-	-	2,000,000
New Reclaimed Water Distribution Pump Station	-	500,000	1,600,000	-	-	2,100,000
Flow Equalization Basin, FEB Pump Station, MLS Wet Well	700,000	1,900,000	-	-	-	2,600,000
Electrical System Improvements / Upgrades	400,000	400,000	400,000	-	-	1,200,000
New Transfer Pump Station	150,000	1,500,000	250,000	-	-	1,900,000
Front Entrance Wall, Gate and Landscaping	800,000	-	-	-	-	800,000
Actiflo Upgrade	75,000	-	-	-	-	75,000
Vehicle Replacement	60,000	60,000	60,000	50,000	-	230,000
Asset Management	-	-	100,000	25,000	-	125,000
Operations Relocation - Upstairs of Thickener Bldg	250,000	-	-	-	-	250,000
Metal Bldg on Parcel South of SNWRF + Asphalt + Fencing	50,000	300,000	-	-	-	350,000
Block Wall at South Entrance to SNWRF	125,000	-	-	-	-	125,000
Security System and WiFi Upgrades	75,000	12,500	12,500	-	-	100,000
Asset Man/SOP's/Safety Plan/Etc	250,000	225,000	-	-	-	475,000
Close Front Entrance + New Bridge at Mill Creek	-	-	100,000	750,000	-	850,000
New Volute Thickening System	-	100,000	-	-	-	100,000
Blower Bldg Modifications - Air Intake Structure	350,000	-	-	-	-	350,000
Repaving of Sanford North WRF	-	-	850,000	-	-	850,000
Equipment Replacement	100,000	100,000	100,000	100,000	-	400,000
<b>Total - North Water Reclamation Facility</b>	<b>5,605,000</b>	<b>5,317,500</b>	<b>3,692,500</b>	<b>1,125,000</b>	<b>-</b>	<b>15,740,000</b>
<u>South Water Reclamation Facility</u>						
Improvements/Equipment	50,000	50,000	50,000	50,000	-	200,000
Vehicles and Equipment	40,000	40,000	40,000	40,000	-	160,000
Security System and WiFi Upgrades	50,000	15,000	15,000	15,000	-	95,000
Sludge Holding Tank No. 2	1,550,000	400,000	-	-	-	1,950,000
New Aeration System/Blowers for Sludge Holding Tank No. 1	800,000	-	-	-	-	800,000
Asset Man/SOP's/Safety Plan/B'mark & Efficiency/Emer Man	200,000	200,000	75,000	80,000	-	555,000
BFP Control Panel and Fourth Reclaimed Water Pump	85,000	-	-	-	-	85,000
2nd Mech Barscreen; RAS Line; Odor Demo; Concrete Repair;	350,000	150,000	-	-	-	500,000
Anaerobic and Anoxic Selectors; Reaeration Basins - AWT	1,000,000	800,000	-	-	-	1,800,000
Dryer Building Conversion (Storage; Offices, etc.)	-	-	175,000	150,000	-	325,000
Gasifier Bldg Repairs, Modifications and Reconfiguration	-	200,000	350,000	100,000	-	650,000
Dewatering Screw Press	-	50,000	275,000	-	-	325,000
Master Lift Station Control Panel Replacement + Arc Flash	200,000	-	-	-	-	200,000
Reclaimed Water Ground Storage Tank (5 MG)	-	-	100,000	1,750,000	-	1,850,000
Planning for Second BNR Treatment Train and Associated	-	-	-	400,000	-	400,000
Dewatering Screw Press (Split Funding)	-	50,000	275,000	-	-	325,000
<b>Total - South Water Reclamation Facility</b>	<b>4,325,000</b>	<b>1,955,000</b>	<b>1,355,000</b>	<b>2,585,000</b>	<b>-</b>	<b>10,220,000</b>
<u>Lift Stations</u>						
Sunland Estates Lift Station Replacement	170,000	-	-	-	-	170,000
Lift Station Rerouting / Capacity Upgrades to SSWRC	750,000	375,000	375,000	-	-	1,500,000
Pressure Gauges at LS's - tied to SCADA	50,000	50,000	50,000	50,000	-	200,000
Vacuum Station - Odor Ctrl, Valve Rplc and Pumps, Isolation Valves	300,000	50,000	-	-	-	350,000
<b>Total - Lift Stations</b>	<b>1,270,000</b>	<b>475,000</b>	<b>425,000</b>	<b>50,000</b>	<b>-</b>	<b>2,220,000</b>
<u>Water Distribution</u>						
Automated Meter Reading Program	300,000	300,000	300,000	300,000	-	1,200,000
Critical Water Valve Replacements	300,000	300,000	300,000	300,000	-	1,200,000
New Water System Flow Meters**	2,060,000	1,339,000	-	-	-	3,399,000
Line Renewal, Replace, Loop and Extend	500,000	500,000	500,000	500,000	-	2,000,000
SR 46 WM Replacement	2,000,000	1,400,000	-	-	-	3,400,000
Pressure Gauges along WM's - tied to LS's & SCADA	50,000	50,000	50,000	50,000	-	200,000
S. Summerlin Ave. WM Extensison	275,000	-	-	-	-	275,000
3rd and 17-92 Hydrant Improvements/Line Looping	190,000	-	-	-	-	190,000
Lake Mary Blvd to Airport Blvd - New Water Main	25,000	-	-	-	-	25,000
North Street Water Line Looping (12-inch)	120,000	630,000	640,000	-	-	1,390,000

# City of Sanford

## Five Year Capital Plan

	2021	2022	2023	2024	2025	Total
Equipment	100,000	100,000	100,000	100,000	-	400,000
Vehicles	50,000	50,000	50,000	30,000	-	180,000
<b>Total Water Distribution</b>	<b>5,970,000</b>	<b>4,669,000</b>	<b>1,940,000</b>	<b>1,280,000</b>	<b>-</b>	<b>13,859,000</b>
<b>Sewer Collection</b>						
Line Rehabilitation	500,000	500,000	500,000	500,000	-	2,000,000
Equipment	100,000	100,000	100,000	100,000	-	400,000
Vactor Truck Receiving Station at SSWRC	500,000	-	-	-	-	500,000
Collection System Asset Management	125,000	125,000	-	-	-	250,000
Utility Building Roof Repair - 1303 S. French Ave (50% of total cost)	75,000	-	-	-	-	75,000
Beardall to SR 415 FM - Line expansion	800,000	-	-	-	-	800,000
Catalyst Site	25,000	-	-	-	-	25,000
Lift Station Forcemain Repairs & Improvements	500,000	750,000	750,000	750,000	-	2,750,000
New Vactor Truck	450,000	-	-	-	-	450,000
Lake Mary Blvd to Airport Blvd - New Forcemain	25,000	-	-	-	-	25,000
Vehicles	75,000	75,000	75,000	50,000	-	275,000
<b>Total Sewer Collection Distribution</b>	<b>3,175,000</b>	<b>1,550,000</b>	<b>1,425,000</b>	<b>1,400,000</b>	<b>-</b>	<b>7,550,000</b>
<b>Reclaimed Water System</b>						
Site 10 Storage Pond and Distribution System*	-	260,000	2,700,000	2,700,000	-	5,660,000
Site 10 Maintenance*	595,000	520,000	410,000	-	-	1,525,000
Misc. RW Discharge Line Repair	100,000	100,000	100,000	50,000	-	350,000
Misc. Reclaimed Line Ext's	50,000	50,000	50,000	50,000	-	200,000
Cost Share Match - SJRWMD	50,000	50,000	50,000	50,000	-	200,000
Reclaimed WM Looping - Ohio Ave./Mellonville Ave./Airport West	1,100,000	1,000,000	-	-	-	2,100,000
End	-	-	-	-	-	-
Reclaimed WM Extension - W. Marquette Ave. / Red Cleveland Blvd.	-	120,000	-	-	-	120,000
Reclaimed Water System Asset Management	-	125,000	125,000	-	-	250,000
Reclaimed Water Storage Expansion (GST)	200,000	500,000	-	-	-	700,000
Reclaimed Water Storage Expansion (Mill Creek)**	-	2,300,000	-	-	-	2,300,000
<b>Total Reclaimed Water System</b>	<b>2,095,000</b>	<b>5,025,000</b>	<b>3,435,000</b>	<b>2,850,000</b>	<b>-</b>	<b>13,405,000</b>
<b>Total Capital Expenditures</b>	<b>29,200,000</b>	<b>23,422,500</b>	<b>12,771,500</b>	<b>9,845,000</b>	<b>-</b>	<b>75,239,000</b>
Surplus/(Deficit)	-	-	-	-	-	-
	35,465,616	37,660,429	17,576,384	15,821,456	4,917,767	111,379,296

\*These items are listed in the CIP budget but not in the City's budget - awaiting grant funding.

\*\*These items are listed in the CIP budget but not in the City's budget - awaiting debt funding.

\*\*\*These items are requests for new infrastructure, equipment, etc... and not in the City's current asset inventory.



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Ballistic Protection Replacement**

Contact: Battalion Chief Frost

Department: Fire

Location: All Stations

Type: Replacement

Useful Life: 5 years

District: All Districts

5 Year (2016-2020) Historical Total	\$	21,500
2021-2025 Total	\$	15,500
<b>CIP Project Total</b>	<b>\$</b>	<b>37,000</b>

**Description:**

Replacement of level III ballistic protection armor plate sets for 31 vests @ \$550 each. Our ballistic equipment was purchased in 2016 with only a five (5) year useful life.

**Justification:**

The ballistic protection vest armor plates are only rated for 5 years of service. The armor plates will reach useful life of five years next year. Ballistic protection equipment is used mostly for active shooter responses.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Ballistic Protection Replacement	\$ 15,500	\$ -	\$ -	\$ -	\$ -	15,500
<b>Total Expenditures</b>	<b>\$ 15,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>15,500</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 15,500	\$ -	\$ -	\$ -	\$ -	15,500
<b>Total Expenditures</b>	<b>\$ 15,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>15,500</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Replacement Tower/Aerial Truck**

Contact: Battalion Chief Geraghty

Department: Fire Department

Location: Station 31

Type: Replacement

Useful Life: 8-10 years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	1,400,000
<b>CIP Project Total</b>	<b>\$</b>	<b>1,400,000</b>

**Description:**

Replace 2011 Tower (#7) with 64,634 miles and 7,695 engine hours. Special operations aerial ladder truck with water pumping capabilities.

**Justification:**

We currently have increased down time due to aging tower. The cost of a new tower increases 10% per year and the trade in value decreases in value.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Replacement Tower/Aerial Truck	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
<b>Total Expenditures</b>	<b>\$ 1,400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,400,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
<b>Total Expenditures</b>	<b>\$ 1,400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,400,000</b>

<b>Estimated Operating Expenditures</b>	\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506	\$ 63,709.63
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Replacement of Equipment**

Contact: Battalion Chief Geraghty

Department: Fire Department

Location: All Districts

Type: Replacement

Useful Life: 8-10 years

District: All Districts

5 Year (2016-2020) Historical Total \$ 74,500

2021-2025 Total \$ 100,000

**CIP Project Total \$ 174,500**

**Description:**

Replacement of hose, nozzles, rope, etc. as they are needed.

**Justification:**

Replacement of older hose that is past its expected life, nozzles that have been rebuilt several times and are worn out, or rope due to being used multiple times in life safety situations that must be replaced.

<b>Expenditures</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
Replacement of Equipment	\$ 30,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 100,000
<b>Total Expenditures</b>	<b>\$ 30,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 100,000</b>

<b>Funding Source</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
General Fund Transfer to CIP	\$ 30,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 100,000
<b>Total Expenditures</b>	<b>\$ 30,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 100,000</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Bunker Gear Washer (New)**

Contact: Battalion Chief Seiferth

Department: Fire Department

Location: Station 32

Type: New

Useful Life: 10 years

District: All Districts

5 Year (2016-2020) Historical Total

2021-2025 Total \$ 12,000

**CIP Project Total \$ 12,000**

**Description:**

New bunker gear washer for Station 32.

**Justification:**

Decrease the time it takes to wash bunker gear after fires. Decrease the chance of the exposer to carcinogens that cause cancer. This decreases the down time of the backup set of gear. The second location decreases the down time of the units getting back in service. (Impact Fee Elligible)

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Bunker Gear Washer (New)	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
<b>Total Expenditures</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Fire Impact Fees	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
<b>Total Expenditures</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Fire Station 40 Design Phase**

Contact: Chief Craig Radzak

Department: Fire

Location: Fire Station 40

Type: New

Useful Life: 20 years

District: All Districts

5 Year (2016-2020) Historical Total

2021-2025 Total \$ 250,000

**CIP Project Total \$ 250,000**

**Description:**

The architecture and engineering fees associated with new fire station 40. Construction to consist of an approximate 10,000 square footage fire station built as 1 story with 4 apparatus bays, equipment, emergency generator, offices, ready room, residential kitchen style kitchen, lobby, showers, restrooms, locker room, storage, communications infrastructure, sitework, parking, and site utilities. Concrete tilt wall with 50% thin brick accents, steel bar joists, insulated windows, and metal roof construction. Furnishings for office and ready room side of the building. This sum also includes a contingency amount of 5% since plans have not been developed.

**Justification:**

Due to the growth on the East Lake Mary Blvd. extension, there is a need for a Fire Station. There are multiple homes and talks of several hotels in the area. Also due to the annex of more and more land in this area we need to be able to cover the response area. We have the funds for the land and are moving forward in establishing a definite location. (Impact Fee Eligible)

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Fire Station 40 Design Phase	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<b>Total Expenditures</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Fire Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	250,000	-	-	-	-	250,000
<b>Total Expenditures</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **New Mask Mounted Thermal Imagers**

Contact: Battalion Chief Seiferth

Department: Fire Department

Location: All Stations

Type: New

Useful Life: 10 years

District: All Districts

5 Year (2016-2020) Historical Total	\$	22,500
2021-2025 Total	\$	22,500
<b>CIP Project Total</b>	<b>\$</b>	<b>45,000</b>

**Description:**

Mask mounted thermal imagers for ride-up lieutenants (12).

**Justification:**

Mask Mounted TICs will allow for ride-up lieutenants to have hands free while having inside the mask TIC capabilities. This will improve safety by allowing the ride-up officers to have continual view of their surroundings, eliminate the visual limitations caused by smoke and would allow the current handheld units to be utilized by other crew members. (Impact Fee Eligible)

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
New Mask Mounted Thermal Imagers	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ 22,500
<b>Total Expenditures</b>	<b>\$ 22,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,500</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Fire Impact Fees	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ 22,500
<b>Total Expenditures</b>	<b>\$ 22,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,500</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **City Clerk's Office - Remodel**

Contact: Traci Houchin

Department: City Clerk

Location: City Hall

Type: New

Useful Life: 10+ Years

District: All Districts

5 Year (2015-2019) Historical Total	\$	-
2020-2024 Total	\$	7,000
<b>CIP Project Total</b>	<b>\$</b>	<b>7,000</b>

**Description:**

The City Clerk's Office would like to remodel the office, by placing a window on the wall that is in the main hallway and installing a countertop along with a glass shield similar to the Parks & Grounds Department. We have the countertop that can be moved so it will just be for the window, glass and repainting of the whole office.

**Justification:**

This will be a tremendous benefit if the City Manager's Office still wants to install a door and a glass wall at the end of our hallway wall to block off the City Manager's Office & Finance. Since we may have to continue with Social Distancing this would be very appropriate.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
City Clerk's Office - Remodel	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
<b>Total Expenditures</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
<b>Total Expenditures</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Rotating Cabinets**

Contact: Fred W. Fosson

Department: HR/RM

Location: City Hall

Type:

Useful Life: 20 years

District:

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	3,000
<b>CIP Project Total</b>	<b>\$</b>	<b>3,000</b>

**Description:**

Rotating cabinets that are approximately 8 feet high in which the shelves rotate 360 degrees so that you can file personnel files of active and former employees on both sides. We currently have three such cabinets and have run out of room.

**Justification:**

Security of these files that must be maintained for several decades after an employee leaves the City of Sanford.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Rotating Cabinets	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
<b>Total Expenditures</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
<b>Total Expenditures</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **VMWare**

Contact: Bob Keegan

Department: Finance / IT

Location: All locations

Type: Servers

Useful Life: 5 years

District:

5 Year (2016-2020) Historical Total

2021-2025 Total \$ 50,000

**CIP Project Total \$ 50,000**

**Description:**

Replace Hyper-V virtual servers with VMWare virtual server application.

**Justification:**

The currently Hyper-V virtual server environment is not a solution for normal maintenance and support of the virtual servers. The VMWare environment will provide an automated approach to server operating system and cybersecurity updates with minimal downtime. Currently this is a manual effort each month that consumes about 20 hours of the system analyst time. Also VMWare provides a more robust failover and recovery from hardware failures and cybersecurity attacks. The current Hyper-V virtual server environment has challenges for a virtual server solution.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
VMWare	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Expenditures</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Expenditures</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

**Estimated Operating Expenditures**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**Estimated Revenues**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Phone System Replacement**

Contact: Bob Keegan

Department: Finance / IT

Location: All locations

Type: Phones

Useful Life: 5 years

District:

5 Year (2016-2020) Historical Total

2021-2025 Total \$ 75,000

**CIP Project Total \$ 75,000**

**Description:**

Replace aging phone system.

**Justification:**

The aging phone system is going end of life in FY 2021. Replace the current office phone system with modern system that is scalable to meet the City's requirements and easy to develop and support for the IT staff.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Phone System Replacement	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>Total Expenditures</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>Total Expenditures</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Equipment and Hardware**

Contact: Bob Keegan

Department: Finance / IT

Location: All locations

Type: Computers

Useful Life: 5 years

District:

5 Year (2016-2020) Historical Total	\$	479,355
2021-2025 Total	\$	55,000
<b>CIP Project Total</b>	<b>\$</b>	<b>534,355</b>

**Description:**

Replace aging computer equipment fleet.

**Justification:**

The aging fleet is approaching 8+ year technology. In order to meet the demands of modern operating systems, application, and cybersecurity software, a modern fleet is required.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Equipment and Hardware	\$ 55,000	\$ 205,500	\$ -	\$ -	\$ -	\$ 260,500
<b>Total Expenditures</b>	<b>\$ 55,000</b>	<b>\$ 205,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 260,500</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 55,000	\$ 205,500	\$ -	\$ -	\$ -	\$ 260,500
<b>Total Expenditures</b>	<b>\$ 55,000</b>	<b>\$ 205,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 260,500</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **VEHICLE REPLACEMENTS**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: New

Useful Life: Ten Years

District: All Districts

5 Year (2016-2020) Historical Total	\$	2,625,354
2020-2025 Total	\$	4,247,309
<b>CIP Project Total</b>	<b>\$</b>	<b>6,872,663</b>

**Description:**

Police Department Vehicles: The standard Sanford Police Department patrol vehicle (Chevrolet Impala) is no longer manufactured as a Police Vehicle. We are currently purchasing Ford Interceptor Utility and Chevrolet Tahoes. These SUV make/model vehicles have a history of a longer service life than an Impala and provide a better return when auctioning at the conclusion of service life as a police vehicle. Approximately fifteen - twenty vehicles are requested, at estimated cost of \$40,000 each will need to be replaced during FY-2021.

**Justification:**

Providing efficient police services within a municipality requires officers to patrol and respond to calls for service in an assigned reliable police vehicle. Due to the nature of municipal law enforcement work, police vehicles must endure rigorous service. Fleet Maintenance provides outstanding service for the Police Department's fleet and recommends annually which vehicles should be replaced. They track the age, mileage and the amount of funding that is annually expended to maintain each vehicle.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Vehicle Replacements	\$ 800,000	\$ 824,000	\$ 848,720	\$ 874,182	\$ 900,407	\$ 4,247,309
<b>Total Expenditures</b>	<b>\$ 800,000</b>	<b>\$ 824,000</b>	<b>\$ 848,720</b>	<b>\$ 874,182</b>	<b>\$ 900,407</b>	<b>\$ 4,247,309</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Debt	\$ 800,000	\$ 824,000	\$ 848,720	\$ 874,182	\$ 900,407	\$ 4,247,309
	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 848,720</b>	<b>\$ 874,182</b>	<b>\$ 900,407</b>	<b>\$ 4,247,309</b>

**Estimated Operating Expenditures**

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
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These are replacement vehicles - no new operating costs

**Estimated Revenues**

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Surveillance Camera System**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: New

Useful Life: Five Years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2020-2025 Total	\$	10,000
<b>CIP Project Total</b>	<b>\$</b>	<b>10,000</b>

**Description:**

Flock Safety Corporation offers a relatively inexpensive surveillance camera system with automatic license PLATE reader (ALPR) capability. Purchasing this system will enhance our agency's ability to further leverage technology which will provide intelligence information and evidence that will support our officer's ability to make an arrest. Crimes often occur with no supporting witnesses or evidence to enable our officers to make an arrest. Other agencies are currently experiencing success using this system. This system has contributed to the City of Marietta, Georgia to experience a 34% reduction in crime. A system consisting of five installed cameras would cost \$10,000.

**Justification:**

Not funding this technology will likely result in the Police Department being unable to make arrests we may have been otherwise able to execute if this technology were in use within the City of Sanford.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Surveillance Camera System	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Police Impact Fees	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

**Estimated Operating Expenditures**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**Estimated Revenues**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **MOTORCYCLE TELESCOPING TABLET MOUNTS**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: New

Useful Life: Five Years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2020-2025 Total	\$	7,511
<b>CIP Project Total</b>	<b>\$</b>	<b>7,511</b>

**Description:**

Police Motorcycle telescoping/swivel tablet mount. Currently our officers must hunch over their tablet when writing reports and citations, blocking emergency lighting and unable to maintain continuous observation of the vehicle, driver and passengers during a traffic stop. This telescoping device supports the officer's ability to remain standing erect with his head up where he is better able be observant of the driver, passengers and other motorist. The swivel capability of the mount enables the tablet to be rotated to a position where the emergency lights are not block by where the officer is standing. The approximate price of seven units for the Police Department's seven leased motorcycles would be \$1,073 x 7 = \$7,511.

**Justification:**

The current manner in which the computer tablet is being utilized supports the potential for a serious mishap to occur due to blocked emergency lighting, as well as the officer possibly being overcome by offensive drivers and/or passengers with the added potential for back injury due to chronically being bent over to use the current tablet mounting configuration.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
MOTORCYCLE TELESCOPING TABLET MOUNTS	\$ 7,511	\$ -	\$ -	\$ -	\$ -	7,511
<b>Total Expenditures</b>	<b>\$ 7,511</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>7,511</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Police Impact Fees	\$ 7,511	\$ -	\$ -	\$ -	\$ -	7,511
<b>Total Expenditures</b>	<b>\$ 7,511</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>7,511</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **LEADS ONLINE INVESTIGATIVE SOFTWARE**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: New

Useful Life: Five Years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2020-2025 Total	\$	11,500
<b>CIP Project Total</b>	<b>\$</b>	<b>11,500</b>

**Description:**

Leads Online is an a web based investigative software that supports the collection of information insupport of a criminal investigation. Many agencies are using this successfully using this software in support of their criminal investigations. The Chief of Police also had witnessed the successful use of this software at his previous agency. The annual recurring cost for this web based software is approximately \$11,500.

**Justification:**

The potential for our agency not being able to obtain vital information that could result in the arrest and conviction of persons committing crimes within our community.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
LEADS ONLINE INVESTIGATIVE SOFTWARE	\$ 11,500	\$ -	\$ -	\$ -	\$ -	11,500
<b>Total Expenditures</b>	<b>\$ 11,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>11,500</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Police Impact Fees	\$ 11,500	\$ -	\$ -	\$ -	\$ -	11,500
<b>Total Expenditures</b>	<b>\$ 11,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>11,500</b>

**Estimated Operating Expenditures**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**Estimated Revenues**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Computer Voice Stress Analysis (CVSA)**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: New

Useful Life: Ten Years

District: All Districts

5 Year (2016-2020) Historical Total

2020-2025 Total \$ 10,000

**CIP Project Total \$ 10,000**

**Description:**

The CVSA III device is used to support the Police Department's thorough screening process of prospective applicants. It is also used, on occasion, during criminal investigations.

**Justification:**

Having a third examiner/operator and device will help ensure continuity of this important service. One of the two examiner/operators will retire during FY-2021. Ideally, the Police Department requires three CVSA examiner/operators with three separate devices

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Vehicle Replacements	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Debt	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

**Estimated Operating Expenditures**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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There are no associate additional costs

**Estimated Revenues**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **PSC SEC. CAMERA REPLACEMENTS**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: Replacements

Useful Life: Five Years

District: All Districts

5 Year (2016-2020) Historical Total \$ 25,750

2020-2025 Total \$ 136,710

**CIP Project Total \$ 162,460**

**Description:**

The 86 installed security cameras directly support the physical security of the Sanford Public Safety Complex. When the Public Safety Complex was constructed eight years ago all 86 internal and external security cameras were installed at strategic locations throughout the complex. The City's IT Manager informed us that the service life of these cameras is approximately five years and that he recommends we begin requesting funding to support the incrementally replacing them over the next five years. So far, several have been replaced due to their complete failure. Since moving into the Public Safety Complex November 5, 2010 we have replaced approximately 12-15 security cameras.

**Justification:**

To ensure uninterrupted security of the Public Safety Complex now and into the future we will need to be prepared to replace approximately five to ten cameras each year at approximately \$5,000 each.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
PSC SECURITY CAMERAS	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 136,710
<b>Total Expenditures</b>	<b>\$ 25,750</b>	<b>\$ 26,523</b>	<b>\$ 27,318</b>	<b>\$ 28,138</b>	<b>\$ 28,982</b>	<b>\$ 136,710</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund transfer to CIP	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 136,710
<b>Total Expenditures</b>	<b>\$ 25,750</b>	<b>\$ 26,523</b>	<b>\$ 27,318</b>	<b>\$ 28,138</b>	<b>\$ 28,982</b>	<b>\$ 136,710</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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These are replacements - no anticipated operating costs

<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **FINGERPRINT SCANNER**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: New

Useful Life: Five Years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	6,000
<b>CIP Project Total</b>	<b>\$</b>	<b>6,000</b>

**Description:**

Four Portable Fingerprint Scanners.

**Justification:**

Portable fingerprint readers enable the officer to fingerprint and identify a subject in the field and determine if they have any outstanding arrest warrants or other outstanding violations. The Patrol Division is currently using approximately a dozen of these devices with great success. Any investment in these devices will directly improve public safety.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
CVSA	\$ 6,000	\$ -	\$ -	\$ -	\$ -	6,000
<b>Total Expenditures</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>6,000</b>

**Funding Source**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
Police Impact Fees	\$ 6,000	\$ -	\$ -	\$ -	\$ -	6,000
	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>6,000</b>

**Estimated Operating Expenditures**

\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 7,500
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Extended warranty maintenance renewal

**Estimated Revenues**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **IN-CAR CAMERA SYSTEM**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: New

Useful Life: Five Years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	15,450
<b>CIP Project Total</b>	<b>\$</b>	<b>15,450</b>

**Description:**

Axon International has developed an in-car camera solution that is compatible with officer worn body cameras. Axon International is also the company that provides the Police Department's officer worn body camera system. The in-car camera system can be activated in multiple ways: manually or automatically as a result of emergency light and siren activation, or removal of the rifle from the electric gunlock, etc. This in-car camera system is also capable of being activating by any officer worn body cameras within approximately 30 feet of the vehicle that are activated. With a 142 degree field of view the in-car camera system captures all activity in front of the vehicle, and behind the vehicle provided a rear facing camera is included in the installation. Initially, this application would be installed in those vehicles used for traffic enforcement.

**Justification:**

The previously used six in-car video camera systems have reached the end of their useful service life and have been removed the vehicles. Installing in-car video cameras into vehicles that focus on traffic enforcement provides the ability to fully document traffic violations such as DUI. Processing a DUI case often occurs directly in front of the police vehicle with the in-car camera fully documenting the subject's response to a field sobriety test. We are requesting to fund one unit this year to fully test and evaluate the system and its integration with our IT infrastructure.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
IN-CAR CAMERA SYSTEM	\$ 15,450	\$ -	\$ -	\$ -	\$ -	15,450
<b>Total Expenditures</b>	<b>\$ 15,450</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>15,450</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 15,450	\$ -	\$ -	\$ -	\$ -	15,450
<b>Total Expenditures</b>	<b>\$ 15,450</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>15,450</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

No anticipated operating costs

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **HANDHELD TRAFFIC RADARS**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: Replacements

Useful Life: Five Years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	32,810
<b>CIP Project Total</b>	<b>\$</b>	<b>32,810</b>

**Description:**

Replacement of two Traffic Enforcement Radars or Traffic Enforcement Lasers

**Justification:**

The department currently has approximately 40 fully operational Traffic Enforcement Radars. At a minimum, two units need to be replaced annually as they reach the end of their forecasted ten year service life. Maintaining the reliability of this capability will help to ensure that our officers are provided with the tools required to document motorists who are in violation of posted speed limits. Reports of speeding motorist are the most frequent complaint received by the Sanford Police Department. Also directly supports Police Department's goals regarding public Traffic Safety. Depending on casualty rates there is a possibility that Traffic Enforcement Lasers will take priority over the purchase of Traffic Enforcement Radars.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Handheld Traffic Radars	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 32,810
<b>Total Expenditures</b>	<b>\$ 6,180</b>	<b>\$ 6,365</b>	<b>\$ 6,556</b>	<b>\$ 6,753</b>	<b>\$ 6,956</b>	<b>\$ 32,810</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 32,810
<b>Total Expenditures</b>	<b>\$ 6,180</b>	<b>\$ 6,365</b>	<b>\$ 6,556</b>	<b>\$ 6,753</b>	<b>\$ 6,956</b>	<b>\$ 32,810</b>

**Estimated Operating Expenditures**

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
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No associated additional costs

**Estimated Revenues**

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **SECURITY GATE CONTROLLER**

Contact: Jim Krzenski

Department: Police

Location: Police

Type: Replacement

Useful Life: Ten Years

District: All Districts

5 Year (2016-2020) Historical Total

2021-2025 Total \$ 15,000

**CIP Project Total \$ 15,000**

**Description:**

The Public Safety Complex Security Gate controller is reaching the end of its useful service life and will soon require replacement. This card swipe activated electronic controller and electric motor has opened and closed the 4,000 pound Public Safety Complex security gate

**Justification:**

The controller has experienced multiple failures that are becoming more frequent. When the operator is not working the security gate must remain in the open position, thereby compromising the physical security of the Police and Fire Departments.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Vehicle Replacements	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
<b>Total Expenditures</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Debt	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
<b>Total Expenditures</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

No additional operating expense - this is a replacement of an existing security gate operator device.

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -





**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Parks & Grounds Improvements**

Contact: Robert Beall

Department: Parks & Recreation

Location: All

Type: Replacement

Useful Life: 10-20 years

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	1,272,772
<b>CIP Project Total</b>	<b>\$</b>	<b>1,272,772</b>

**Description:**

Replace playground equipment at Woodmere, Washington Oaks and Wynnwood Parks. Re-roof small shelters at Park on Park. Replace exercise equipment Academy Manor, and replace rubber mulch in exercise equipment areas at Derby and Ft. Mellon Parks. Add safety surface to playground areas. Replace park benches, trash containers, BBQ grills and other park amenities throughout all the parks. **This is recurring.**

**Justification:**

Replace aging infrastructures due to rusting beyond normal repair; replacement of roofs due to age and curling of shingles, roof leaks. Exercise equipment is over 20 years old with missing panels, sections that have been removed and some pieces are no longer manufactured. Benches, trash cans, bbq grills and other amenities need to be replaced due to aging and excessive use. Convert fall zones for playground equipment to pour-in-place mulch instead of woodchip mulch to be safer and last longer.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Parks & Grounds Improvements	\$ 239,733	\$ 246,924	\$ 254,332	\$ 261,962	\$ 269,821	\$ 1,272,772
<b>Total Expenditures</b>	<b>\$ 239,733</b>	<b>\$ 246,924</b>	<b>\$ 254,332</b>	<b>\$ 261,962</b>	<b>\$ 269,821</b>	<b>\$ 1,272,772</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 239,733	\$ 246,924	\$ 254,332	\$ 261,962	\$ 269,821	\$ 1,272,772
	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 239,733</b>	<b>\$ 246,924</b>	<b>\$ 254,332</b>	<b>\$ 261,962</b>	<b>\$ 269,821</b>	<b>\$ 1,272,772</b>

<b>Estimated Operating Expenditures</b>	\$	-	\$	-	\$	-	\$	-	\$	-
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<b>Estimated Revenues</b>	\$	-	\$	-	\$	-	\$	-	\$	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Restroom Rehabs**

Contact: Robert Beall

Department: Parks & Recreation

Location: Park on Park, Groveview, Pinehurst and Cemetery

Type: Replacement

Useful Life: 25 years

District: All Districts

5 Year (2016-2020) Historical Total \$ -

2021-2025 Total \$ 194,610

**CIP Project Total \$ 194,610**

**Description:**

Rehab restrooms at Park on Park, Groveview, Pinehurst and the cemetery.

**Justification:**

Rehab aging restrooms to give new, clean, and more inviting appearance. There are no records of the restrooms being rehabilitated.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Restroom Rehabs	\$ 194,610	\$ -	\$ -	\$ -	\$ -	\$ 194,610
<b>Total Expenditures</b>	<b>\$ 194,610</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 194,610</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 194,610	\$ -	\$ -	\$ -	\$ -	\$ 194,610
<b>Total Expenditures</b>	<b>\$ 194,610</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 194,610</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Equipment**

Contact: Robert Beall

Department: Parks & Recreation

Location: Parks & Grounds

Type: Replacement

Useful Life:

District: All Districts

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	154,241
<b>CIP Project Total</b>	<b>\$</b>	<b>154,241</b>

**Description:**

Toro 5000 Series Z-turn 72" Turbo Force mower. Bobcat 3400 Gas ATV. Hustler Super 104 mower.

**Justification:**

Replace aging mowers, atv and other equipment due to usage and the cost of maintenance.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Equipment	\$ 36,262	\$ 11,520	\$ 35,281	\$ 12,172	\$ 59,006	\$ 154,241
<b>Total Expenditures</b>	<b>\$ 36,262</b>	<b>\$ 11,520</b>	<b>\$ 35,281</b>	<b>\$ 12,172</b>	<b>\$ 59,006</b>	<b>\$ 154,241</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 36,262	\$ 11,520	\$ 35,281	\$ 12,172	\$ 59,006	\$ 154,241
	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 36,262</b>	<b>\$ 11,520</b>	<b>\$ 35,281</b>	<b>\$ 12,172</b>	<b>\$ 59,006</b>	<b>\$ 154,241</b>

**Estimated Operating Expenditures**

\$ 496	\$ 231	\$ 620	\$ 315	\$ 1,014	\$ 2,675.98
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**Estimated Revenues**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

**Project Name: Toro Equipment - Sprayer & Top Dresser**

Contact: Alvarise James

Department: Recreation

Location: A-Ten Building

Type: New

Useful Life: 10 Years

District: District 1

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	25,882
<b>CIP Project Total</b>	<b>\$</b>	<b>25,882</b>

**Description:**

With the addition of the Mellonville Fields staff time has doubled when using sprayer and spreader equipment. Current equipment is not suited for large open fields and requires frequent stopping to reload. The ride-on sprayer will allow for quick spraying and spreading of chemicals. The top dressing machine will allow staff to accurately spread virtually any material, including lime, fertilizer, compost, sand, stone, infield mix, soil conditioners, grass clippings and calcined clays. This will allow for a more level field and safer play surfaces.

**Justification:**

Better playing surfaces, fewer rainouts, better quality of turf.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Toro Equipment - Sprayer & Top Dresse	\$ 25,882	\$ -	\$ -	\$ -	\$ -	\$ 25,882
<b>Total Expenditures</b>	<b>\$ 25,882</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,882</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 25,882	\$ -	\$ -	\$ -	\$ -	\$ 25,882
<b>Total Expenditures</b>	<b>\$ 25,882</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,882</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Civic Center Window Coverings**

Contact: Alvarise James

Department: Parks and Recreation Department: Civic Center

Location: Civic Center

Type: Repair

Useful Life: 10 Years

District: District 1

5 Year (2016-2020) Historical Total \$ -

2021-2025 Total \$ 11,526

**CIP Project Total \$ 11,526**

**Description:**

Civic Center's old drapery needs to be replaced.

**Justification:**

Current drapery was purchased in 2011 at a cost of \$11K, but they are extremely heavy, dated and have holes throughout. A new quote for replacement is \$11,526, but we are gathing costs for automated shades which will provide a much needed update to the building, optimize the view and make it much easier to control lighting in the building.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Civic Center Window Coverings	\$ 11,526	\$ -	\$ -	\$ -	\$ -	11,526
<b>Total Expenditures</b>	<b>\$ 11,526</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>11,526</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 11,526	\$ -	\$ -	\$ -	\$ -	11,526
<b>Total Expenditures</b>	<b>\$ 11,526</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>11,526</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Civic Center Window Coverings**

Contact: Alvarise James

Department: Parks and Recreation Department: Civic Center

Location: Civic Center

Type: Repair

Useful Life: 10 Years

District: District 1

5 Year (2016-2020) Historical Total \$ -

2021-2025 Total \$ 11,526

**CIP Project Total \$ 11,526**

**Description:**

Civic Center's old drapery needs to be replaced.

**Justification:**

Current drapery was purchased in 2011 at a cost of \$11K, but they are extremely heavy, dated and have holes throughout. A new quote for replacement is \$11,526, but we are gathing costs for automated shades which will provide a much needed update to the building, optimize the view and make it much easier to control lighting in the building.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Civic Center Window Coverings	\$ 11,526	\$ -	\$ -	\$ -	\$ -	11,526
<b>Total Expenditures</b>	<b>\$ 11,526</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>11,526</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 11,526	\$ -	\$ -	\$ -	\$ -	11,526
<b>Total Expenditures</b>	<b>\$ 11,526</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>11,526</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Aquatic Center Pool Liner**

Contact: Tony Ackerson

Department: Parks and Recreation Department

Location: Aquatic Center

Type: Replacement

Useful Life: 20 years

District: District 4

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	330,346
<b>CIP Project Total</b>	<b>\$</b>	<b>330,346</b>

**Description:**

The Aquatic Center was built in 1999 and the liner is leaking and peeling and is in critical need of replacement. It is more than 10 years beyond its warranty.

**Justification:**

The most recent repair was done in 2018 for approximately \$4500, but the polyurethane liner is so degraded that the seams on the sides and bottom of the pool are ripping apart. Multiple pool contractors agree that additional repairs are not feasible and that the liner must be replaced. The pool is losing water due to leakage at the seams. The new liner will have a 10 year warranty. Please review photos of the current pool condition. 3 quotes have been received with estimates between \$303K and \$403K. Replacement during the summer would be the most opportune time for replacement and the pool will need to be closed for 8 weeks.

<b>Expenditures</b>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Aquatic Center Pool Liner	\$ 330,346	\$ -	\$ -	\$ -	\$ -	330,346
<b>Total Expenditures</b>	<b>\$ 330,346</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>330,346</b>

<b>Funding Source</b>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 165,173	\$ -	\$ -	\$ -	\$ -	165,173
School Board	165,173	-	-	-	-	165,173
<b>Total Expenditures</b>	<b>\$ 330,346</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>330,346</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**2021 CAPITAL IMPROVEMENT PROGRAM**

**Project Name: Civic Center Genie Lift**

Contact: Alvarise James

Department: Parks and Recreation Department: Civic Center

Location: Civic Center

Type: Replacement

Useful Life: 15 years

District: District 1

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	13,123
<b>CIP Project Total</b>	<b>\$</b>	<b>13,123</b>

**Description:**

Genie Lift AWP-36S 42' Working Height (Civic Center dome height is 46') Electric, Built in Charger 8 ft Deck Length, Solid Non-Marking Tires; Easy folding rails bring the stowed height down to 5' 11".

**Justification:**

Current Genie Lift was used when purchased over 17 years ago and balancing arms are rusting and don't provide a sufficiently solid anchor when raised. Continued use of the current genie lift is creating a safety concern for our staff members.

**Expenditures**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Civic Center Genie Lift	\$ 13,123	\$ -	\$ -	\$ -	\$ -	13,123
<b>Total Expenditures</b>	<b>\$ 13,123</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>13,123</b>

**Funding Source**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 13,123	\$ -	\$ -	\$ -	\$ -	13,123
<b>Total Expenditures</b>	<b>\$ 13,123</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>13,123</b>

**Estimated Operating Expenditures**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**Estimated Revenues**

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Backhoe**

Contact: Pete Wilson

Department: Streets

Location: Public Works Complex

Type: New

Useful Life:

District:

5 Year (2016-2020) Historical Total \$ -

2021-2025 Total \$ 150,000

**CIP Project Total \$ 150,000**

**Description:**

4x4 Loader Backhoe with Canopy and Options

**Justification:**

This smaller equipment allows for maintenance and repair of narrow areas such as Alleyways and right of ways

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Backhoe	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<b>Total Expenditures</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<b>Total Expenditures</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Gradeall**

Contact: Pete Wilson

Department: Streets

Location: 800 W Fulton St

Type: Replacing

Useful Life: 29 Years

District:

5 Year (2016-2020) Historical Total \$ -

2021-2025 Total \$ 400,000

**CIP Project Total \$ 400,000**

**Description:**

Gradeall 660E or comparable

**Justification:**

#53 1991 Gradeall 660E Hours 8175 Meets criteria for replacement with age of equipment & 88% of value

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Gradeall	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
<b>Total Expenditures</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
<b>Total Expenditures</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Office Furniture**

Contact: Pete Wilson

Department: Streets

Location: Public Works Complex

Type: Furniture

Useful Life: 7 + years

District:

5 Year (2016-2020) Historical Total \$ -

2021-2025 Total \$ 1,500

**CIP Project Total \$ 1,500**

**Description:**

New Sectional desk with storage cabinets

**Justification:**

Current furniture has been with the streets superintendent for 7 years and came used from the police department.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Office Furniture	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
<b>Total Expenditures</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
<b>Total Expenditures</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500</b>

**Estimated Operating Expenditures** \$ - \$ - \$ - \$ - \$ - \$ -

**Estimated Revenues** \$ - \$ - \$ - \$ - \$ - \$ -



**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **AC Machine**

Contact: Bill Getman

Department: PW- Fleet

Location: Fleet

Type: New

Useful Life: 10 Years

District:

5 Year (2015-2019) Historical Total	\$	-
2020-2024 Total	\$	10,000
<b>CIP Project Total</b>	<b>\$</b>	<b>10,000</b>

**Description:**

AC Recovery and recycle machine

**Justification:**

This would replace out backup AC Machine, should we get extremely busy or our existing should fail during the hot summer months. Due to updated equip with new Freon this machine is needed for repairs that the other AC machine can not do.

<u>Expenditures</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
AC Machine	\$ 10,000	\$ -	\$ -	\$ -	\$ -	10,000
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>10,000</b>

<u>Funding Source</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 10,000	\$ -	\$ -	\$ -	\$ -	10,000
	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>10,000</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Utility Vehicle**

Contact: Jim Bread

Department: PW- Facilities

Location: Welcome Center

Type: Improvement

Useful Life:

District: District 1

5 Year (2015-2019) Historical Total	\$	-
2020-2024 Total	\$	17,000
<b>CIP Project Total</b>	<b>\$</b>	<b>17,000</b>

**Description:**

Off road utility cart

**Justification:**

to assist staff with set up and break down of special events that may not allow a traditional city vehicle to maneuver around.

<u>Expenditures</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
Utility Vehicle	\$ 17,000	\$ -	\$ -	\$ -	\$ -	17,000
<b>Total Expenditures</b>	<b>\$ 17,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>17,000</b>

<u>Funding Source</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 17,000	\$ -	\$ -	\$ -	\$ -	17,000
	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 17,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>17,000</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Electrical Cabinets**

Contact: Jim Beard

Department: Facilities

Location: Various

Type: New

Useful Life: 15 Years

District:

5 Year (2016-2020) Historical Total	\$	-
2021-2025 Total	\$	39,000
<b>CIP Project Total</b>	<b>\$</b>	<b>39,000</b>

**Description:**

The replacement of 4 Electrical cabinets in the downtown area due to extreme rust on the base and hinges of the cabinet.

**Justification:**

The replacement of the rusted steel cabinets with new aluminum cabinets will provide a safe area around the cabinet. We will not have to worry about someone putting their hands in the rusted holes.

<u>Expenditures</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Electrical Cabinets	\$ 39,000	\$ -	\$ -	\$ -	\$ -	39,000
<b>Total Expenditures</b>	<b>\$ 39,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>39,000</b>

<u>Funding Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 39,000	\$ -	\$ -	\$ -	\$ -	39,000
<b>Total Expenditures</b>	<b>\$ 39,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>39,000</b>

<u>Estimated Operating Expenditures</u>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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<u>Estimated Revenues</u>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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**2021 CAPITAL IMPROVEMENT PROGRAM**

Project Name: **Fogger**

Contact: Russ Sheibenberger

Department: Public Works/ Public Health

Location: PWC

Type: Replacement

Useful Life: 20 yrs.

District: All Districts

5 Year (2015-2019) Historical Total	\$	-
2020-2024 Total	\$	20,000
<b>CIP Project Total</b>	<b>\$</b>	<b>20,000</b>

**Description:**

New Fogger for ULV applications for mosquitoes/ midges as needed with Smart Box.

**Justification:**

Existing fogger outdated and needs frequent repairs. Not compatible with required calibration requested by Dept. of Agriculture ( amount of chemical disbursed and area treated - Smart Box) Repairing is not an option because equipment is obsolete.

<u>Expenditures</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
Fogger	\$ 20,000	\$ -	\$ -	\$ -	\$ -	20,000
<b>Total Expenditures</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>20,000</b>

<u>Funding Source</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
General Fund Transfer to CIP	\$ 20,000	\$ -	\$ -	\$ -	\$ -	20,000
<b>Total Expenditures</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>20,000</b>

<b>Estimated Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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<b>Estimated Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-
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CITY OF  
**SANFORD**  
FLORIDA



# GLOSSARY

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- GLOSSARY

## Glossary

**Accrual Basis** - Accounting basis whereby revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

**Activity** - A specified and distinguishable line of work performed by a division.

**Adopted Budget** - The original budget as approved by City Commission at the beginning of the fiscal year.

**Ad Valorem Taxes** - Commonly referred to as property taxes, levied on both real and personal property, according to the property's valuation and tax rate.

**Appropriation** - An authorization made by the legislative body of a government, which permits officials to incur obligations and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

**Assets** - Resources owned or held by the City, which have monetary value.

**Balanced Budget** - A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

**Budget** - A plan of financial operation, embodying an estimate of proposed means of financing it. The Budget "operating budget" is the financial plan adopted for a single fiscal year. The "proposed budget" designates the financial plan initially developed by departments and presented by the City Manager to the City Commission for approval. The "final budget" is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and specifies the legal spending limits for the fiscal year.

## Glossary

**Budget Amendment** - A legal procedure utilized by the City Staff and City Commission to revise a budget appropriation.

**Budget Document** - The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts, which in total, comprises the annual revenue and expenditure plan.

**Budget Message** - A general discussion of the proposed budget presented in writing by the budget-making authority (City Manager) to the legislative body (City Commission).

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

**Capital Budget** - A plan of proposed capital outlays and the means of financing them for the current fiscal year.

**Capital Improvement Program** - A five-year plan for those expenditures anticipated within the City's capital improvement funds. It sets forth each project and its contemplated costs.

**Current Taxes** - Taxes that are levied and due within one year.

**Encumbrances** - Obligations in the form of purchase orders, contract or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.

**Enterprise Fund** - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises-where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Expenditures** - The cost of goods received or services rendered whether cash payments have been made or encumbered.

## Glossary

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City's fiscal year runs from October 1 through September 30.

**Five-Year Capital Plan** - A plan for capital expenditures to be incurred each year over a five-year period to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part.

**Fund** - An accounting entity established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

**Fund Balance** - Fund balance is the excess of assets over liabilities. Fund Balance does not necessarily mean funds available for expenditure. Fund Balance can be restricted, committed, or assigned. Only the unassigned balance over the minimum fund balance policy, which for City of Sanford is 25% is available for allocation for future year budgets. A negative fund balance is often referred to as a *deficit*.

**Funding** - Provides budgetary resources to cover the total cost of a program or project at the time it is undertaken.

**GAAP** - Generally Accepted Accounting Principles.

**GASB** - Governmental Accounting Standards Board.

**GASB 34** - Governmental Accounting Standards Board Statement Number 34. This requires division of the City's assets into Governmental Activities, Business-Type Activities, and Component Units using the accrual basis of accounting.

**General Fund** - The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported and is the general operating fund of the City.

## Glossary

**Grant** - This is a financial award given by the state government, federal government, or other agency to support a particular program or activity. Grant proceeds are restricted to the use stipulated by the Grant Award. Misuse or misappropriation of Grant funds can impact the City for years to come.

**Infrastructure** - That portion of a City's assets located at or below ground level, including the water system, sewer system, and streets.

**One-Time Expenditures** - These are one-time expenditures authorized on a fiscal year basis for a specific purpose, and are not expected to be recurring costs as a part of normal operating expenditures.

**Ongoing Expenditures** - These expenditures are authorized as a part of the budget process for recurring/ongoing operational needs.

**Operating Budget** - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled.

**Public Hearing** - a noticed meeting (per statute and/or ordinance) relating to legal action by the City Commission; usually requires that the public must be heard before action is taken.

**Revenue** - These are amounts estimated to be received from taxes and other sources during the fiscal year.

**Roll-Back Rate** - The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new construction.

**Rollover** - Any equipment, contractual, commodity, or capital project that has been previously approved by the City Commission but for various reasons has not been implemented on schedule.

## Glossary

**Taxable Value** - The assessed value less homestead and other exemptions, if applicable.

**Truth in Millage** - The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements, and advertisement specifications prior to the adoption of a budget tax rate.