

FY15-16

Adopted Budget



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NHC Public Affairs





NEW HANOVER COUNTY ADOPTED BUDGET

FISCAL YEAR 2015-2016

County Commissioners

Jonathan Barfield, Jr., Chairman

Beth Dawson, Vice-Chairman

Woody White

Skip Watkins

Rob Zapple

County Manager

Chris Coudriet

Budget Department Staff

Cam Griffin, Budget Director

Donna G. Seal, Senior Budget Analyst

Katherine A. Lumb, Budget Analyst

Amy Akin, Special Projects Officer

Christy Herring, Budget Specialist

230 Government Center Drive, Suite #191
Wilmington, North Carolina 28403

<http://www.nhcgov.com/Budget>

You may send comments or questions on this budget to
budget@nhcgov.com, or call Amy Akin @ (910) 798-7032.

OUR VISION for NEW HANOVER COUNTY

*A vibrant, prosperous, diverse coastal community
committed to building a sustainable future for
generations to come.*

MISSION STATEMENT

*New Hanover County is committed to progressive
public policy, superior service, courteous contact,
judicious exercise of authority, and sound fiscal
management to meet the needs and concerns
of our citizens today and tomorrow.*

The New Hanover County
Board of Commissioners

June 2011

BOARD OF COMMISSIONERS



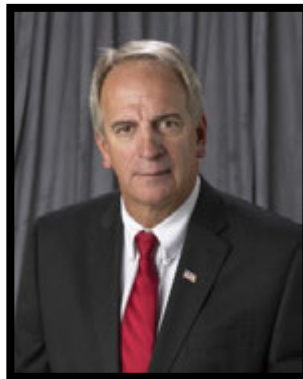
Jonathan Barfield, Jr.
Chairman



Beth Dawson
Vice-Chairman



Woody White
Commissioner



Skip Watkins
Commissioner



Rob Zapple
Commissioner

OTHER ELECTED OFFICIALS

Tammy Theusch Beasley
Registrar

Edward J. McMahon
Sheriff



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**New Hanover County
North Carolina**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association (GFOA) of the United States and Canada presented an award for Distinguished Budget Presentation to New Hanover County for our annual budget for the fiscal year beginning July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operation guide, a financial plan and a communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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GUIDE TO USING THE FY15-16 ADOPTED BUDGET DOCUMENT

The following guidelines may be helpful to the reader in finding specific information in the Adopted Budget document.

This budget document is organized by fund and budget function (page 49) because that is the level of budgetary control for New Hanover County. Please refer to the Table of Contents to find specific items of interest. Level of budgetary control is different from managerial/supervisory control of County operations. That information can be found on page 74 in the Organization Chart. The reader may note differences between these two charts as the County may provide funding for an entity but may have limited to no supervisory control over that entity, for example, Education.

Rounding of numbers in the budget document presentation has been used in the tables and text to make the budget document easily understood and readily comparable with other data. Minor discrepancies in tables between totals and sums of components may occur due to rounding.

The document is arranged with an **Overview** as the first section. Included in this section is the County Manager's transmittal letter, which provides a good introduction to the budget and the major revenue and expenditure issues. This section also includes a summary of changes between the recommended and adopted budget and the budget ordinance.

The **County Profile** section contains information on New Hanover County including statistics and property tax information.

The **Process and Policies** section contains financial policies and procedures. Information on the budget process, budget structure and the Strategic Plan are also included in this section.

The **Government-Wide** section contains items that represent the comprehensive picture for the County. This includes the organizational chart, position information and government-wide financials.

The **General Fund** section begins with the General Fund Overview, which contains summary information and graphs of expenditures by activity, revenues by class and expenditures by department. The General Fund departments are listed individually under the sub-classifications of: (1) General Government, (2) Human Services, (3) Public Safety and (4) Cultural and Recreational. Departments included in these sections contain a brief narrative, a list of accomplishments, strategy and performance measures and financial summaries.

The **Other Funds** portion of the budget includes the Environmental Management Fund which is the only enterprise fund. It also includes the four special revenue funds: Emergency Telephone System – Article 3, New Hanover County Schools, Room Occupancy Tax and Special Fire Service District.

The **Capital Improvement Program** (CIP) follows and contains information relating to the County's CIP projects. In FY14-15 the Finance Department assumed responsibility for this program and provided this section to the Budget Department for this book.

The **Debt Management** section includes information on the legal debt limit, bond debt outstanding, debt service for five years and net bonded debt.

The **Appendix** includes a detailed position summary by department, comprehensive financial statements, the glossary and acronyms. The reader should note that FY14-15 figures used in the budget document are unaudited. Also included is a short narrative on budgeting in North Carolina for new residents or out of state readers.

The comprehensive financial statements were provided to the Budget Department by the Finance Department. These statements conform to generally accepted Consolidated Annual Financial Report standards and formats. The Budget Department has no control over the content or format of these statements. Revisions such as adding descriptive columns in the middle of statements, combining

GUIDE TO USING THE FY15-16 ADOPTED BUDGET DOCUMENT CONTINUED

transactions, or changing fund names cannot be done by the Budget Department when including these statements in budget documents.

The statements of revenues, expenditures and changes in fund balance were also provided to the Budget Department by the Finance Department. These statements conform to generally accepted Consolidated Annual Financial Report standards and formats. The Budget Department has no control over the content or format of these statements.

If you have specific questions or comments concerning the budget, there is contact information listed on the title page of this document.



NEW HANOVER COUNTY

OFFICE OF THE COUNTY MANAGER
230 GOVERNMENT CENTER DR STE 195
WILMINGTON, NORTH CAROLINA 28403-1732
TELEPHONE (910) 798-7184
FAX (910) 798-7277

CHRIS COUDRIET, ICMA-CM
County Manager

AVRIL M. PINDER, CPA
Assistant County Manager

TIM BURGESS
Assistant County Manager

June 22, 2015

To the New Hanover County Board of Commissioners:

I am pleased to present to you the FY2015-16 Budget for New Hanover County as adopted on June 22, 2015. This document represents the County's budget and strategic plan for the upcoming fiscal year. The Adopted Budget for Fiscal Year 2015-16 is presented as follows:

- General Fund tax rate of 57.4 cents
- Fire Service District of 7.0 cents
- Environmental Management Fund tipping fee of \$52/ton
(No increase projected for five years)

The adopted budget reflects the following changes to the recommended budget.

Expenditures

- Reduction in funding to the New Hanover County Public School system by \$1,081,440 by rolling back the average daily membership allocation to \$2,600 from the proposed \$2,640.
- Reduction in debt service by \$2,138,546 by adjusting the debt schedule to reflect one interest payment for both the community college bonds and the first installment of the public school bonds – the updated debt schedule reflected an interest-only approach for 18 months on the balance of community college bonds and the first installment of the public school bonds.
- Reduction in the capital improvement plan by \$160,000 by reducing the number of elevator replacements at the judicial center from 5 to 4.
- Reduction in funding to the community college by \$550,000 by reducing its capital investments.
- Reduction in childcare subsidies by \$225,200 by lowering the projected participation rate to 100 children.
- Reduction in funding to the juvenile justice service review by \$150,000 but still making money available for a degree of analysis.
- General Fund funding of Cape Fear Community College capital reduced by \$1,261,133 to be funded through bond premiums instead.

Revenues

- Increase in ad valorem tax rate of 2 cents per \$100.
- Increase in estimated sales taxes of \$1,624,361 by projected growth of an additional 3 percent over the recommended budget.
- Appropriation of an additional \$1.7 million from fund balance for recurring expenses but still maintaining the 21 percent fund balance policy.

I look forward to working with you toward the execution of the FY15-16 budget.

Sincerely,



Chris Coudriet
County Manager



NEW HANOVER COUNTY

OFFICE OF THE COUNTY MANAGER
230 GOVERNMENT CENTER DR STE 195
WILMINGTON, NORTH CAROLINA 28403-1732
TELEPHONE (910) 798-7184
FAX (910) 798-7277

CHRIS COUDRIET, ICMA-CM
County Manager

AVRIL M. PINDER, CPA
Assistant County Manager

TIM BURGESS
Assistant County Manager

April 30, 2015

New Hanover County Board of Commissioners:

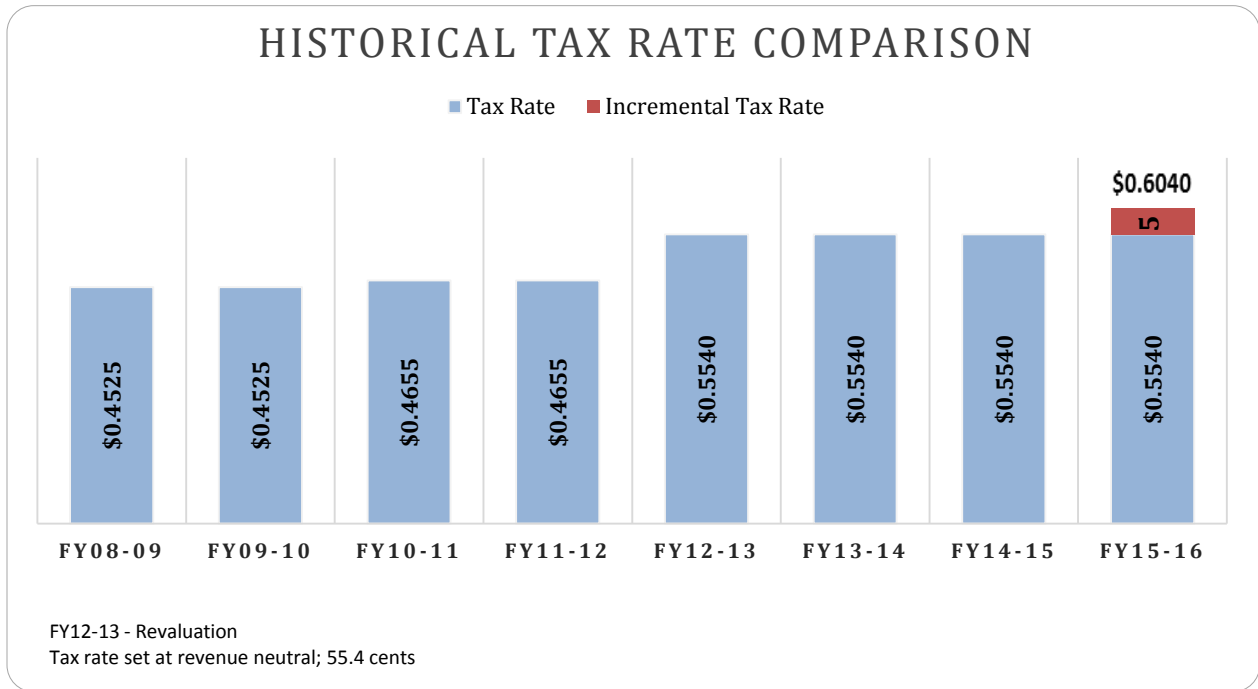
It is my honor and privilege to serve the New Hanover County Board of Commissioners (Board) as its county manager. Chief among my responsibilities to the Board is to present the County administration's recommended budget for fiscal year (FY) 15-16. In keeping with the current County administration philosophy the focus of the FY15-16 budget is strategic management. Primarily, the recommended budget:

- advances the County's strategic direction;
- aligns resources to meet Board-identified priorities;
- meets ongoing, prior obligations, and
- plans for the long term operating and financial sustainability of New Hanover County.

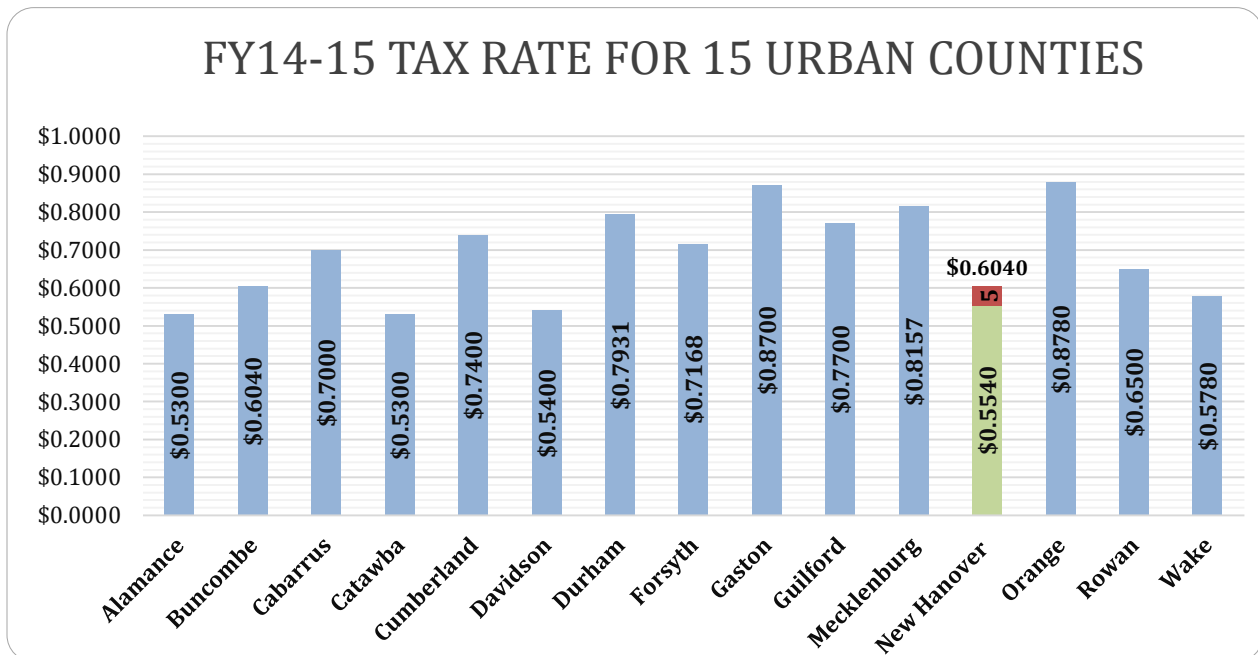
The proposed spending plan is both progressive and future-oriented by the investments it recommends, and it is fiscally sound. The budget accomplishes what the Board has identified as necessary and meets the Board's priorities, and it does so with competitive taxes and fees. This is evident when one considers other southeastern North Carolina local government units and the County's peer group (Triple A bond rated counties) across the state.

It is my administrative opinion the only sustainable path forward to deliver on the County's strategic direction, address the Board's priorities, satisfy prior Board obligations, and protect the viability of County programs, is to ask the Board to adjust the property tax rate. Specifically, I am recommending the Board raise the property tax by 5 cents. If accepted, this would establish a New Hanover County property tax rate of 60.4 cents per \$100 of assessed value.

New Hanover County's property tax is mostly unchanged since FY08-09, which includes the 1.3 cent tax increase in FY10-11 for lost revenue after the recession, and the revenue neutral tax rate for the current 55.4 cents established after the 2012 revaluation when the County lost approximately 15 percent of its property tax base. In the same time, the County has begun to pay fully on the \$182 million in bonds the voters approved in 2006 and 2008. Today, the County's effective property tax rate is 51.70 cents and not the actual rate of 55.4 cents. The graph that follows illustrates the property tax rate since FY08-09:



As illustrated in the graph below, at the proposed property tax rate of 60.4 cents, New Hanover County is in a competitive position as compared to the other 15 North Carolina counties identified as urban:



The basis for the proposed property tax increase is to exclusively service debt obligations the County currently faces for voter-approved bonds in 2006 and 2008. In 2006, 67 percent of those voting approved \$18 million for mostly unincorporated park development, and in 2008, 62 percent of those voting approved \$164 million for new Cape Fear Community College (CFCC)

facilities. In FY15-16 the County will pay fully on the 2006 and 2008 bonds at a cost of \$15+ million.

If the Board approves the property tax rate increase, each new dollar raised from the additional 5 cents will be set-aside in a debt service fund. I recommend the County establish a debt service fund so the Board, the community, and the individual taxpayer has certainty the incremental revenue raised from the property tax increase is only used for the stated purpose of servicing debt obligations. Every new dollar raised will be accounted for and spent only on voter-approved debt. It is not my ask or my intention for any of the proposed tax increase this year or in the future, to go toward funding general operations of the County government — only voter-approved debt.

It is important to note the County is fully responsible for the construction and ongoing operations and maintenance of the new parks and community college facilities built with bond proceeds. This spending plan and future spending plans assume and expect the natural growth in the tax base will meet those ongoing operational liabilities. The proposed property tax increase does not and will not fund the operational cost of these new facilities, i.e., maintenance, personnel, insurance, utilities, etc.

The FY15-16 recommended budget is as follows:

- the General Fund is proposed at \$306.6 million, which is an increase of 1.3 percent from the FY14-15 revised budget;
- the Fire Service District Fund is proposed at \$13.8 million, which is an increase of 4.9 percent from the FY14-15 revised budget;
- the Environmental Management Enterprise Fund is proposed at \$12.9 million, which is a decrease of 18.7 percent from the FY14-15 revised budget;
- the spending plan in its entirety, with all funds, represents \$350.9 million in operations, which is an increase of 4.3 percent.

ECONOMIC CONDITIONS

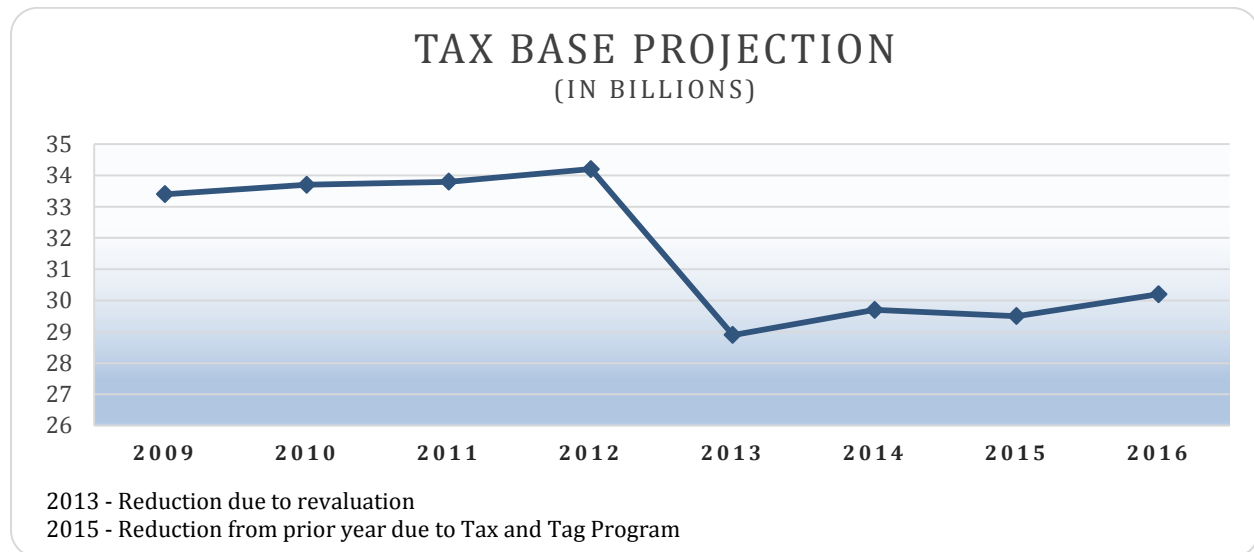
The local economy continues to show signs of recovery:

- the Register of Deeds' monthly collections continue to trend favorably; the current year's collections as compared to last year at the same time are up 22 percent.
- the unemployment rate dropped to 5.6 percent as reported in January 2015.
- single and multifamily permits experienced an increase over last year as compared to January of this year; as realtors predicted, home sales and prices rose across New Hanover County.
- more passengers boarded planes and arrived at the Wilmington International Airport (ILM) in February, marking a notable increase over the previous three years; in addition, the amount of cargo unloaded at ILM increased in February 2015.
- tourism, one of the major industries in New Hanover County was estimated at \$478 million in 2013, which was a 4 percent increase over 2012; figures for 2014 have yet to be released.

These are small but positive steps forward in measuring the local economy.

New Hanover County is experiencing population growth at a slower rate than the County experienced prior to the recession. During the period before the recession, the County experienced annual growth of 4.6 percent. Since the recovery only 2 percent annual growth, on average, was experienced, and 2 percent annual growth is projected through 2019. New Hanover County's 2014 estimated population is 218,000 (Office of State Budget and Management, 2014).

We should not expect rates of increase in the property tax base that we had prior to the economic recession. Future growth is trending in the right direction; the property tax base has grown a total of 4 percent since FY12-13 after the tax base lost \$5 billion in the 2012 property revaluation. The following graph identifies the tax base trend since 2009 – the first year of economic recovery:



The recession had a similar, negative impact on sales tax receipts, which have increased a total of 5 percent over FY07-08 collections. I expect a modest growth in annual sales tax collections going forward, but the current General Assembly debate about redistribution of local sales taxes calls my expectation into question.

At the national level, *Kiplinger's Economic Outlooks* for April 2015 anticipated national growth in GDP at 3 percent. Overall, short term interest rates are expected to stay below 3.75 percent. Business spending is anticipated to grow by 5 percent. New housing starts and sales are projected at 20 percent growth. Inflation of 1 percent is forecasted for 2015 and 4.5 percent growth in retail sales should be expected nationally.

REVENUES

This spending plan is balanced with a proposed 60.4 cent property tax rate. As already noted, the recommended 5 cent property tax increase is narrowly constructed to pay for the ongoing annual debt service for certain voter-approved debt. Those particular bonds represent \$182 million in original County indebtedness.

The increase in the tax base for FY15-16 is 2.4 percent, which is ahead of each fiscal year since the 2012 revaluation. The base for the General Fund is estimated at \$30.2 billion. With a 98.5 percent collection rate, the value of a penny is \$3 million. The base for FY15-16, however, still lags behind the base in FY11-12 (final fiscal year before the 2012 revaluation) by approximately 13 percent.

The County is currently conducting revaluation, which will be effective January 1, 2017 and will provide the base for the FY17-18 budget. The revaluation process being used is known as a “full measure and list,” and results in a site visit by a County appraiser to every County parcel, which numbers approximately 95,000.

The tax base for the Fire Service District is estimated at \$11.6 billion. With a 98.5 percent collection rate, the value of a penny is \$1.1 million.

Fund balance in FY15-16 for the General Fund is recommended to be appropriated in the amount of \$6.7 million, which is less than the amount appropriated in the current fiscal year. Current projections of expenditures and revenues indicate appropriating fund balance at \$6.7 million will comply with the County’s 21 percent fund balance policy, and it is a reasonable action to take in that fund balance in FY15-16 is used to pay for certain capital and one-time expenditures, rather than serving as an accounting function to balance the budget. Appropriation of fund balance for capital and one-time expenditures is possible because of the County’s overall strong financial position and previous funding strategies, and it represents best-management practices, which should comport to the strategy for budget development going forward.

Sales tax is projected to increase 12 percent over the FY14-15 budget. The increase is based on prior year experience and continued local economic recovery.

Despite an increase of \$19 million in property taxes and \$6.5 million in sales tax over the FY14-15 revised budget, other sources of revenue decreased. These decreases in revenues include reductions in appropriated fund balance (\$10 million), installment debt receipts (\$9 million), and Health and Human Services revenue (\$3.2 million).

Because of the continued economic recovery, an increase in charges for services and fees is projected at 2 percent, which positively affects Planning and Inspections and Register of Deeds.

Several County departments are requesting modifications to individual fee structures; the proposed changes are outlined in the fee revisions for FY15-16 document.

NEW HANOVER COUNTY STRATEGIC PLAN

In 2011 the New Hanover County Board of Commissioners adopted a strategic plan to guide decision making and budget allocation. Each of the three budgets, inclusive of this proposed spending plan, that I have recommended to the Board have focused on implementing the County’s plan and funding Board-identified priorities.

In March 2015 the Board met to review the strategic plan and identify specific priorities for FY15-16. The Board reaffirmed its commitment to the overall strategy and identified three areas to focus near term policy:

- Economic Development and Intelligent Growth
- Superior Public Education
- Superior Public Health and Safety

The entire FY15-16 budget recommendation is designed to deliver on the priorities identified by the Board.

EXPENDITURES

The primary drivers in the budget's spending growth are specific to new debt service and funding for both the New Hanover County Public Schools system and Cape Fear Community College (CFCC). The recommended budget includes an increase of \$3.1 million for the New Hanover County Public School System to support current expense and school capital/maintenance, and \$3.8 million for CFCC in the form of new operating expenses and debt service.

Total growth over the FY14-15 revised budget is attributed to a recommended \$6.9 million increase in current public education (k-12 and community college) operations and debt service.

Economic Development and Intelligent Growth

The primary strategy the County is using to deliver on the policy goal of economic development and intelligent growth is reflected by promoting a strong, diverse economy and high quality job growth.

For the second time in as many years, the Board established economic development as its first-among-equals priority. Consecutive community surveys in late 2012 and 2014 clearly identified the single highest priority of taxpayers is more jobs and better jobs.

In 2012 the County established three strategic measures of success to assess over the five-year period beginning July 2012 and ending June 2017. These measures include:

- create a policy environment that encourages private investment of at least \$1 billion,
- target industry and business clusters that will spur creation of 6,000 new jobs locally, and
- increase the average weekly wage by 10 percent.

To aid the community in meeting these measures of success, I am recommending that New Hanover County:

- fund \$500,000 for opportunistic economic development investments;
- fund \$25,000 above the contracted amount to the Wilmington Film Commission for marketing and advocacy in these uncertain times for the film industry;

- continue funding \$50,000 above the contracted amount for Wilmington Business Development to advance recommendations from the Garner Economics report – Pathways to Prosperity;
- fund \$20,000 for the second of a three -year commitment to the Southeastern Partnership for the three County micromarketing alliances;
- fund incentives in FY15-16 for PPD- \$300,000, General Electric- \$175,000, Castle Branch- \$50,000, Fortron- \$100,000, and Live Oak- \$65,000.

The most obvious industrial corridor in New Hanover County is US 421 – current land uses and zoning define that fact. However, the absence of robust water and sewer capacity along the corridor has stunted build out of the land along US 421. As a result, the parcels are not achieving their highest and best use, and tax base expansion and job growth is slowed.

What is colloquially known as *The Garner Report* identified, in 2014, the County has land for industrial development but it does not have marketable sites for industrial development. The reason: a lack of infrastructure in areas most ripe for industrial development – most noted is the US 421 corridor. In joint priority-setting with the Wilmington City Council, the Board selected “[re]building New Hanover County as a specific strategy for wealth creation. The governing bodies and staff have interpreted this to largely mean infrastructure development along US 421.

The Cape Fear Public Utility Authority, the County, and the City of Wilmington entered into an Interlocal Agreement (ILA) in early 2015 that initiates construction of two 8-inch sewer force mains under the Cape Fear River. The sewer force mains compliment a water line extension along US 421 to the Flemington Community. The opportunity to fully construct a properly sized and operational water and sewer system along US 421 now exists.

As part of the FY15-16 budget, I am recommending the County commit to a \$12 million investment that extends a 12-inch water line and two 8-inch sewer force mains from the Isabel Holmes Bridge to the Pender County line. I propose funding construction through limited obligation bonds (LOBs) beginning with \$12 million borrowed in FY15-16. Once initiated, the County and the private sector should plan for operational availability readiness of both the water and sewer lines in three to four years.

Water and Sewer along US 421 is embedded as part of the proposed 5-year capital improvement plan. The associated debt service payments on the LOBs are estimated on average at \$798,000 annually for the life of the debt. The debt plan for US 421 water and sewer maintains the County within its debt management policy, and the ongoing debt obligation will be served without an associated property tax increase.

Public transportation is becoming more and more important to business development, and as such, in 2014 the Board directed a two-year increase in funding for the Cape Fear Public Transportation Authority/WAVE. The funds are intended to ensure WAVE financial and operational viability.

Funding in the amount of \$158,000 is designated as the second of two annual payments to build the WAVE fund balance and \$275,000 is intended to support operating expenses of countywide WAVE fixed routes serving northern New Hanover County e.g., the CFCC north campus, and southern areas e.g., Monkey Junction and Pleasure Island. An amount of \$5,000 is also

recommended for public shelters along WAVE routes. In addition to the direct County contribution of \$438,000, the FY15-16 budget includes over \$700,000 in estimated payment to WAVE to support medical and independent life transport for County residents.

In summer 2015 the County Planning Board will recommend to the Board a first-of-its-kind comprehensive development plan for unincorporated New Hanover County. Spurring development that brings to life the comprehensive development plan will require an extensive overhaul of the County's existing land use development ordinance.

In the FY15-16 proposed spending plan, I am recommending \$500,000 to secure technical assistance in developing and ultimately presenting over the next few years a revised New Hanover County Development Ordinance. The long-term policy goal of economic development and intelligent growth is dependent upon a comprehensive development plan and the associated tools that work together and compel development consistent with the plan.

I am recommending the County appropriate \$300,000 from the General Fund to partner with the United States Army Corps of Engineers, for the purpose of dredging the Carolina Beach Inlet to the authorized template of eight feet. A healthy, well-functioning inlet ensures a vibrant recreational and commercial fishing economy in New Hanover County.

The General Assembly authorized the County to use Room Occupancy Taxes collected in the unincorporated district (U-district) for maintenance of the inlet(s). However, I propose the County use General Fund revenue first to determine the efficacy of the eight-feet theory to preserve the build-up of cash in the U-district Fund. The U-district Fund is most effectively used, in my opinion, for the cost of ongoing maintenance after the efficacy of the dredged template is known.

Superior Public Education

The primary strategy the County is using to deliver on the policy goal of superior public education is reflected by preparing [all] students to be successful in a 21st Century world.

Publically supported education is, perhaps, the most critical component of our community's long term success. As such, the County is committed to ensuring superior public education and educational facilities through robust funding to the New Hanover Public Schools system and Cape Fear Community College.

The Board of Education and the Cape Fear Community College Board of Trustees made significant increase requests for next fiscal year. While my recommendation includes measurable increases to both education systems, the requests of both governing bodies are not fully funded. However, increased funding between the New Hanover County Public Schools system and Cape Fear Community College is recommended at \$6.9 million.

New Hanover County Public Schools

Recommended funding for public schools to include current expense and capital is \$74.7 million. This represents an increase of \$3.8 million for operating and \$250,000 for capital. This \$4.1 million or 6 percent increase is offset by a decrease of \$1 million in *Transfer to Capital Projects* from FY14-15, for a net increase of \$3.1 percent.

In addition to direct public school system funding, the County also provides \$600,000 of maintenance through the Parks and Gardens Department for landscaping and field repairs and more than \$1.4 million in local funding for School Resource Officers (SROs) to augment the state-funded SROs.

While we estimate only about 20 percent of households in New Hanover County have children 18 or younger, the local public school system and charter schools are growing, which create more demand and burden on current expense. The public school system recommended increases are driven by student enrollment and an administrative plan that funds current expense at a defined, per pupil allocation also known as average daily membership (ADM). ADM-driven funding with a recognized and agreed to metric offers more predictable planning for both the school system and the County administration.

Specifically, the proposed administrative plan, which we have been working toward since FY 2013-2014, is to fund the school system at \$2,700 ADM by FY16-17 and \$3 million in capital by the fiscal year beginning July 1, 2015. In keeping with the aim of the administrative plan, the FY15-16 recommended ADM funding is \$2,640 and capital is programmed for \$3 million. It is important to note the annual capital appropriation is not and does not work the elements of the 2014 school bond. These capital dollars go toward maintenance of existing public school facilities.

In addition to the ADM formula and capital agreement, I am recommending one-time funding in the amount of \$316,500. It is my recommendation the school board appropriate nearly half of these dollars for a one-time, 1 percent bonus to veteran teachers that did not receive increases of any measure as part of the FY14-15 state budget; fund scholarships for four recipients due to the loss of the State Teaching Fellows Program; and increase funding for the school-based mental health counselors provided by the New Hanover County Public Health Department.

The County will issue its first portion of authorized 2014 voter-approved general obligation school bonds in FY15-16. The County will absorb approximately \$900,000 in bond payments in FY15-16 with no corresponding tax increase to cover that payment. However, 4 cents will likely be needed next fiscal year to satisfy the 20-year \$160 million debt obligation.

Cape Fear Community College

As proposed, funding for CFCC provides \$12.2 million for facility operations and \$17.5 million for debt service. This is a combined increase of \$3.8 million or 15 percent more than the FY14-15 revised budget.

The increase is directly related to new debt service, ongoing facility maintenance, and induced operating expenses related to new community college facilities to include Union Station and the fine arts and humanities building.

Early Childhood Preparedness

A key metric for superior public education is the County goal of ensuring that at least 80 percent of our children entering the public, private, or home-school kindergarten setting by 2017 are ready to be there – they are ready to be there academically, socially, and emotionally. It is the

County administration's determination the County government has a direct and relevant role in delivering on the goal. As such, I am recommending education initiatives that extend beyond funding to the New Hanover County Public School system.

Specifically, I am recommending continued support and expansion of the County's primary early literacy program: Every Child Ready to Read.

In early 2015 the Board committed to a capital plan for replacement of the current Myrtle Grove Library, which is undersized for its patron use and limits the capacity for the Library staff to offer dedicated early childhood reading initiatives. The replacement branch planned for the intersection of 17th Street Extension and South College Road addresses the deficiencies.

The recommended budget plans for relocation of the Carolina Beach library branch to Snows Cut Crossing Shopping Center from its current location on Cape Fear Boulevard. The proposed relocation accomplishes a number of benefits to the residents of Pleasure Island and southern New Hanover County. Most prevalent are preservation of the branch on the island, a near doubling of the capacity to 4,000 square feet, and the ability to provide regular early childhood reading programs at the Carolina Beach branch. Island adults benefit from relocation through an expanded print collection and more access to technology resources for career development, business planning, and the like.

I am of the opinion to help accomplish the goals of more and better jobs and more children ready for kindergarten takes a commitment to augmenting childcare subsidy the County receives from the state and federal governments. The proposed spending plans include \$673,000 to expand the number of families and children served by childcare subsidy. On average, it will allow some 150 additional children access to childcare, freeing more parents to pursue employment opportunities. Each child will be supported in a highly rated childcare center that is consistent with the standards of North Carolina Smart Start funding.

The Department of Social Services (DSS) and the Community Child Protection Team have both called for County investment in childcare subsidy to give working families the security they need to fully contribute to the local economy and to maximize the safety of children by helping to place them in well-regarded childcare facilities.

I am also recommending the County, in partnership with the Soil and Water Conservation District, establish four Outdoor Environmental Learning Centers (OELCs) at NC Pre-K schools in the County. OELCs are designed to allow teachers to conduct hands-on educational activities for four-, five-, and six-year-olds that have proven to improve standardized testing and classroom behavior. These activities include water quality, soil, forestry, wildlife and stewardship.

Superior Public Health and Safety

The primary strategy the County is using to deliver on the policy goal of superior public health and safety is reflected by increasing the safety and security of the community.

Health and Human Services

In the policy areas of public health, social services, and senior resources, much of FY14-15 focused on developing a tactical plan to implement elements of the County's Health and Human Services Functional Collaboration plan. The FY15-16 recommended budget accommodates the following plan elements:

The relocation of Health Services to the new Public Health Clinic to make space available in the main Public Health Department building for co-locating Social Services Medicaid Eligibility, Food and Nutrition, and Child Services Teams, or portions of Teams, for improved service delivery. This allows for improved patient flow during their clinic visit and serving customers holistically without having to visit separate locations.

Through the reorganization of work space and a thorough review of the work processes, the need for administrative support positions has shifted among the three Health and Human Services agencies and County Finance. This will allow for the realignment of certain work responsibilities to improve internal work flow. Additionally, this realignment provides the County with the opportunity to refocus human capital where they are most needed for improved service delivery. Human capital-repurposing allows the County to add capacity to DSS and forego the need to request 9 [new] positions. Only two new positions are being requested to assist with the increase in the DSS caseload.

More effective use of the public health clinic space allows the WIC Program to be integrated into the Public Health Clinic building, which will accommodate all Public Health Department Personal Health Services being provided from a single location. Paper files, storage, and supply areas will be purged, reorganized, and in some instances physically relocated. A document scanning project will be implemented in order to eliminate unnecessary paper and file cabinets; lessening the need and expense of physical storage.

Throughout FY15-16, New Hanover County will continue to look for opportunities to improve the efficiency and effectiveness of Health and Human Services delivery to improve the experience and outcomes for the clients/patients the programs serve.

CoastalCare and its successor Trillium Health Resources

The delivery of services for mental health, substance abuse, and developmental disabilities (MH, SA & DD) continues to evolve in North Carolina. July 1, 2015 will represent the third significant policy change for New Hanover County since mental health reform began in 2002. In that time the functions of MH, SA & DD transitioned from largely a public service function to a private provider network with public agencies focusing on administrative duties; Southeastern Center merged with Carteret and Onslow counties to form CoastalCare only a few years ago, and in July 2015 CoastalCare is merging with East Carolina Behavioral Health to form Trillium Health Resources. The only consistency for the past 13 years is "change," and it is *change* that has eroded the presence of MH, SA & DD services locally.

New Hanover County historical funding to CoastalCare has mostly been used to operate a crisis facility known as The Harbor is located at 2023-1 South 17th Street. With immediate and easy

access to mental health and substance abuse services fading, the effect of crisis for individuals is becoming more prevalent.

I am recommending the County increase funding above the base allocation (\$2.2 million) to CoastalCare and its successor Trillium Health Resources by \$100,000. These dollars are intended to extend the Cape Fear Behavioral Health Urgent Care Center's operational hours by three hours each day. If this appropriation is authorized, the crisis center will be available to those in need from 8 a.m. to 10 p.m., Monday through Friday, and 10 a.m. to 9 p.m. on Saturday; the Cape Fear Behavioral Health Urgent Care Center's is closed for admissions on Sunday. When the Cape Fear Behavioral Health Urgent Care Center's is not open for admissions, those in crisis often take an action that ultimately involves law enforcement or they admit themselves to the New Hanover Regional Medical Center Emergency Department.

Environmental Management

The Environmental Management Fund is balanced with a 5.45 percent reduction in the tip fee lowering it to \$52 per ton. If approved, this will be the second consecutive year the County lowers the tip fee. Prior to FY14-15 the tip fee was \$59 per ton. I am able to recommend a reduced fee without compromising on policies initiated in the current budget. Tip fees of \$12 million are based on collection of approximately 240,000 tons in FY15-16 – the operating budget for the year is \$12.9 million.

The 5.45 percent reduction saves the City of Wilmington \$76,000 in tip fees next year coupled with more than \$100,000 in current year savings, and the tip fee reduction could result in savings for unincorporated households that contract with a private hauler for municipal solid waste (MSW) collection.

FY15-16 expenses decreased almost \$3 million or 18.7 percent compared to FY14-15 revised budget because of natural fluctuation in capital needs, the final dissolution of the WASTEC division, and payment of installment debt. I am confident that the tip fee can remain at \$52 per ton through FY19-20.

While the program to aggressively modify the disposal and management of construction and demolition (C&D) materials has not yet been fully implemented, from August 2014 to February 2015 a Board-sanctioned pilot program that waived tipping fees for clean construction materials did result in the diversion of over 2,650 tons of C&D. The diversion resulted in over \$118,000 in savings for contractors. Diversion created by the planned and funded C&D expanded-operation adds 16 years of life to the County's landfill bringing total remaining life, to include southern property expansion of the site, to 73 years.

The reduction of the tip fee to \$52 is based on the following assumptions:

- estimated 3 percent increase in tons received at the landfill in FY16-17 and that this amount remains consistent through FY19-20;
- unrestricted fund balance will be 8 percent of fund expenses;
- fund balance above 8 percent will be reserved to supplement the Transfer to the Post Closure Fund to off-set that long-term liability.

A \$52 tip fee allows the County to continue to do the following:

- fund its operating obligations for landfill management, recycling functions, household hazardous waste and administration;
- fund closure and post closure responsibilities by \$1.16 million annually;
- fund the capital reserve by \$250,000 annually;
- fund capital project expenses of approximately \$2.7 million in FY15-16 as well as anticipated capital project costs through FY19-20.

Public Safety

In July 2012 the County, as part of its strategic plan, set out to reduce juvenile recidivism by 5 percent by June 2017. To sustain the goal, which the County has already achieved, I am recommending that we continue to fund prevention and intervention programs aimed at-risk youth. Specifically, I am recommending the County:

- expand prevention programs managed by the County's Department of Youth Empowerment Services targeted to public housing communities in high-victim areas;
- continue outside agency funding for Communities in Schools, Dreams, Kids Making It, Wilmington's Residential Adolescent Achievement Place (WRAAP), and the One Love Tennis program. (Each of these programs offers direct service to at-risk youth throughout the County.);
- increase funding to \$25,000 for the Blue Ribbon Commission on Youth Violence;

For any number of years the General Assembly has debated the appropriate age for the purposes of being considered an adult in a judicial consequence context. In North Carolina a person as young as 16 can be considered an adult and will proceed through the judicial system as an adult. Anyone under 18 is customarily considered a minor. Juvenile justice leaders in the State of North Carolina continue to advance legislative ideas of moving the age from 16 to 18, thereby, treating anyone younger than 18 as a juvenile for judicial consequence.

It is in the best interest for New Hanover County to begin thinking and planning today for the future reality of more young men and women in the juvenile justice system because of an age change from 16 to 18. What does the future look like in terms of programming, support, and space? The answer should be secured through an independent review of New Hanover County's current conditions, a demographic analysis, and forecasting of future need. I am recommending \$250,000 in the budget to initiate this review, and suggest the Board ask The Honorable Jay Corpening, Chief District Court Judge, to lead the review effort.

As required by General Statute 62A-46(e)(4A-5), I am recommending the County commit to developing a backup 911 center that can also double as a backup emergency operations center, which will enable the County to maintain 911 coverage in an event the primary 911 Communications Center is out of service or cannot safely and effectively operate at the primary location. I have included \$1 million, funded with an E-911 grant and surcharge revenues, in the capital improvement plan to establish the backup.

Because emergency communication technology continues to evolve, the County's current system is becoming obsolete, which means the current 800 MHz radio software needs to be upgraded to the most recent version. The upgrade ensures the operating system is at correct standards. I am including \$2 million, also funded with an E-911 grant and surcharges, in the capital improvement plan for this upgrade.

Fire Services District

I am pleased to recommend a reduction in the Fire Service District tax rate from 7.9 cents per \$100 of value to 7 cents. This equates to an 11 percent reduction in the district's tax rate and its associated ratepayers. I am able to recommend the rate decrease without compromising on our public safety goal or the financial integrity of the Fire Service District Fund.

The single objective of the FY15-16 fire service budget is ensuring an effective and efficient fire service. It is the operational goal to have the right apparatus, with the right resource(s), arrive at every scene as quickly and safely as possible.

I am recommending \$10,000 for the continued installation and selected replacement of fire hydrants in the unincorporated County. Hydrants increase the efficiency and effectiveness of fire operations by allowing firefighters to focus on direct fire suppression, as opposed to truck and haul of water. In addition, fire hydrants improve insurance rates for both residential and business owners. Northern New Hanover County is currently rated 4/9E, and southern New Hanover County is rated 4.

The fire service is in need of a replacement fire engine so it can rotate out a 15-year-old inefficient engine from its response plan. The cost of maintenance and operation exceeds the value of maintaining the apparatus. As such, the budget recommends \$615,000 for the engine's replacement.

In 2014 New Hanover County negotiated an option to purchase the Ogden Fire Station. The impetus for securing the option centered on the age of station and the near-term need to begin a full-scale renovation or replacement of the station. Based on a response analysis, the station's current location remains optimal. However, to facilitate an on-site renovation or replacement, the fire service district would incur the expense. The facility, currently owned by the Ogden Volunteer Fire Association, does not have the capacity to raise revenue to fund such an endeavor, nor does it have a response duty; the County ended volunteer association response obligations in October 2010. The recommended budget includes \$650,000 to acquire the Ogden Fire Station from the Association.

New Hanover County Fire Services has restructured its fee schedule to closely mirror the City of Wilmington Fire Department's to increase consistency and the ease of doing business.

Effective County Management: The Model of Good Governance

I have articulated an administrative goal of ensuring that New Hanover County establishes itself as *The Model of Good Governance*. A goal needs measures, and I assess our good governance successes by embedding our organizational values of Professionalism, Integrity, Innovation,

Stewardship and Accountability throughout the organization and asking that each County employee manage themselves by these basic business principles:

- ensure New Hanover County government is effective in meeting the outcomes expected by the Board of Commissioners and our citizens, and efficient in how we manage business and deliver results;
- ensure New Hanover County government is easy to do business with and consistent in how we do business;
- ensure New Hanover County government is responsive to its end users, that is understand and act on their needs, and professional in all that we do as an organization.

Most important to delivering on *The Model of Good Governance* is investing in our County team. It is not lost on me the success of this organization is directly attributed to the passion, talent, and commitment to public service our staff demonstrates day in and day out. As such, I am recommending the following:

- 1.7 percent market adjustment based on the southeast CPI-U yearly average; the adjustment will take effect the first full pay period of the fiscal year;
- 2 percent merit pool with a range of potential merit awards effective with the first pay period in the second quarter of the fiscal year;
- continued emphasis on County staff wellness through health incentives, education, and fitness.

Identifying the right-sized staffing model is also critical to our success to deliver on *The Model of Good Governance*. I am recommending new positions to achieve right-sized operations.

The following is a summary of requested and recommended positions:

Fund	Requested	Recommended	Recommended Positions
General Fund	22	6	3 custodians and 1 mechanic in Property Mgmt 2 DSS Universal Caseworker Supervisors
Fire Service District	7	0	
Environmental Management	1	1	Environmental Technician

I am recommending three new Custodial Positions for Property Management to service additional square footage space at 320 Chestnut and the new clinic space at public health. With the additional personnel, the County will remain below the recommended industry standard for custodians per square foot. A new Mechanic is also recommended in Property Management to service the County's fleet and allow more extensive repairs be done by staff rather than higher costs via local repair shops.

Medicaid and food and nutrition applications and recertification continue to grow at rather high rates; since 2009 at the beginning of the recession caseloads in these programs have still grown by 58 percent. Per a letter dated February 2, 2015 from the state: *If a County has no plans to add additional permanent staff that County will be required to submit a letter to the Department of*

Health and Human Services, outlining why additional staff are not needed to manage the increased workload and caseload growth.

I have determined DSS needs at least 11 new positions to meet the operational demands and meet any caseload ratio reasonably defined as acceptable by the state. To secure the 11 positions, I am only asking the Board to authorize two new positions – Universal Caseworker Supervisors. I am able to achieve the new capacity by reassigning 9 positions made available as part of implementing the County’s Health and Human Services Functional Collaboration plan. This represents the very kind of efficiency and repurposing of human capital promised when the Board sanctioned the collaboration plan.

The Governor’s Highway Safety grant has partially funded 4 Deputies in the Sheriff’s Office for the past 4 years. As a result of the grant funding expiring at the end of first quarter in the new fiscal year, I recommend these positions be County funded for the remaining 3 quarters of the year. These positions are essential to increasing the safety and security of the community.

An Environmental Technician position is recommended as support for the solid waste treatment improvements directed by the state and federal government. The technician position will align with the plant’s operational schedule, which means, the individual will not join the department until the third quarter of the fiscal year.

Salary lag of \$2 million is budgeted in the General Fund to acknowledge that not all positions are filled for the entire fiscal year. This management strategy will require careful monitoring and control of positions by the Executive Leadership Team; however, the County meets its salary lag projections year-over-year.

CAPITAL PLANNING

Capital Improvement Plan

I am recommending the Board adopt the first-ever 5-year capital improvement plan (CIP). Adoption of the plan communicates and acknowledges the high-priority capital needs the County faces; it defines the timeline for addressing those needs; it identifies the expected revenue sources to implement the plan. The County will reexamine its CIP annually.

For FY15-16, I am recommending a \$6.8 million commitment to the first year of the CIP. General Fund revenue in the amount of \$1.6 million is included to fund capital projects that include:

- replacement of County elevators at a cost of \$800,000;
- replacement of HVAC units at the Main and Northeast Libraries at a cost of \$253,000;
- countywide drainage projects at a cost of \$140,000;
- health department phase two renovations at a cost of \$414,000.

Projects recommended for funding that do not anticipate revenue from the General Fund include:

- 800MHz Public Safety Radio System Upgrade at a cost of \$2 million;

- backup 911 Center and Emergency Operations Center at a cost of \$1 million;
- water and sewer extension along Highway 421 will be funded with LOBs.

The majority of revenue for the first year of the CIP comes in the form of E-911 grants and surcharges, fundraising, escrow funds, and loan proceeds.

Capital Outlay

A total of \$2.1 million of capital outlay is recommended in the General Fund for FY15-16 and I am proposing pay-as-you-go as the model for funding those capital outlays.

Noted below are capital outlay examples recommended for funding in the budget: (This list is not all-inclusive, and the full set of capital outlay recommendations can be found in the budget document).

- funding of \$200,000 for the Register of Deeds is recommended to purchase and install movable shelving for the efficient use of space and retrieval of record books when they relocate to 320 Chestnut Street;
- funding in the amount of \$635,000 is recommended to support the County's information technology needs;
- funding in the amount of \$706,000 for the County's motor vehicle fleet as determined by the vehicle appraisal system. *[A total of 30 vehicles (25 for the Sheriff's Office and 3 for other General Fund Departments and 2 for DSS) are identified for replacement. Additionally, 1 non-replacement vehicle for Parks and Gardens and 1 non-replacement vehicle for the Sheriff's Office are suggested. Because of a 50% reimbursement for DSS, it is more cost effective to purchase vehicles rather than pay mileage reimbursement to agency employees. The new vehicle for the Sheriff's Office is being purchased with ABC funds.] Global Positioning System (GPS) will be installed on these vehicles to conserve fuel and ensure employee safety.*

As an aside, the County expects to assume occupancy at its historical administrative building in December 2015. This renovation will provide a completely new interior while retaining the historical structure, which was originally built in the 1950s, that fits well within the historic district in downtown Wilmington. 320 Chestnut will primarily house court functions that are currently dispersed throughout the downtown area, and will it also house the Register of Deeds and Community Justice Services.

CONCLUSION

Summary

There are a number of unknowns that remain on the horizon as I present the FY15-16 recommended budget:

- the ebb and the flow of the economic recovery statewide and locally;
- the sunset of the state film incentive and its associated loss of sales taxes locally;
- the pending pieces of legislation that converts sales taxes to a state sales tax and

redistributes funds via a per capita formula.

Although uncertainty in decisions made by other levels of government or the overall trend in the economy are always part of the budget matrix, it does not stand in the way of the County meeting its responsibility of recommending, approving, and ending each fiscal year with a balanced budget in accordance with North Carolina General Statutes. FY15-16 is no different.

The budget that I am recommending is structurally balanced, adheres to the County debt management and fund balance policies, and moves the County toward the Board's vision for the future.

My recommendation does make investments in early childhood education, partnerships aimed at economic development, a more robust system of public health and safety, and in a smart investment in the County's team; however, those investments are readily absorbed by the natural growth in the property tax base and other existing sources of revenue.

The County's continued commitment to public education is the single largest driver of increased County spending year-over-year:

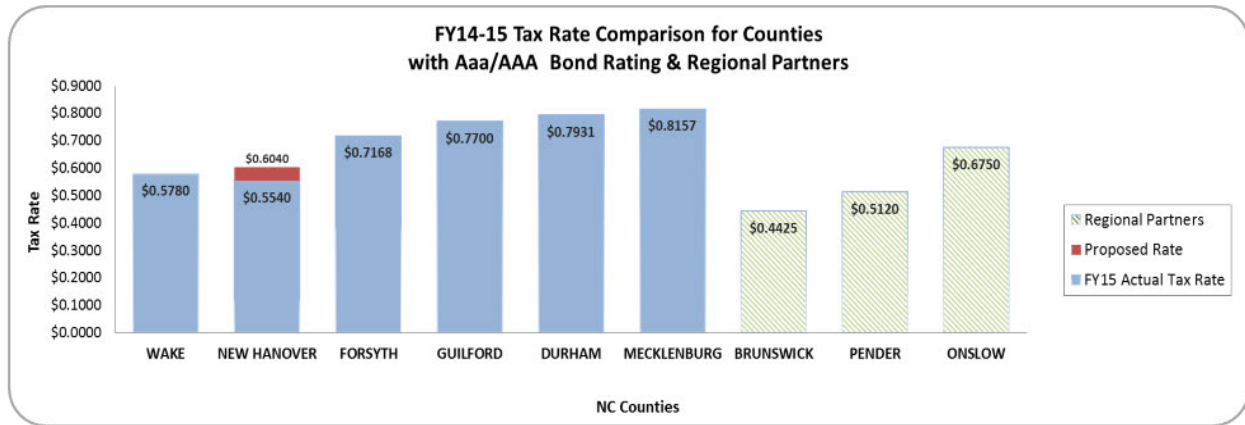
Public education operational and debt service spending accounts for 40 percent of the County General Fund.

The difference between the FY14-15 revised budget and what I am proposing for FY15-16 is 1.3 percent. In real dollars that represents \$4 million. Combined, the proposed increases to public education, including operations and debt service, are \$6.9 million. For a high level summary of expense and revenue changes proposed in the FY15-16 budget, please reference the attachment *Changes Between FY14-15 Revised and FY15-16 Recommended* following the budget message.

As already outlined, if the Board accepts my recommendation to raise the property tax rate to pay for voter-approved debt beginning July 1, 2015, I recommend those dollars be assigned to a debt service fund so that all additional revenues are limited to debt service and not absorbed by the general fund for County government operations. All new revenues will be used only to pay for the voter-approved debt obligations.

When the Board adopted its strategic plan in 2011 it clearly noted that an evidence of success is measured by the County's ability to meet its obligations and service priorities without compromising on its commitment to compete regionally and statewide with competitive tax and fee rates. I am of the opinion the County has done just that, and that by accepting my recommendation of a property tax rate that is 60.4 cents per \$100 of value the County does not lose ground to our competitors nor does it create an undue tax burden for our taxpayers. The current proposed property tax rate increase is specific to decisions endorsed by the voters in the form of bond referenda in 2006 and 2008.

Please note the graph that follows demonstrates our relative competitiveness to other double, Triple A bond rated counties and our regional partners:



In November 2014 more than 60 percent of those voting approved a \$160 million New Hanover County school bond. As noted often and consistently leading to the bond referendum, approval and the ultimate sale of these bonds will impact future County budgets. In the future, I will recommend any tax increase for the voter-approved school bonds be set-aside in the debt service fund. Just as with my recommendation for FY15-16, I will recommend the set-aside to offer clarity that any revenue raised via a school-bond tax increase is being used only to fund voter-approved debt. Induced operating expenses related to the school bond, e.g., maintaining Porters Neck Elementary, shall be borne by natural growth in the tax base.

I cannot avoid noting that while the first impact of the debt service payment will be felt in the coming year (FY15-16), the first impact of those debt obligations on the tax rate has been delayed until FY16-17. Throughout the school bond referendum debate, my administrative opinion was and remains that a property tax increase is necessary to pay for those obligations. I represented it as a 4 cent increase with a ramp down over the life of the bonds, and the 20 year life-average of the rate increase at 3 cents. I do not, based on projected growth in the tax base, expect that administrative opinion to vary much as we move toward FY16-17. To begin satisfying those debt obligations timely and at the lowest level of impact, it will require the Board to consider another property tax increase beginning July 1, 2016.

In Closing

While the responsibility falls upon me as County Manager to recommend a balanced budget, as a governing Board you would not be in position to consider a strategic and balanced budget for FY15-16 without tireless work from the Budget office, to whom I am greatly indebted, the County's Executive Leadership Team, our department directors, and the entire County team.

I look forward to working with you toward the adoption of the FY15-16 Budget for New Hanover County.

Sincerely,

Chris Coudriet
County Manager

MAJOR INITIATIVES FY15-16

1. Stimulate, through business-friendly County policies and processes, at least \$1 billion of private investment to grow the county's tax base
 - Continue funding \$50,000 above the contracted amount for Wilmington Business Development to advance recommendations from the Garner Economics report – Pathways to Prosperity
 - Fund \$500,000 to overhaul existing land use regulations to align with the County's comprehensive development plan
 - Fund \$300,000 for the full dredging template of the Carolina Beach Inlet ensuring its safe passage
2. Create an environment that encourages the private sector to create at least 6,000 new, better jobs in targeted industry clusters
 - Fund \$25,000 above the contracted amount to the Wilmington Film Commission for marketing and advocacy in these uncertain times for the film industry
 - Fund \$20,000 for the second of a three year commitment to the Southeastern Partnership for the three County micromarketing alliances
 - Increase funding for Schools Current Operations \$3 million
 - Increase funding for CFCC Current Operations \$0.9 million
 - Issue limited obligation bonds for the purpose of constructing water and sewer extensions along US 421
3. Ensure at least 80 percent of young ones entering kindergarten (public, private, or home-school systems) are ready to learn
 - New Hanover County Public Library's NHC Ready to Read continues to support and expand this initiative through Library and interdepartmental projects
 - Funds are included in the budget to establish four Outdoor Environmental Learning Centers (OELCs) at Pre-K schools in the County. This is being accomplished through the Soil and Water Conservation District
4. Reduce juvenile recidivism by at least 5 percent
 - Continue to fund Youth Empowerment Services, which provides prevention and intervention programs targeted at preventing and reducing crime for the at-risk youth and public housing communities in high-victim areas
 - Continue outside agency funding for Communities in Schools, Dreams, Kids Making It, Wilmington's Residential Adolescent Achievement Place (WRAAP), and the One Love Tennis program. (Each of these programs offers direct service to at-risk youth throughout the County).
 - Increase funding to \$25,000 for the Blue Ribbon Commission, whose program results was a significant increase in the students' grade level achievement and mitigation of the decline in academic skills youth typically experience over the summer
 - Fund \$100,000 for a comprehensive review of juvenile justice service delivery in response to increasing the age of juvenile justice to 18-years-old
 - Provide \$25,000 in funding for the Children's Museum of Wilmington, which provides literacy services to at-risk youth throughout the County
5. Reduce obesity by an average of 6.5 percent
 - Expand Greenways to improve the health of the community, by providing safe and accessible areas for active living. Specifically, Middle Sound Loop Road Widening Project and South Smith Creek Trail, which will provide active recreation and physical fitness opportunities to at least 4,800 residents
 - Health Department continues to offer many programs to address obesity and uses resources to support community obesity reduction efforts in the County, which are carried out in partnerships with various community groups
 - Promote a wellness culture and environment with opportunities to engage in healthy behaviors at work, making healthier choices the norm
 - Gold level recipient of the American Heart Association's Fit-Friendly Worksites recognition program.
 - Implement at least nine criteria in the areas of physical activity, nutrition and culture, as outlined by the American Heart Association



**NEW HANOVER COUNTY, NORTH CAROLINA
FISCAL YEAR 2015-2016 BUDGET ORDINANCE**

BE IT ORDAINED by the Board of Commissioners of New Hanover County, North Carolina:

Section 1: The following amounts are hereby appropriated in the General Fund for the operation of the New Hanover County government and its activities for the fiscal year beginning July 1, 2015, and ending June 30, 2016, in accordance with the Chart of Accounts heretofore established for New Hanover County:

GENERAL FUND

<u>Function</u>	<u>Appropriation</u>
General Government	\$35,257,030
Human Services	59,198,752
Public Safety	55,362,190
Economic & Physical Development	1,943,354
Cultural & Recreational	11,544,369
Education (Cape Fear Community College)	10,376,430
Debt Service	16,940,063
Transfers to Other Funds	<u>102,356,787</u>
Total Appropriation - General Fund	<u>\$292,978,975</u>

Section 2: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Ad Valorem Taxes	\$166,428,721
Sales Taxes	62,267,210
Room Occupancy Taxes	36,000
Other Taxes	3,316,479
Charges for Services	10,620,822
Interest on Investments	180,000
Intergovernmental Revenue - State	2,986,422
Intergovernmental Revenue - Federal	28,133,090
Intergovernmental Revenue - Other	9,386,308
Insurance Claim Proceeds	40,000
Miscellaneous Revenue	1,045,056
Transfers from Other Funds	100,000
Appropriated Fund Balance	<u>8,438,867</u>
Total Estimated Revenues - General Fund	<u>\$292,978,975</u>

GENERAL FUND CAPITAL IMPROVEMENT PROJECT FUNDS

Section 3: The following amounts are hereby appropriated and allocated in the Capital Improvement Project Funds pursuant to G.S. 159-13.2 for the fiscal year beginning July 1, 2015, and ending June 30, 2016. The projects undertaken pursuant to this ordinance are on-going capital improvements for various functions within the County, in accordance with the County's Capital Improvement Plan, these projects are herewith authorized and the remaining four years of the Plan are endorsed by the Board for approval in subsequent fiscal years.

<u>Category</u>	<u>Appropriation</u>
Capital Project Expense – Health Department Renovation Fund	\$413,700
Capital Project Expense – Capital Improvement Project Funds	1,046,000
Total Appropriation – Capital Improvement Project Funds	<u>\$1,459,700</u>

Section 4: It is estimated that the following revenues will be available in the Capital Improvement Project Funds for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From General Fund	\$1,459,700
Total Revenues – Capital Improvement Project Funds	<u>\$1,459,700</u>

NEW HANOVER COUNTY SCHOOLS FUND

Section 5: The following amounts are hereby appropriated and allocated in the New Hanover County Schools Fund pursuant to G.S. 115C-429(b) for the fiscal year beginning July 1, 2015, and ending June 30, 2016. Allocations made to the New Hanover County School Board through G.S. 115C-429(b) bind the Board of Education to the following directions and limitations in regards to these funds:

- 1) The Budget Resolution adopted by the New Hanover County Board of Education shall conform to the specific allocations by operating and capital as set forth in this Budget Ordinance.
- 2) The Budget Resolution adopted by the New Hanover County Board of Education may not be amended without the prior approval of the Board of Commissioners if the proposed amendment increases or decreases expenditures from the capital outlay fund for the Board of Education; or the proposed amendment would result in a cumulative increase or decrease of appropriations in any category by 25% or more.

<u>Category</u>	<u>Appropriation</u>
Current Operating Expense	\$70,610,100
Capital Outlay	3,000,000
School Debt Service	<u>20,063,992</u>
Total Appropriation – New Hanover County Schools Fund	<u>\$93,674,092</u>

Section 6: It is estimated that the following revenues will be available in the New Hanover County Schools Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From General Fund	\$93,498,424
Intergovernmental Revenue - Federal	<u>175,668</u>
Total Revenues – New Hanover County Schools Fund	<u>\$93,674,092</u>

In accordance with G.S. 115C-429(c), the Board of Commissioners requires the Board of Education to notify the Board of Commissioners in writing of any changes made to their planned capital fund expenditures. The notification should include: (1) nature of the change; (2) reason for the change; (3) dollar amount of any expenditure change by planned project; and (4) plans for, and estimated cost of, completing the planned project in the future if completion as originally anticipated will not be possible.

EMERGENCY TELEPHONE SYSTEM FUND – ARTICLE 3

Section 7: The following amount is hereby appropriated in the Emergency Telephone System Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016, for the purpose of maintaining an Emergency 911 System in New Hanover County:

Total Appropriation – Emergency Telephone System Fund – Article 3 \$3,452,285

Section 8: It is estimated that the following revenue will be available in the Emergency Telephone System Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Other Taxes	\$502,354
Intergovernmental Revenue - State	2,086,764
Appropriated Fund Balance	<u>863,167</u>
Total Revenue – Emergency Telephone System Fund – Article 3	<u>\$3,452,285</u>

ROOM OCCUPANCY TAX FUND

Section 9: The following amount is hereby appropriated in the Room Occupancy Tax Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

Total Appropriation – Room Occupancy Tax Fund \$14,206,617

Section 10: It is estimated that the following revenues will be available in the Room Occupancy Tax Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Room Occupancy Taxes	\$4,681,084
Intergovernmental Revenue - Other	2,473,000
Special Assessments	228,317
Appropriated Fund Balance	<u>6,824,216</u>
Total Revenues – Room Occupancy Tax Fund	<u>\$14,206,617</u>

CAPITAL IMPROVEMENT PROJECT FUND

Section 11: The following amounts are hereby appropriated and allocated in the Mason Inlet Relocation Capital Project Fund pursuant to G.S. 159-13.2 for the fiscal year beginning July 1, 2015, and ending June 30, 2016. The projects undertaken pursuant to this ordinance are on-going capital improvements for Mason Inlet Relocation Capital Project Fund, in accordance with the County's Capital Improvement Plan, these projects are herewith authorized.

<u>Category</u>	<u>Appropriation</u>
Capital Project Expense	\$4,855,000
Total Appropriation – Mason Inlet Relocation Capital Project Fund	<u>\$4,855,000</u>

Section 12: It is estimated that the following revenues will be available in the Mason Inlet Relocation Capital Project Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From Room Occupancy Tax Fund	\$4,855,000
Total Revenues – Mason Inlet Relocation Capital Project Fund	<u>\$4,855,000</u>

ENVIRONMENTAL MANAGEMENT FUND

Section 13: The following amount is hereby appropriated in the Environmental Management Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

Total Appropriation – Environmental Management Fund	<u>\$12,861,500</u>
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Section 14: It is estimated that the following revenues will be available in the Environmental Management Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Charges for Services	\$12,047,500
Intergovernmental Revenue - State	407,000
Miscellaneous Revenues	<u>407,000</u>
Total Revenues – Environmental Management Fund	<u>\$12,861,500</u>

ENVIRONMENTAL MANAGEMENT CAPITAL IMPROVEMENT PROJECT FUNDS

Section 15: The following amounts are hereby appropriated and allocated in the Environmental Management Fund Capital Improvement Project Funds pursuant to G.S. 159-13.2 for the fiscal year beginning July 1, 2015, and ending June 30, 2016. The projects undertaken pursuant to this ordinance are on-going capital improvements for Environmental Management Fund, in accordance with the County's Capital Improvement Plan, these projects are herewith authorized.

<u>Category</u>	<u>Appropriation</u>
Capital Project Expense – Northern Property Closure Fund	\$1,960,000
Capital Project Expense – Landfill Leachate Treatment System Upgrade	<u>750,000</u>
Total Appropriation – Capital Improvement Project Funds	<u>\$2,710,000</u>

Section 16: It is estimated that the following revenues will be available in the Environmental Management Fund Capital Improvement Project Funds for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From Environmental Management Fund	\$2,710,000
Total Revenues – Capital Improvement Project Funds	<u>\$2,710,000</u>

ENVIRONMENTAL MANAGEMENT CAPITAL RESERVE FUND

Section 17: The following amounts are hereby appropriated and allocated in the Environmental Management Capital Reserve Fund pursuant to G.S. 159-13.2 for the fiscal year beginning July 1, 2015, and ending June 30, 2016. The Environmental Management Capital Reserve Fund is intended to build up a reserve to fund future capital projects.

<u>Category</u>	<u>Appropriation</u>
Transfer to Environmental Management Fund Expense	\$250,000
Total Appropriation – Capital Improvement Project Fund	<u>\$250,000</u>

Section 18: It is estimated that the following revenues will be available in the Environmental Management Capital Reserve Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From Environmental Management Fund	\$250,000
Total Revenues – Environmental Management Capital Reserve Fund	<u>\$250,000</u>

ENVIRONMENTAL MANAGEMENT CLOSURE/POST CLOSURE COSTS FUND

Section 19: The following amounts are hereby appropriated and allocated in the Environmental Management Closure/Post Closure Costs Fund pursuant to G.S. 159-13.2 for the fiscal year beginning July 1, 2015, and ending June 30, 2016. The Environmental Management Post Closure Costs Fund is intended to build up a reserve to fund future post closure costs.

<u>Category</u>	<u>Appropriation</u>
Transfer to Environmental Management Fund Expense	\$1,158,869
Total Appropriation – Closure/Post Closure Costs Fund	<u>\$1,158,869</u>

Section 20: It is estimated that the following revenues will be available in the Environmental Management Closure/Post Closure Costs Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From Environmental Management Fund	\$1,158,869
Total Revenues – Closure/Post Closure Costs Fund	<u>\$1,158,869</u>

SPECIAL FIRE DISTRICT FUND

Section 21: The following amount is hereby appropriated in the Special Fire District Fund for the operation of fire protection services for the fiscal year beginning July 1, 2015, and ending June 30, 2016, in accordance with the Chart of Accounts heretofore established for New Hanover County:

Total Appropriation – Special Fire District Fund	<u>\$13,780,088</u>
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Section 22: It is estimated that the following revenues will be available in the Special Fire District Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Ad Valorem Taxes	\$7,963,946
Sales Taxes	2,892,454
Charges for Services	111,474
Interest on Investments	9,500
Long-Term Debt Issued	1,265,000
Appropriated Fund Balance	<u>1,537,714</u>
Total Revenues – Special Fire District Fund	<u>\$13,780,088</u>

SPECIAL FIRE DISTRICT CAPITAL IMPROVEMENT PROJECT FUNDS

Section 23: The following amounts are hereby appropriated and allocated in the Special Fire District Fund Capital Improvement Project Funds pursuant to G.S. 159-13.2 for the fiscal year beginning July 1, 2015, and ending June 30, 2016. The County desires to authorize and budget for said project in a project ordinance adopted pursuant to North Carolina General Statute Section 159-13.2. The projects undertaken pursuant to this ordinance are on-going capital improvements for Special Fire District Fund, in accordance with the County's

Capital Improvement Plan, these projects are herewith authorized. This declaration of official intent is made pursuant to Section 1.150-2 of the Treasury Regulations to expressly declare the office intent of the County to reimburse itself from the proceeds of debt to be hereinafter incurred by the County for certain expenditures paid by the County on or after the date which is sixty (60) days prior to the date hereof.

<u>Category</u>	<u>Appropriation</u>
Capital Project Expense – Ogden Fire Station Replacement Fund	\$650,000
Capital Project Expense – Special Fire District Capital Projects Fund	70,000
Total Appropriation – Capital Improvement Project Funds	<u>\$720,000</u>

Section 24: It is estimated that the following revenues will be available in the Special Fire District Fund Capital Improvement Project Funds for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From Special Fire District Fund	\$720,000
Total Revenues – Capital Improvement Project Funds	<u>\$720,000</u>

DEBT SERVICE FUND

Section 25: The following amount is hereby appropriated in the Debt Service Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

Total Appropriation – Debt Service Fund	<u>\$14,403,914</u>
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Section 26: It is estimated that the following revenues will be available in the Debt Service Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Ad Valorem Taxes	\$5,946,921
Intergovernmental Revenue - Federal	677,989
Intergovernmental Revenue - Other	1,292,326
Transfer In From General Fund	6,486,678
Total Revenues – Debt Service Fund	<u>\$14,403,914</u>

CAPE FEAR COMMUNITY COLLEGE BOND EXPENDITURE CAPITAL PROJECT FUND

Section 27: The following amount is hereby appropriated in the Cape Fear Community College Bond Expenditure Capital Project Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

Total Appropriation – Cape Fear Community College Bond Expenditure Capital Project Fund	<u>\$1,154,354</u>
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Section 28: It is estimated that the following revenues will be available in the Cape Fear Community College Bond Expenditure Capital Project Fund for the fiscal year beginning July 1, 2015, and ending June 30, 2016:

<u>Revenue Source</u>	<u>Amount</u>
Premium on Long-term Debt Issued	\$1,154,354
Total Revenues – Debt Service Fund	<u>\$1,154,354</u>

Section 29: There is hereby levied a tax at the rate of fifty-five and four-tenths cents (\$.554) per one hundred dollars (\$100) valuation of property listed as of January 1, 2015 for General Fund and two cents (\$.02) per one hundred dollars (\$100) valuation of property listed as of January 1, 2015 for Debt Service Fund; for a combined total tax rate of fifty-seven and four-tenths cents (\$.574) per one hundred dollars (\$100) valuation of property listed as of January 1, 2015, for the purpose of raising revenue included in "Ad Valorem Taxes" in the General Fund in Section 2 and in the Debt Service Fund in Section 26 of this Ordinance.

This rate is based on an estimated total valuation of property for the purpose of taxation of \$30,187,418,000 and an estimated collection rate of 98.5%. The estimated rate of collection is based on the fiscal 2014–2015 collection rate of 98.5%.

Section 30: There is hereby levied a tax at the rate of seven cents (\$.070) per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2015, located within the Special Fire District for the raising of revenue for said Special Fire District.

This rate of tax is based on an estimated total valuation of property for the purposes of taxation of \$11,550,320,000 and an estimated collection rate of 98.5%. The estimated rate of collection is based on the fiscal year 2014–2015 collection rate of 98.5%.

Section 31: All expenditures relating to obtaining the bond referendum and or installment purchase will be reimbursed from bond proceeds and installment purchase proceeds in accordance with the requirements of the United States Treasury Regulations Section 1.150-2.

Section 32: That appropriations herein authorized and made shall have the amount of (1) outstanding purchase orders as of June 30, 2015, and (2) grants unexpended by New Hanover County as of June 30, 2015, added to each appropriation as it appears in order to account for the payment against the fiscal year in which it is paid.

Section 33: All grants that are included in the adopted budget are deemed to be approved by the Board of County Commissioners and will not come back to the Board for approval to apply for or to accept the awarded grant unless it is specifically required by the Grantor. In the event an award is greater than or less than the adopted budget, to the extent it is needed, a budget amendment will be brought to the Board through the Consent Agenda for approval to adjust revenues and expenditures accordingly.

Section 34: The County Manager, and or the Budget Director as the County Manager's designee, is hereby authorized to transfer appropriations as contained herein under the following conditions:

- a. He/she may transfer amounts between expenditure line items within a department without limitation and without a report being required.
- b. He/she may transfer amounts between appropriation units within the same budget function and fund without limitation and without a report being required.
- c. He/she may make transfers up to \$2,500 between budget functions within the same fund. Those transfers must subsequently be reported at the next regular meeting of the Board of Commissioners.
- d. He/she may not transfer any amounts between funds without approval by the Board of Commissioners.


Section 35: This ordinance and the budget document shall be the basis for the financial plan for New Hanover County for the 2015-2016 fiscal year. The Budget Officer shall administer the budget. The Finance Director shall establish and maintain all records which are in concurrence with this budget and the budget ordinance and the appropriate statutes of the State of North Carolina.

Section 36: Copies of this Budget Ordinance shall be furnished to the Clerk to the Board of Commissioners and to the Budget Director and Finance Director of New Hanover County, North Carolina, to be kept on file by them for their direction in the disbursement of funds.

ADOPTED, this 22nd day of June 2015.


Teresa P. Elmore, Clerk to the Board



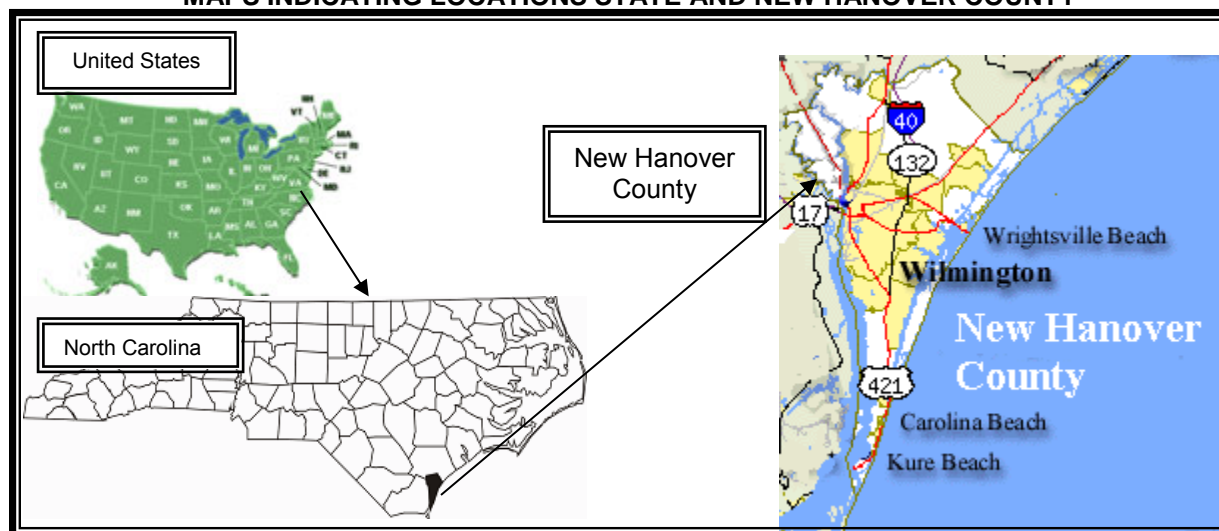

Jonathan Barfield, Jr., Chairman
Board of County Commissioners



GENERAL DESCRIPTION

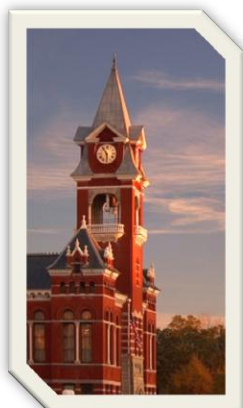
New Hanover, a coastal county in southeastern North Carolina, is home to four incorporated municipalities: Wilmington, Carolina Beach, Kure Beach and Wrightsville Beach. The County's beaches provide miles of unspoiled natural beauty and are the area's most popular tourist attractions. The surrounding terrain is low lying, with an average elevation of less than 40 feet. The highest elevation is approximately 75 feet above sea level. The maps in the illustration below provide visual placement of the County within the state of North Carolina and the United States and a detailed map of the County. New Hanover is the second smallest county but is one of the most densely populated counties in the state. The County's land area totals approximately 192 square miles. Of this total, over 21 square miles consist of water and wetlands. The projected population of New Hanover County for July 2015 is approximately 220,098, a 9% increase over the 2010 U. S. Census of 202,667.¹

MAPS INDICATING LOCATIONS STATE AND NEW HANOVER COUNTY²



Established in 1729, New Hanover County was formed from Craven County, one of three original counties in North Carolina. It was named for the House of Hanover, which was then ruling Great Britain. When New Hanover County was originally established, it encompassed the current counties of Bladen, Onslow, Duplin, Brunswick and Pender. From 1734 through 1764, New Hanover County's land was divided to create the counties of Bladen, Onslow, Duplin and Brunswick. The last division occurred in 1875 to form Pender County. The County has retained the same boundaries since 1875.

GOVERNMENT STRUCTURE



**New Hanover County
Historic Courthouse**

New Hanover County is governed by five commissioners who are elected by a countywide vote and serve four-year staggered terms. A County Manager is appointed to serve as Chief Executive Officer. Partisan elections for the Board of County Commissioners are held in November in even-numbered years. The Board takes office the first Monday in December following the November election. At that time, the Board elects a Chairman and Vice Chairman from among its members. The Commissioners still utilize the historic Courthouse located in the historic district of the city of Wilmington for their bimonthly Board meetings.

The major duties of the Board include: assessing the needs of the County and establishing programs and services to meet these needs, adopting an annual balanced budget, establishing the annual property tax rate, appointing members to County boards and commissions (and some employees), regulating land use and zoning outside the jurisdiction of municipalities, enacting local ordinances

¹ North Carolina Office of State Budget and Management

² North Carolina Department of Commerce

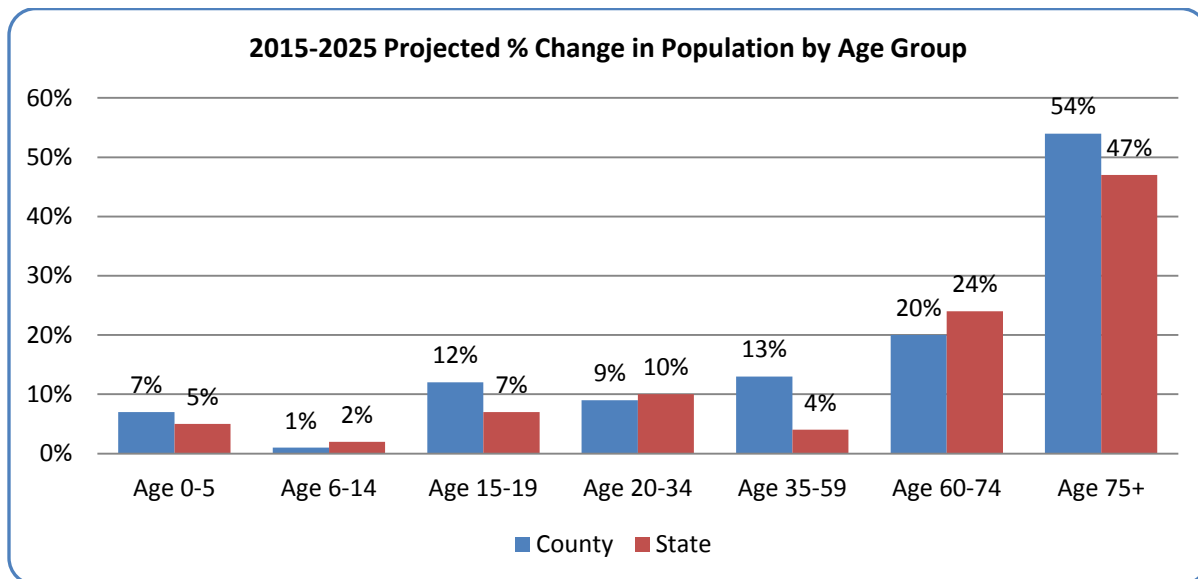
and adopting policies concerning the operations of the County. The Board also has the authority to call bond referendums, enter into contracts and establish new programs.

The County Manager is responsible to the Board of County Commissioners for management of all County employees, except the Sheriff and Register of Deeds who are elected officials. The Board appoints the County Attorney and the Clerk to the Board as well. The major duties of the County Manager include supervising and coordinating the activities of the County departments, executing all orders and policies set forth by the Board, attending all Board meetings, making recommendations on appropriate matters of business, recommending an annual budget, advising the Board of the financial condition of the County, representing the County in business with other agencies, and performing other duties assigned by the Board.

New Hanover County serves its citizens through approximately 27 departments with 1,697 regular positions.

POPULATION CHARACTERISTICS AND PROJECTIONS³

In the last decade, the County experienced rapid population growth. Current projections indicate that the County will continue to grow, but at a slower rate. From 2015 to 2025, the state's population is expected to grow by 10%; whereas, the County's population is expected to grow by 14%.



Anticipating future populations by age group assists agencies in developing long-term plans to meet future needs. The graph above provides a comparison of the County's percentage of change in specific population age groups for the period 2015 to 2025 to the state's percentage of change for each respective group. There are significant variations in the percentage of change in several groups. Specifically, the age group of 35-59 shows the County being 9% more than the state projected increase in this group. In addition, the County age group of 75+ is anticipated to increase 7% more than the state's. This projection indicates that a realignment of resources to meet the changing needs of the population group the County serves may need to occur in the near future.

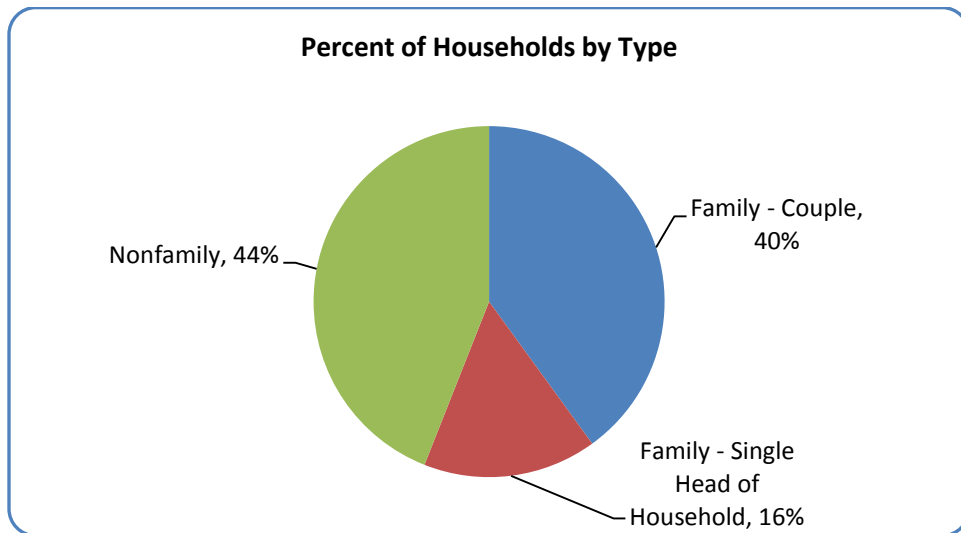
³ North Carolina Office of State Budget and Management

SELECTED SOCIAL CHARACTERISTICS⁴

Households and Families

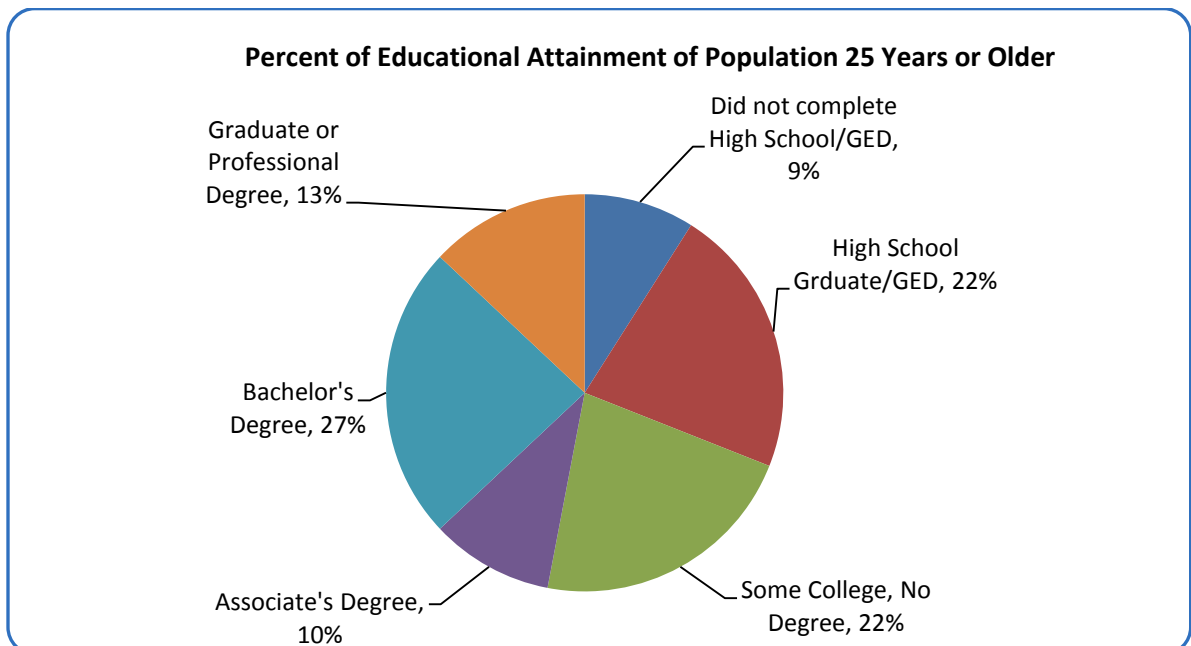
In 2013, there were 87,148 households in New Hanover County. The average household size was 2.4 people.

Families make up 56% of the households in New Hanover County. This figure includes married/couple families (40%) and non-family households were 44%.



Educational Attainment

In 2013, 91% of people 25 years and over had graduated from high school and 40% had a bachelor's degree or higher. 9% percent were not enrolled in school and had not graduated from high school or completed the GED.



⁴ American Community Survey, 2013 at American Fact Finder

NEW HANOVER COUNTY PROFILE CONTINUED

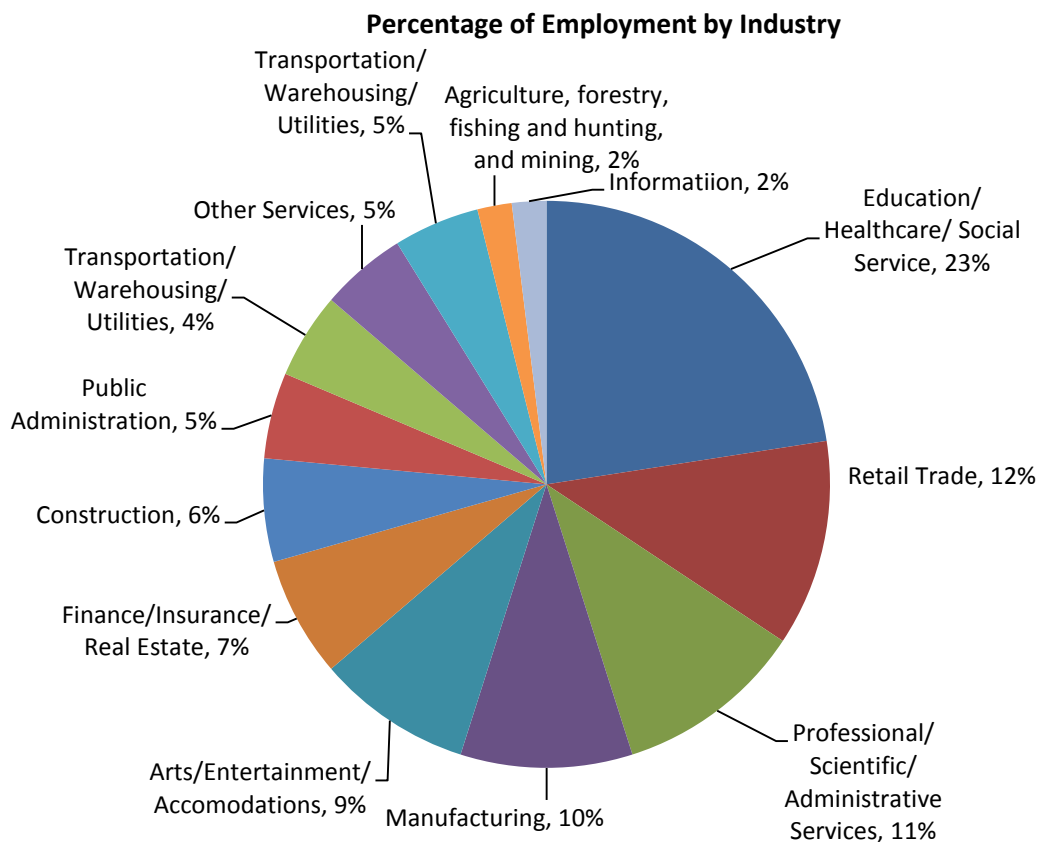
Travel to Work

The mean commute time in 2013 was 25.5 minutes to get to work. The percentages of the method of transportation for 2013 were:

- 76% of workers drove to work alone in 2012
- 10% of workers carpooled
- 5% took public transportation
- 5% used other means
- 4% worked at home

Employment by Industry in New Hanover County, North Carolina

The chart illustrates the major sectors of the County's 2013 economy. Largest is the Education, Healthcare and Social Services sector. Retail Trade is the second largest at 12%.



NEW HANOVER COUNTY PROFILE CONTINUED

Cost of Living⁵

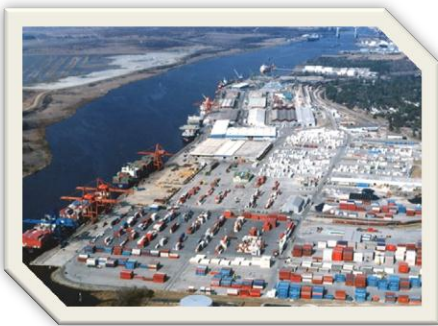
The cost of living for New Hanover County, as measured to a national composite index average of 100.0 for the calendar year 2013 measures 98.6. The comparison for New Hanover County's cost of living for specific goods and services is provided below and is also as a comparison to the national average index of 100.0 for each index.

Index for Products & Services	Cost of Living New Hanover County
Groceries	105.1
Housing	85.4
Utilities	107.9
Transportation	98.0
Health Care	107.6
Miscellaneous	102.4

TRANSPORTATION INFRASTRUCTURE/RESOURCES

New Hanover County is unique in its ability to provide a complex transportation infrastructure to facilitate industrial growth. With a regional airport, a North Carolina State Port, well-developed highway and rail system, Wilmington is an industrial transportation hub of southeastern North Carolina.

North Carolina State Port in Wilmington⁶



Aerial View of the Port of Wilmington



Tug Navigating International Vessel up the Cape Fear River

The Port at Wilmington is one of two international deepwater ports located in North Carolina, which link the state's consumers, business and industry to world markets. It serves as a magnet to attract new business and industry. The Port maintains cutting-edge services customized to meet supply chain and logistics needs. These two ports play a crucial role in the state's economy as they help foster the movement of goods across North Carolina. These ports are becoming extremely important as the nearby ports in Charleston, South Carolina, and Norfolk, Virginia, approach their capacity.

The Port of Wilmington is operated by the North Carolina State Ports Authority as an enterprise agency and is funded by revenue earned at the docks and not funded by state taxes. Located on the east bank of the Cape Fear River, the port in Wilmington offers facilities to handle three types of cargo:

- **Container:** Boxes used to contain cargo for transport. Cargo is loaded directly into container at the point of origin. The containers are moved from there by truck or rail to a port, onto a ship, across the ocean, off the ship at a port, then on to the shipper's facilities again by truck or rail, all without ever being unloaded.
- **BreakBulk:** Cargo that is bundled, palletized, in bales or crates, or otherwise unitized, such as steel, paper products or lumber. It is handled using forklifts and other specialized lift equipment.
- **Bulk:** Cargo that flows or fits the shape of its container, such as dry cement or fertilizer. It can be dry bulk or liquid bulk.

⁵ Council for Community and Economic Research

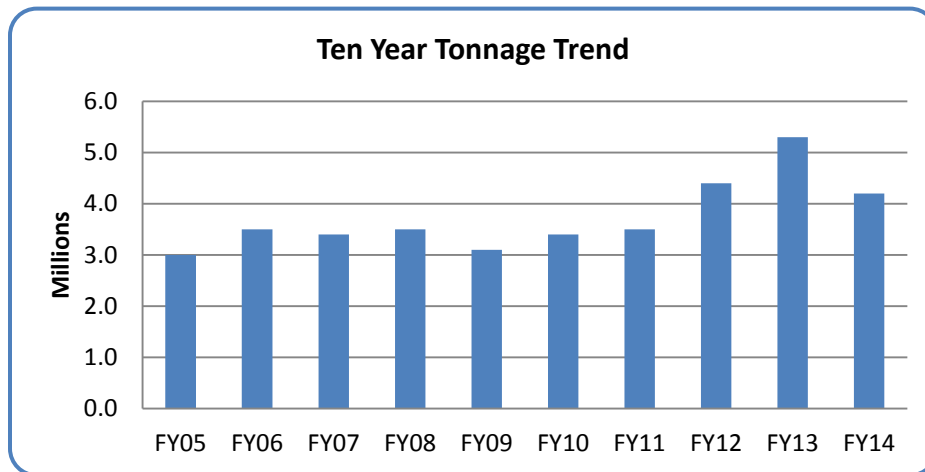
⁶ Port of Wilmington

NEW HANOVER COUNTY PROFILE CONTINUED

The Wilmington Terminal is designated as a Foreign Trade Zone. The Port's 42-foot navigational channel, along with other infrastructure improvements, provides capacity to process the world's largest "post-Panamax" vessels.⁷ The "post-Panamax" vessels, sized at 5,000 TEU's (20-foot equivalent units, the industry standard measurement of container traffic), are the largest class of ship able to navigate the Panama Canal.

The Port has direct access to Interstates 40 and 95, and daily train service from CSX Transportation. The Port at Wilmington has helped North Carolina become a key player in international trade, and multiply related jobs and economic impact in the state. "Of all the economic activities a state can have, ports have the highest multiplier. Every dollar spent importing or exporting through a port adds \$12 to state income."⁸

The Port of Wilmington is also designated as one of the 15 "strategic ports" by the Department of Defense. Strategic ports are commercial ports that have been selected based on their usefulness in terms of location, type of facilities, capacity, equipment and available services; and must meet high standards of efficiency and flexibility.⁹ A strategic port must have the capability to manage continued commercial operations while processing military deployment traffic. The Maritime Administration assists ports in acquiring and maintaining the strategic commercial port designation by training deployment stakeholders and managing port assets with a coordination network.

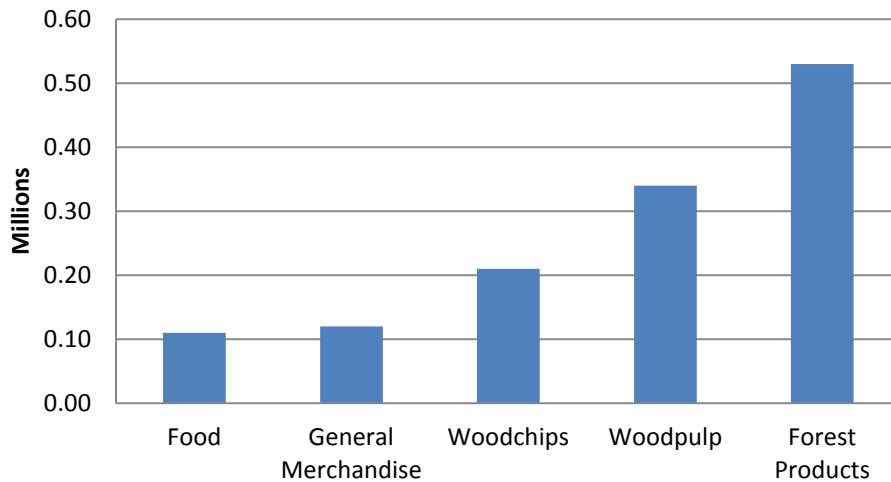


⁷ North Carolina's Southeast

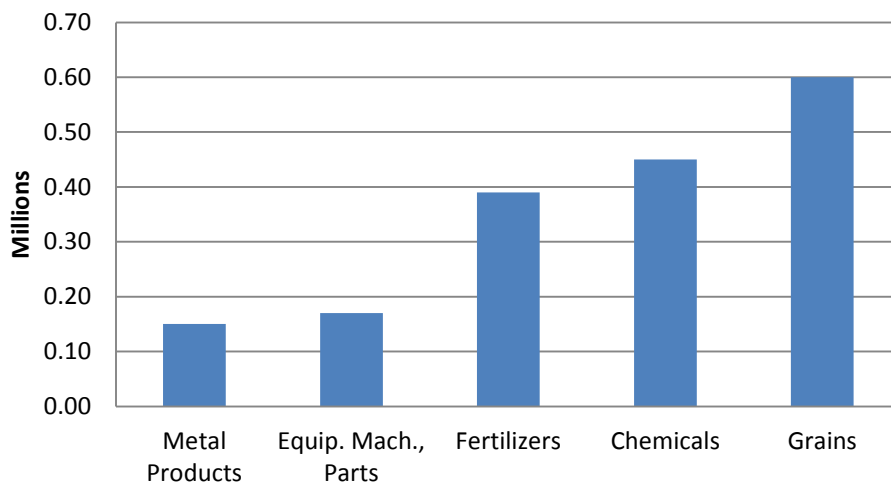
⁸ *Business North Carolina*, June 2005, Jim Smith, UNC Economist

⁹ *Sea Power*, 2008 Almanac

2014 Top Five Export Commodities



2014 Top Five Import Commodities



Freight Railways

For years, freight railroads tore up or sold sections of rail lines as the trucking industry became the cheaper method of transport. However, the reduction in freight rail service has begun a reversal over the past several years. Due to higher fuel costs, traffic congestion, shortage of truck drivers and stricter regulations, transporting freight has begun to revert back to the freight railways. The industry doesn't see these areas as short-term problems. As a result, more and more industries are using freight railroads for transporting products. Railroad industries are regrouping to accommodate the freight requests.¹⁰

The County is served by CSX Transportation. New Hanover County has north to south and east to west rail lines. The availability of high-quality rail services is a major economic asset to the County. The industry trend toward using rail, and the increase in port activity, puts New Hanover County in priority status for improved rail service.

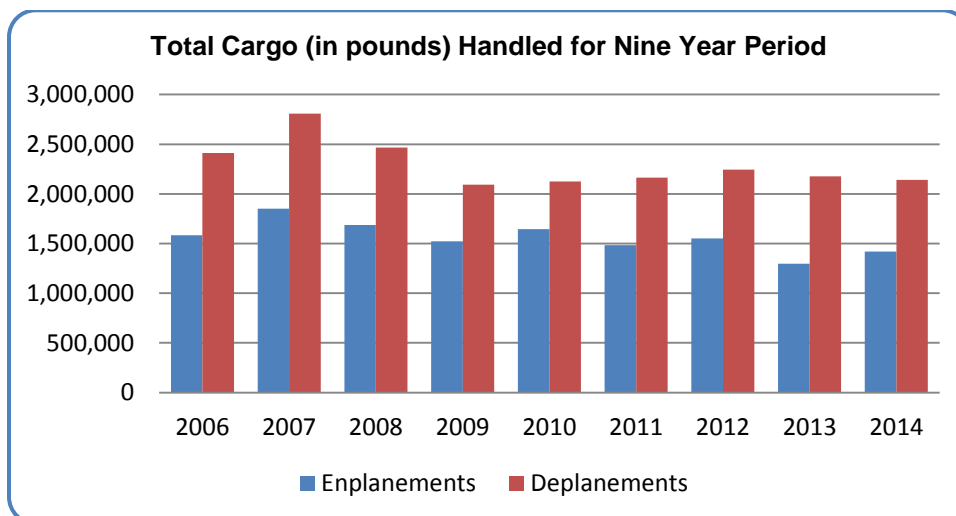
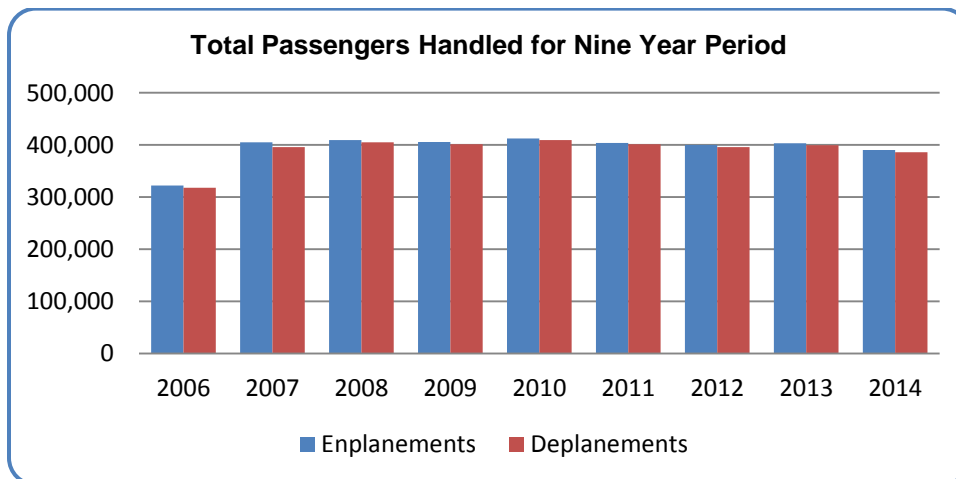
¹⁰ The Virginia Pilot, Sunday, April 6, 2008

Wilmington International Airport (ILM)^{11, 12}

New Hanover County's Airport, located on 1,500 acres, accommodates private and commercial flights and is the state's fourth busiest airport. Commercial jet service is provided directly to and from Wilmington International Airport (ILM). ILM offers full, regional air service including connections. Wilmington has direct, non-stop flights to New York, Atlanta, Charlotte, Philadelphia and Washington, D.C. During the recent economic recession, passenger numbers have not dropped significantly. This is due primarily to a relatively stable business-traveler market.

The airport is open 24 hours a day and the control tower is operated 18 hours a day. A federal inspection station provides entry, clearance and documentation for foreign flights by U.S. Customs, Department of Agriculture, and the Immigration & Naturalization Service (I.N.S.). The airport provides a full-time, professional Public Safety Office staffed by fully trained and certified law enforcement officers, firefighters, and medical technicians utilizing state of the art equipment to provide efficient security and aircraft rescue/firefighting protection.

The Federal Aviation Administration (FAA) classifies ILM as a Nonhub Primary Airport (more than 10,000 passengers boarding, but less than 0.5% of the national passenger boardings). Statistics for the period of calendar years 2006 through 2014 are provided for Passenger Enplanements and Deplanements and for Cargo Enplanements and Deplanements from the Wilmington International Airport.



¹¹ Provided by Wilmington International Airport

¹² Star News, "Wilmington International faring better than many small- to medium-sized airports", Gareth McGrath

New Hanover County Roads and Interstate Access

In New Hanover County, 94% of the population lives within 10 miles of a four-lane highway. The inter-regional network of roads and highways in the region has ready access to North-South Interstate 95, East-West Interstate 40, and the developing East-West Interstate 73/74. The region's strategic location, relative to domestic and international markets, provides an important competitive advantage to the industrial sector of the economy.

Public Transportation

WAVE Transit operates transportation for the City of Wilmington, University of North Carolina at Wilmington (UNCW) campus and New Hanover County. It also offers a downtown trolley, paratransit services and dial-a-ride transportation.

Passenger Ferry Service

North Carolina's state-owned ferry service operates on the Cape Fear River to connect Fort Fisher in New Hanover County to Brunswick County. The ferry transports motor vehicles and pedestrians.



State Ferry Arriving at Fort Fisher

GROWTH IN EMPLOYMENT AND INDUSTRY

The population of the County has tripled over the last 15 years and large employers, such as PPD, Inc., have moved into the area. With the growing global economy, future emphasis is on knowledge-based industries, information services and technologies. The location of the University of North Carolina-Wilmington and Cape Fear Community College in New Hanover County is an additional positive factor for attracting knowledge-based information and technological industries. Currently the County is seeing slow growth in the recovery from national economic recession along with the rest of the country. The unemployment rate for calendar year 2014 dropped from 7.1% in 2013 to 4.9%. In the last four years the County's unemployment rate has been on a downward trend.¹³

Building Permits¹⁴

The number of permits and project costs just for *newly constructed buildings* for residential and commercial for the last eight fiscal years are as follows:

	New Residential Construction Permits	Construction Dollars Spent (Project Value)	New Commercial Construction Permits	Construction Dollars Spent (Project Value)
FY07-08	724	\$180.9 M	381	\$224.5 M
FY08-09	430	\$107.4 M	200	\$159.3 M
FY09-10	436	\$ 96.8 M	129	\$ 98.0 M
FY10-11	300	\$ 74.1 M	71	\$ 73.8 M
FY11-12	528	\$141.3M	134	\$202.5M
FY12-13	802	\$242.3 M	118	\$193.6 M
FY13-14	852	\$229.5 M	137	\$253.3 M
FY14-15	942	\$353.1 M	92	\$108.1 M

Figures presented do not include the construction dollars spent on renovations to existing buildings, other miscellaneous permits, or for city, County and Community College projects. For detailed Construction Activity Reports, please visit the New Hanover County Development Services Center website.

¹³ Employment Security Commission

¹⁴ Statistics provided by New Hanover County Planning and Inspections Department

NEW HANOVER COUNTY PROFILE CONTINUED

For new residential and new commercial construction during FY14-15, the number of new single-family construction permits increased 11% and commercial new construction permits decreased 33% over FY13-14. For residential new construction there was a 54% increase in construction dollars spent. For commercial new construction there was a 57% decrease in construction dollars spent over FY13-14.

Health Care^{15,16}

A trauma center is defined as a specialized hospital facility distinguished by the immediate availability of specialized surgeons, physician specialists, anesthesiologists, nurses, and resuscitation and life support equipment on a 24-hour basis to care for severely injured patients or those at risk for severe injury. There are only a limited number of centers across North Carolina. As a result, people seeking services provided by a trauma center often travel significant distances within a region to reach one. New Hanover County is fortunate to have a trauma center located within the County. New Hanover Regional Medical Center (NHRMC) received designation of a Level II Trauma Center in 1989. Centers are revisited three years after their first state designation and continued verification as per state requirements. Level II facilities provide definitive trauma care regardless of the severity of the injury; but may not be able to provide the same comprehensive care as a Level I Trauma Center, and do not have trauma research as a primary objective. NHRMC is one of 12 trauma medical centers located in the state and is the only trauma medical center located in the southeast portion of the state.

NHRMC includes three hospital campuses and has continued to expand to serve the needs of the southeastern region of North Carolina. In 2008, the Betty H. Cameron Women's and Children's Hospital a \$45 million project opened. The addition allowed New Hanover Regional Medical Center to expand into pediatric intensive care, bridging a gap in services provided in this area. The most recent expansion was a new Emergency Room built in Scotts Hill which opened May 20, 2015. This 30,000 square foot facility will allow more convenient medical care for the County's northern residents. NHRMC is currently in the beginning phases of 68,000 square foot expansion at the 17th Street location that will accommodate 40 acute care beds. It is expected to be complete by October 2018. The estimated cost of the project is \$39.2 million.

Educational Concerns¹⁷

NHC PUBLIC EDUCATION UNITS	
Pre-K	2
Elementary Schools	25
Middle Schools	8
High Schools	
Traditional	4
Non-Traditional	3
Community Colleges	1
Universities	1
Total Public Education Units	44

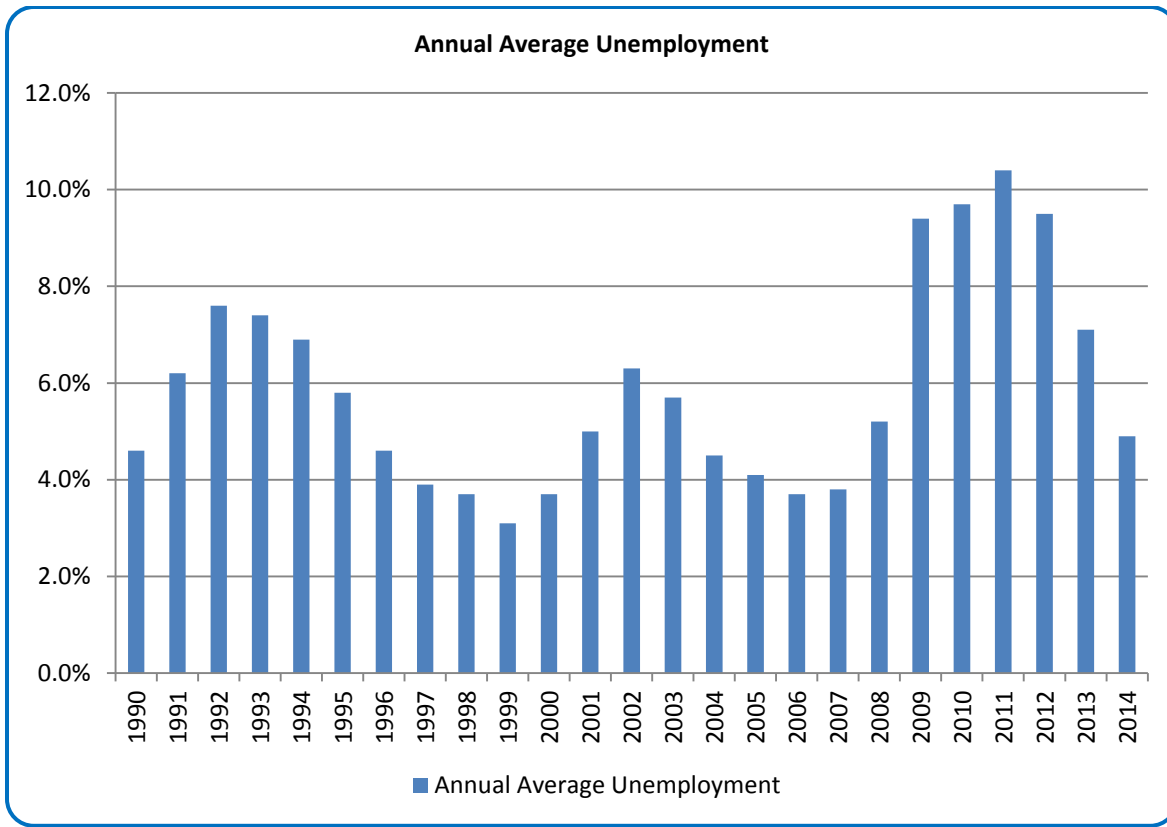
Although the school age population continues to grow, it is at a slower rate than in the past. As discussed previously, the decrease in the rate of growth in this population group requires long-range planning to realign educational resources as needed. In addition, the ratio of this age group to total population will decrease over the next several years. The change in student population is a continual challenge to the system's capacity to keep up with the need for adequate space and learning materials. Growth, while excellent for New Hanover County, also comes with a budgeting responsibility to help fund the additional resulting costs of increased student population.

¹⁵ NC Division of Health Service Regulation, Office of Emergency Medical Services

¹⁶ New Hanover Regional Medical Center

¹⁷ Public Education Units provided by New Hanover County School District

Unemployment¹⁸



Top 10 Largest Employers in New Hanover County¹⁹

Rank	Company Name	Industry	Employment Range
1	New Hanover Regional Medical Center/Cape Fear Hospital	Hospital/Health Services	6,123
2	New Hanover County School System	Education	4,443
3	Walmart	Retail	2,592
4	General Electric Company	Manufacturer	2,175
5	University of NC Wilmington	Education	1,860
6	New Hanover County	County Government	1,697
7	PPD, Inc.	Pharmaceutical & Biotech	1,500
8	Verizon Wireless	Communications	1,411
9	Duke Energy	Utility	1,109
10	Corning Incorporated	Optical Fiber Manufacturing	1,000

¹⁸ Division of Employment Security

¹⁹ Wilmington Chamber of Commerce

Tourism and Retail Sales**Fall Riverfest**

New Hanover County's other economic strengths lie in tourism and retail sales. This has helped New Hanover County continue to have a strong economy even during downturns experienced in other business sectors of the County's economy. The County has maintained their ranking of 9th among North Carolina's one hundred counties as a travel destination. In 2014 tourism expenditures were estimated at \$508 million which was an 6% increase over 2013.

Its recognition as a popular travel destination has helped ease some of the impact to the local economy. New Hanover County has over 23 festivals/events that draw participants from the state and the nation, some of which are: the Wilmington Azalea Festival; Cucalorus Film Festival; Airlie Gardens Concert Series; Beach Music Festival; Riverfest; North Carolina Jazz Festival; and the Pleasure Island Seafood, Blues & Jazz Festival, to name a few.

**Area Beaches**

Airlie Gardens is a valuable cultural and ecological component of New Hanover County and North Carolina history. In 1999, the County purchased and began restoration of Airlie's 67 acres of gardens.

The beaches in New Hanover County continue to be a great asset to the tourism industry in New Hanover County. The County offers a unique combination of barrier islands, inland waterways, and river access that creates opportunities for a diversity of tourist activities. In addition, the County has over 1,300 acres of recreational park areas available to the public.

Summation

New Hanover County continues to experience population and growth at a slower rate than the rate experienced over the past decade. The local economy is still feeling the effects of the recent national recession but a slow steady recovery is underway. The County's economic base is expected to grow in diversity given its regional importance as a retail services and health care center for southeastern North Carolina, as well as a tourism and retirement community. The top 10 employers show a diverse range of industries, which creates an economy able to absorb short-term industry market variances. The shift in growth in the population sector of 55 and older, and the always present educational issues, provides budgeting requirements for community services and schools that continue to be reviewed each year. For further statistics concerning New Hanover County, see the demographic, tax and miscellaneous statistics provided in the following tables.



NEW HANOVER COUNTY DEMOGRAPHIC STATISTICS

DEMOGRAPHIC STATISTICS					
Fiscal Year Ended June 30	Population ¹	Per Capita Income ²	Median Age ¹	School Enrollment ADM ³	Unemployment Rate ⁴
1996	143,234	22,819	36.1	20,929	4.5%
1997	147,761	25,068	36.5	21,351	4.3%
1998	148,370	26,166	36.9	21,520	3.7%
1999	148,822	26,479	37.3	21,468	3.1%
2000	160,327	28,000	36.3	21,425	3.8%
2001	163,828	28,969	38.1	21,430	4.6%
2002	166,017	29,408	36.7	21,854	6.6%
2003	169,050	29,607	37.0	22,882	6.4%
2004	174,302	30,466	36.3	22,296	4.9%
2005	179,553	32,607	37.0	23,208	4.6%
2006	185,222	33,705	36.0	23,848	3.9%
2007	189,922	35,461	38.0	23,781	3.8%
2008	192,279	36,629	37.1	23,757	5.0%
2009	195,085	36,662	36.9	24,095	9.7%
2010	202,667	34,692	37.4	23,934	9.8%
2011	206,286	36,108	37.5	24,060	10.4%
2012	209,846	29,834 ¹	38.0	24,464	9.5%
2013	213,876	29,911 ⁶	38.0 ⁶	25,470	7.1%
2014	216,951	28,879	38.0	26,080	5.8%

ANNUAL POPULATION GROWTH ⁵						
YEAR	CITY OF WILMINGTON	CAROLINA BEACH	KURE BEACH	WRIGHTSVILLE BEACH	UNINCORPORATED COUNTY	TOTAL COUNTY
1996	62,968	4,690	738	3,165	71,673	143,234
1997	64,513	4,804	756	3,196	74,492	147,761
1998	65,058	4,831	746	3,198	74,537	148,370
1999	75,629	5,139	749	3,182	64,123	148,822
2000	75,838	4,778	1,512	2,593	75,606	160,327
2001	90,981	5,225	1,573	2,604	63,445	163,828
2002	91,458	5,264	1,629	2,612	65,054	166,017
2003	92,668	5,316	1,755	2,604	66,707	169,050
2004	94,718	5,434	1,857	2,612	69,681	174,302
2005	95,476	5,388	2,171	2,567	73,951	179,553
2006	97,135	5,640	1,964	2,648	77,835	185,222
2007	98,529	5,796	2,048	2,663	77,476	189,922
2008	100,746	5,974	2,160	2,710	80,689	192,279
2009 ¹	101,350	5,881	2,515	2,652	82,687	195,085
2010 ¹	106,476	5,706	2,012	2,477	85,996	202,667
2011	108,333	5,773	2,051	2,494	87,635	206,286
2012	109,689	5,819	2,075	2,500	89,763	209,846
2013	111,773	5,878	2,110	2,511	91,537	213,809

¹ U.S. Census Bureau

² Federal Agency Data: Bureau of Economic Analysis

³ New Hanover County Board of Education

⁴ North Carolina Employment Security Commission

⁵ Office of State and Budget Management

⁶ Thrive North Carolina-Commerce Economic Development Center

**NEW HANOVER COUNTY
PROPERTY TAX INFORMATION¹**

FY Ended June 30		Total Assessed Value ²	% Change in Assessed Value	Total Levy ³	Collection	% Collected	Property Tax Rate
1995		8,191,563,111	4.82%	50,517,978	49,795,558	98.57%	0.615
1996		8,646,082,828	5.55%	54,584,717	53,777,595	98.52%	0.630
1997		9,274,126,204	7.26%	59,936,203	58,977,744	98.40%	0.645
1998		9,975,023,536	7.56%	66,515,171	65,245,424	98.09%	0.665
1999		10,561,590,950	5.88%	70,407,028	69,123,184	98.18%	0.665
2000	⁴	15,447,985,673	46.27%	87,823,814	86,007,067	97.93%	0.565
2001		15,990,342,660	3.51%	97,522,328	95,582,878	98.01%	0.610
2002		16,524,186,222	3.34%	113,912,703	111,617,810	97.99%	0.690
2003		16,976,210,211	2.74%	117,478,416	114,878,468	97.79%	0.690
2004		17,363,984,377	2.28%	118,502,456	116,273,246	98.12%	0.680
2005		17,896,300,639	3.07%	121,948,982	119,911,021	98.33%	0.680
2006		18,754,771,006	4.80%	127,712,284	125,732,775	98.45%	0.680
2007		19,499,335,347	3.96%	133,831,150	131,522,360	98.27%	0.685
2008	⁴	32,725,385,227	67.83%	139,222,476	136,794,280	98.26%	0.420
2009		33,424,361,562	2.13%	151,208,013	149,085,287	98.60%	0.4525
2010		33,674,505,469	0.75%	152,793,146	150,719,243	98.64%	0.4525
2011		33,807,896,708	0.40%	158,470,085	155,703,691	98.25%	0.4655
2012		34,190,526,948	1.13%	159,752,984	157,409,935	98.54%	0.4655
2013	⁴	28,874,596,604	-15.55%	159,791,773	157,265,840	98.47%	0.554
2014		29,714,634,628	2.91%	164,878,705	162,687,044	98.68%	0.554
2015	⁵	29,745,736,443	0.10%	165,381,898	163,393,906	98.81%	0.554
2016	⁵	30,187,418,000	1.50%	173,275,779	170,676,642	98.50%	0.574

TEN LARGEST TAX PAYERS IN NEW HANOVER COUNTY⁶

Rank	Company	Assessed Valuation	Tax Levy	Type of Industry
1	Duke Energy, Inc.	\$439.9 M	\$2.4 M	Utility
2	General Electric Co.	\$340.5 M	\$1.9 M	Manufacturer
3	Corning, Inc.	\$236.4 M	\$1.3 M	Manufacturer
4	River Ventures	\$ 77.9 M	\$0.4 M	Real Estate
5	Fortron Industries LLC	\$ 68.7 M	\$0.4 M	Chemical Manufacturer
6	Bellsouth Telephone Co.	\$ 54.9 M	\$0.3 M	Utility
7	Centro Independence LLC (Mall)	\$ 54.1 M	\$0.3 M	Real Estate
8	Global Nuclear Fuel Americas	\$ 48.9 M	\$0.3 M	Manufacturer
9	Walmart	\$ 48.0 M	\$0.3 M	Retail
10	Piedmont Natural Gas Co., Inc.	\$ 38.0 M	\$0.2 M	Utility

¹ New Hanover County Special Fire District is not included above.

² Original tax levy per scroll with discoveries added less abatements.

³ Includes taxes, fee, penalties, and liens

⁴ Revaluation Year

⁵ Amounts provided are projections.

⁶ Statistics provided by New Hanover County Tax Department.



BUDGET PROCESS AND PROCEDURES

BUDGET FUNCTIONS

The County's General Fund budget is comprised of nine functions, which are named in the table below. All General Fund expenditures are classified into one of these nine functions. This is the budgetary level of expenditure control as adopted in the budget ordinance. This budget document is organized by fund and functions below. Please see page 74 for the New Hanover County supervisory organization chart. Following is an outline of the Budget Functions for FY15-16:

General Government	Human Services	Public Safety
Administration – County Manager Board of Elections Budget Engineering Finance Governing Body – Commissioners Human Resources Information Technology Legal - County Attorney NHC-TV & Public Affairs Property Management Register of Deeds Soil and Water Tax	Health Non-County Agencies Senior Resource Center Social Services Trillium Health Resources	Community Justice Services Courts Emergency Management & 911 Communications Juvenile Services Non-County Agencies Planning & Inspections Sheriff's Office
Education	Cultural and Recreational	Economic and Physical Development
Cape Fear Community College New Hanover County Schools	Library Museum Non-County Agencies NC State University Extension Service Parks and Gardens	Economic Development Non-County Agencies
Transfers	Other	Debt Service
Transfers Between Funds		Principal, Interest & Fees on Debt Installment Lease Payments

THE BUDGET AS A DYNAMIC LEGAL DOCUMENT

The adopted budget is a formal legislative enactment by the Board of Commissioners. It has the full force and effect of law within the County boundaries, unless it is in conflict with any higher form of law; such as, a state statute or constitutional provision. It establishes the legal framework for the financial operations of the County for the current year.

The current Adopted Budget Document presents financial data in the following formats:

- a) audited actual data for FY13-14; b) adopted budget figures for FY14-15; and c) adopted budget figures for FY15-16
- a) audited actual data for FY13-14; b) revised budget figures for FY14-15; and c) adopted budget figures for FY15-16

SYNOPSIS OF FY15-16 BUDGET PROCESS

The Board of County Commissioners is required to adopt an annual budget ordinance: a) no earlier than 10 days after receiving the budget, b) prior to July 1, and c) after a public hearing. The FY15-16 Budget was adopted on June 22, 2015.

For FY15-16, the County Manager submitted a Recommended Budget with a tax rate of 60.4 cents. The FY15-16 proposed tax rate of 60.4 cents was an increase in the prior year's tax rate of 5 cents. The Recommended Budget was filed for public inspection with the Office of the Clerk to the Board, New Hanover County libraries, and on the County's website. County Commissioners had several work

BUDGET PROCESS AND PROCEDURES

sessions with staff and the proposed tax rate was reduced to 57.4 cents. County Commissions accepted the rate of 57.4 cents and adopted the proposed budget ordinance.

A flow chart highlighting details of the annual process and a complete budget calendar can be found following this section.

OVERVIEW OF PROCESS

The budget process is how resources are assigned to the Strategic Plan set forth by the Board of Commissioners. The County operates under an annual budget with a fiscal year period of July 1 through June 30. The County Manager recommends to the Board of Commissioners an operating budget for consideration and adoption.

The following section outlines the process and procedures that guide the preparation and management of the County's annual budget. This overview includes the foundations upon which the budget process is anchored.

All funds (except for capital projects, trust and agency funds) are included in the annual budget ordinance and receive annual appropriations. All funds included in the annual budget are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund in order for the budget to be considered balanced.

The County's budget process requires a balancing of needs and resources in every division of the County. The Board of Commissioners has established five Focus Areas and 26 Key Strategic Objectives, which each department uses to develop their service plans for providing County services. Each department further defines and correlates their unique departmental strategies to the applicable countywide Focus Areas and Key Strategic Objectives. The Departments establish Key Performance Indicators and desired target for the coming fiscal year. This is a crucial aspect of the budget process. For further information on New Hanover County's Strategic Plan, see pages 54-58.

HIGHLIGHTS OF THE ANNUAL BUDGET REVIEW PROCESS

Development of Budget Calendar

Preparation of the annual budget begins approximately nine months prior to the start of the fiscal year with the development of the budget calendar. The budget calendar provides projected dates and items that must be completed to meet the mandatory budget adoption.

The calendar is updated and revised as the budget process moves forward to reflect new challenges or requests. It is a primary communication tool of the process. The calendar is published to the web and updates provided by e-mail. Every effort is made to ensure stakeholders are aware of budget deadlines and time frames.

Development of Budget Guidelines and Instructions

The Budget staff prepares a new budget manual, with instructions for each annual budget process, to help ensure the budget is prepared in a manner consistent with current County policies. The budget manual includes all instructions, forms and information specific to the current budget year. Each department receives the manual, as well as any required training in the budget process. The budget manual is prepared based on the departments' perspective in their budget submission.

Information for Outside Agencies desiring to apply for funds is posted to the web for their review and download.

BUDGET PROCESS AND PROCEDURES

Budget Preparation and Review

Budget staff begins data compilation and review of entered data. Multi-year revenue and expenditure projections are completed to determine growth in revenues and expenditures. Budget staff responds to issues and concerns that arise in the context of the budget process.

The Budget Director works with the County Manager and Assistant Managers to develop a budget within the parameters set by Commissioners and responds to the Commissioners or Managers with any additional requirements.

Budget Review, Discussion, Modification and Adoption

The Recommended Budget is presented by the County Manager to the Board of Commissioners. The Recommended Budget is filed for public inspection with the Office of the Clerk to the Board, New Hanover County Libraries, and on the County's website. Work sessions may be held throughout the process.

The Commissioners also conduct a public hearing to receive community input. Additional work sessions may be held, whereby staff receives further input from the Board of Commissioners. Modifications, if necessary, are made and the budget is submitted for adoption as a budget ordinance on the agenda prior to July 1.

BUDGET ADMINISTRATION

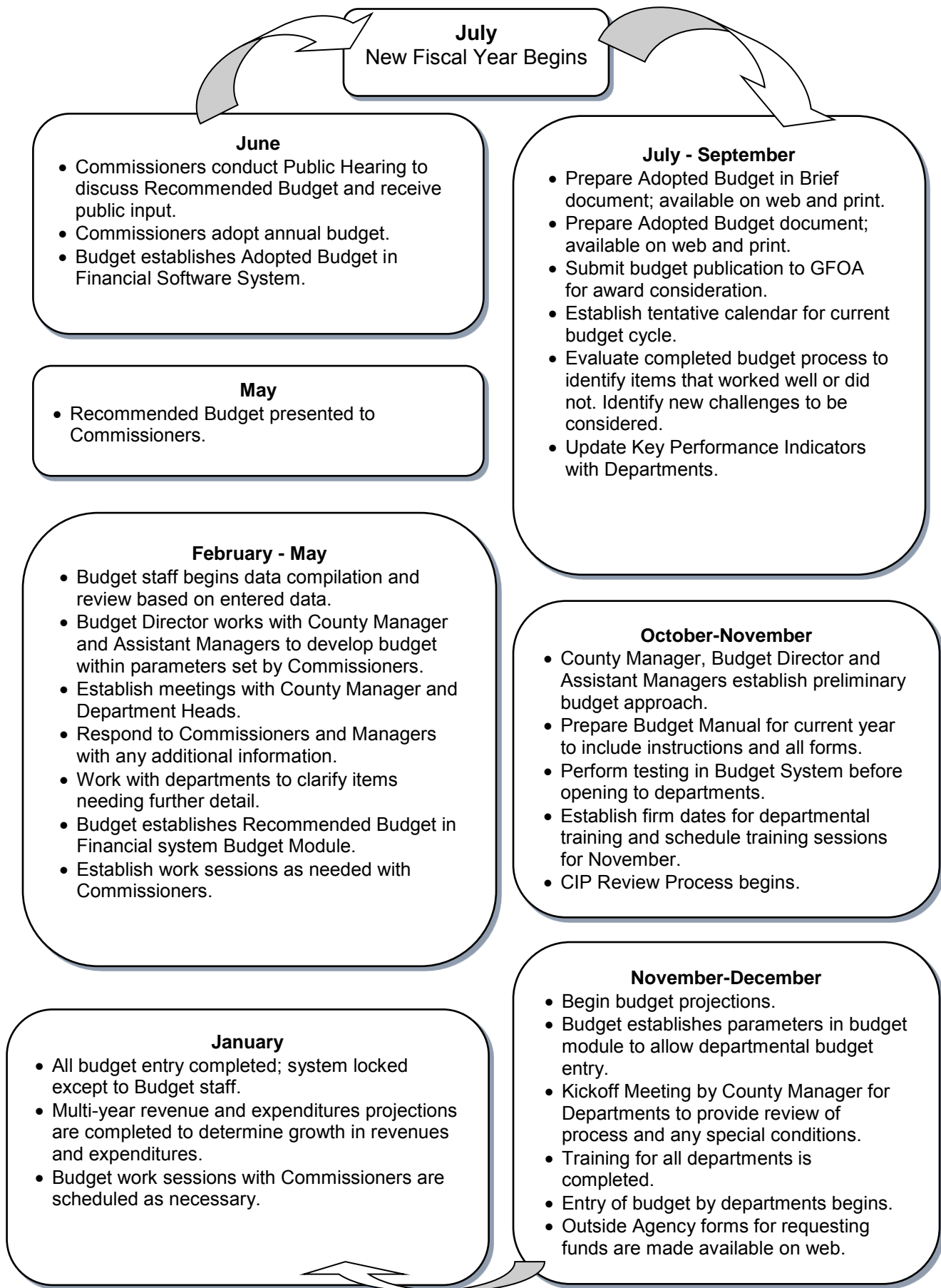
The County maintains budgetary controls through the County's computerized accounting system to ensure compliance with legal provisions. This system verifies availability of funds whenever a department requests a purchase order or processes a payment. If an expenditure is charged against a category that does not have adequate remaining funds, the expenditure is rejected by the automated system and the department is notified of the deficiency. The department may then propose a budget revision to shift funds to correct the deficiency.

The Budget Department monitors expenses and revenues, adjusts budgets as needed, and prepares reports for the County Manager as needed during the fiscal year.

The following procedures are used to amend the budget:

- When the overall departmental budgets remain unchanged, Department Heads are authorized to transfer budgeted line items between appropriation units within their departments.
- The County Manager, or his designee, is authorized to make transfers between appropriation units within a budget function and to make transfers up to \$2,500 between budget functions as they appear in the budget ordinance. Transfers between budget functions must subsequently be reported to the Board of County Commissioners. The County budget functions are: General Government, Human Services, Public Safety, Economic and Physical Development, Cultural and Recreational, Education, Transfers, Debt Service and Other.
- The Board of County Commissioners must approve all other budget transfers before they become valid.

ANNUAL BUDGET PROCESS FLOWCHART



BUDGET CALENDAR FOR FISCAL YEAR 2015 - 2016

FY 2014

November 3- 13	Budget Preparation Manual and budget request forms prepared by Budget Department
November 14	County Manager's "kickoff" meeting with Departments on the FY15-16 Budget Process
November 17	Budget Training Sessions - Morning and Afternoon
November 18	Departments can begin entering FY15-16 budget requests into financial system
December 1	Non-County Agency information will be available
December 23	Department budget entry ends. All budget requests must be entered into financial system and required forms sent to Budget Department (except DSS and Schools) Changes to Department fee schedules must be submitted to Budget Department
December 30	Finance Department provides CIP recommendations to Budget Department IT Department provides IT recommendations to Budget Department

FY2015

January 20 to February 27	County Manager meets with Individual Departments and Assistant County Managers on FY15-16 budget (mandatory)
January 16	Applications for Funding Requests from Non-County Agencies due to BUDGET
April 29	Strategic Management Council Budget Meeting
April 30	Recommended FY15-16 Budget presented to Board of County Commissioners (informally) FY15-16 Recommended Budget Information to Departments and Non-County Agencies
May 4	County Manager presents FY15-16 Recommended Budget at Board of County Commissioners Meeting
June 8	Public Hearing on FY15-16 Recommended Budget (Needs to be an evening meeting)
June 22	Adopt FY15-16 Budget

**NEW HANOVER COUNTY
2011 – 2016 STRATEGIC PLAN**

New Hanover County (NHC) continues to make progress toward the implementation of a Balanced Scorecard performance management system to implement our strategic plan. The foundation for our strategic plan is our vision, mission statement, and core values. From there New Hanover County developed strategic focus areas and key strategic objectives.

VISION: A vibrant prosperous, diverse coastal community, committed to building a sustainable future for generations to come.

MISSION: New Hanover County is committed to progressive public policy, superior service, courteous contact, judicious exercise of authority, and sound fiscal management to meet the needs and concerns of our citizens today and tomorrow.

CORE VALUES: Integrity, Accountability, Professionalism, Innovation, Stewardship

STRATEGIC FOCUS AREAS AND KEY STRATEGIC OBJECTIVES

A. Superior Public Health, Safety and Education

1. Increase public safety and crime prevention.
2. Provide health and wellness education, programs and services.
3. Support programs to improve educational performance.
4. Market and promote New Hanover County's resources.
5. Keep the public informed on important information.

B. Intelligent Growth and Economic Development

1. Attract and retain new and expanding businesses.
2. Enhance and add recreational, cultural and enrichment amenities.
3. Build and maintain infrastructure.
4. Protect the environment through innovative programs.
5. Develop, maintain and implement comprehensive plans for land use, economic development, infrastructure and environmental programs.

C. Productive Strategic Partnerships

1. Influence legislation and external mandates to enhance local autonomy.
2. Develop appropriate public/private partnerships.
3. Collaborate on regional planning.
4. Collaborate on service delivery and implement opportunities to reduce duplication of services.

D. Strong Financial Performance

1. Provide sufficient investment to add/maintain government resources.
2. Maintain strong financial reserves.
3. Control costs and manage to the budget.
4. Develop contingency plans to manage risk.
5. Enhance and maintain effective policies.

E. Effective County Management

1. Hire, develop and retain talented people.
2. Leverage technology and information to maximize performance.
3. Increase efficiency and quality of key business processes.
4. Recognize and reward contribution.
5. Create and support an engaged workforce.

Additionally, two strategic objectives are "universal" in that they apply across all of the strategic focus areas:

1. Understand and act on citizen needs.
2. Deliver value for taxpayer money.

The strategic focus areas and objectives shown above are included here solely to assist readers with the department's current key performance indicators (KPIs) reported in each department's section of this document. As New Hanover County's balanced scorecard indicators and

measures are developed, the above focus areas and objectives will be replaced with ones that conform to the new Focus Areas Strategy Maps.

Enterprise Strategy Map	Focus Area	Focus Area	Focus Area
Perspective	Objective	Objective	Objective
Perspective	Objective	Objective	Objective
Perspective	Objective	Objective	Objective
Perspective	Objective	Objective	Objective

The balanced scorecard concept developed by Dr. Robert S. Kaplan and David P. Norton is the most widely recognized and forms the basis of New Hanover County's efforts. A balanced scorecard is a performance management tool that summarizes the most important and relevant aspects of a strategic plan visually in an Enterprise Strategy Map to make it more easily communicated and transparent. A balanced scorecard concentrates on strategic focus areas and the key objectives for success arranged in layers or perspectives. These perspectives address the different factors which may affect success in a strategic focus area (stakeholders, strong financial performance, internal business processes, and organizational capacity). With perspectives arranged in rows and focus areas in columns, strategic objectives are placed within the map to clearly show what the organization is hoping to achieve. Arrows are used to show the interrelation of different objectives.

Focus Area Strategy Map	Objective	Objective	Objective
Perspective	Initiative/Action	Initiative/Action	Initiative/Action
Perspective	Initiative/Action	Initiative/Action	Initiative/Action
Perspective	Initiative/Action	Initiative/Action	Initiative/Action
Perspective	Initiative/Action	Initiative/Action	Initiative/Action

A Focus Area Strategy map takes one focus area and creates a similar map at that level. This map level will detail the specific initiatives through which individual objectives can be accomplished. Measures can then be developed to track progress and success toward accomplishing an objective. Initiatives found in focus area strategy maps reflect management activities which provide opportunities to intervene and influence strategic objectives giving more relevancy and functionality to the balanced scorecard as a performance management tool. Again, arrows are used to show the impact initiatives have on different objectives. To date, New Hanover County has accomplished its overall Enterprise Strategy Map and the Superior Health and Safety Focus Area Strategy Map.

How to read New Hanover County's Strategic Enterprise Map (page 57)

New Hanover County's mission and vision statement are located above the map. The vision identifies the ultimate outcome desired from the County's actions. The mission statement identifies the County's core purpose which acts as a guide for the County's actions. The shared (or core) values describe the manner in which the County will act are listed below the map as these form the foundation for the items listed above.

Focus areas are identified in the column headings at the top of the map. New Hanover County identified four strategic focus areas: Superior Public Health & Safety, Superior Education & Workforce, Intelligent Growth & Economic Development, and Effective County Management. The fourth focus area, Effective County Management, provides a foundation for achieving objectives in the other three and is placed underneath the first three with arrows showing this focus area supports the other three.

Perspectives are arranged in rows, identified in the far left column. The first, Stakeholder, reflects the mix of external and internal individuals with a direct interest, involvement or investment in that focus area. The other three perspectives, Strong Financial Performance, Internal Business Processes, and Organizational Capacity, address the resources the County has available to accomplish stakeholder strategic objectives primarily affecting the Effective County Management (Good Governance) focus area. New Hanover County strives to establish itself as *The Model of Good Governance*. This goal would be measured by the success of embedding our organizational shared / core values of Professionalism, Integrity, Innovation, Stewardship, and Accountability throughout the organization and asking that each County employee manage themselves by these basic business principles:

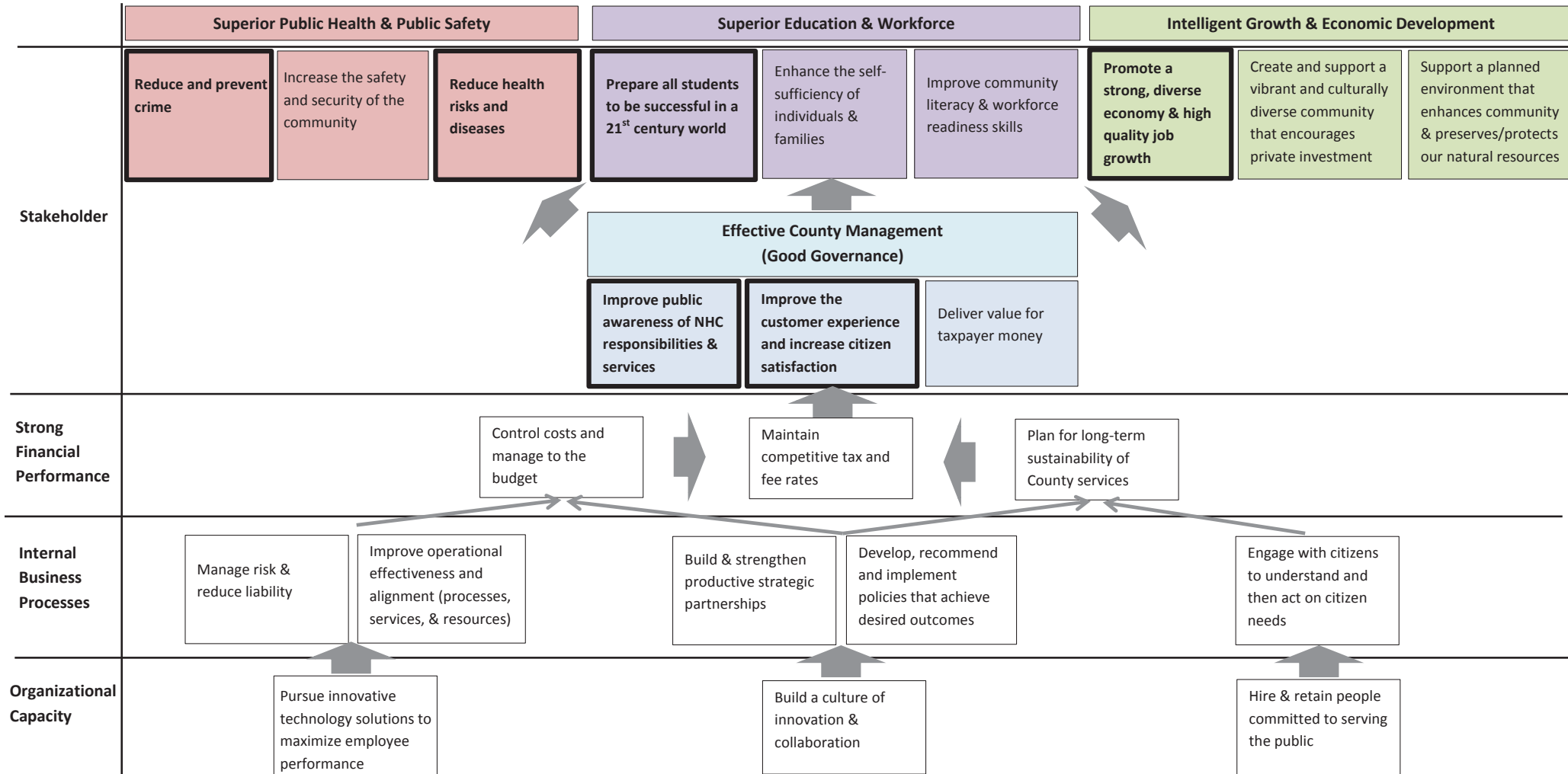
- 1) Ensure New Hanover County government is effective in meeting the outcomes expected by the board of commissioners and our citizens, but efficient in how we manage business and deliver results
- 2) Ensure New Hanover County government is easy to do business with and consistent in how we do business
- 3) Ensure New Hanover County government is responsive to its end users, that is understand and act on their needs, and professional in all that we do as an organization

The Superior Public Health & Safety Focus Area Strategy Map (page 58) follows the same format of the Strategic Enterprise Map. The focus areas in the top columns are replaced by the strategic objectives listed under the focus area in the enterprise map. Listed in perspectives under the strategic objective are the initiatives or actions needed to accomplish the strategic objective. Again arrows are used to show initiatives or actions that build on one another or which affect several different objectives. Eventually all focus areas will have a strategy map. Measures for the initiatives and actions listed on the Superior Public Health & Safety Focus Area Strategy Map are being drafted to replace the current departmental key performance indicators (KPIs).

NHC Enterprise Strategy Map

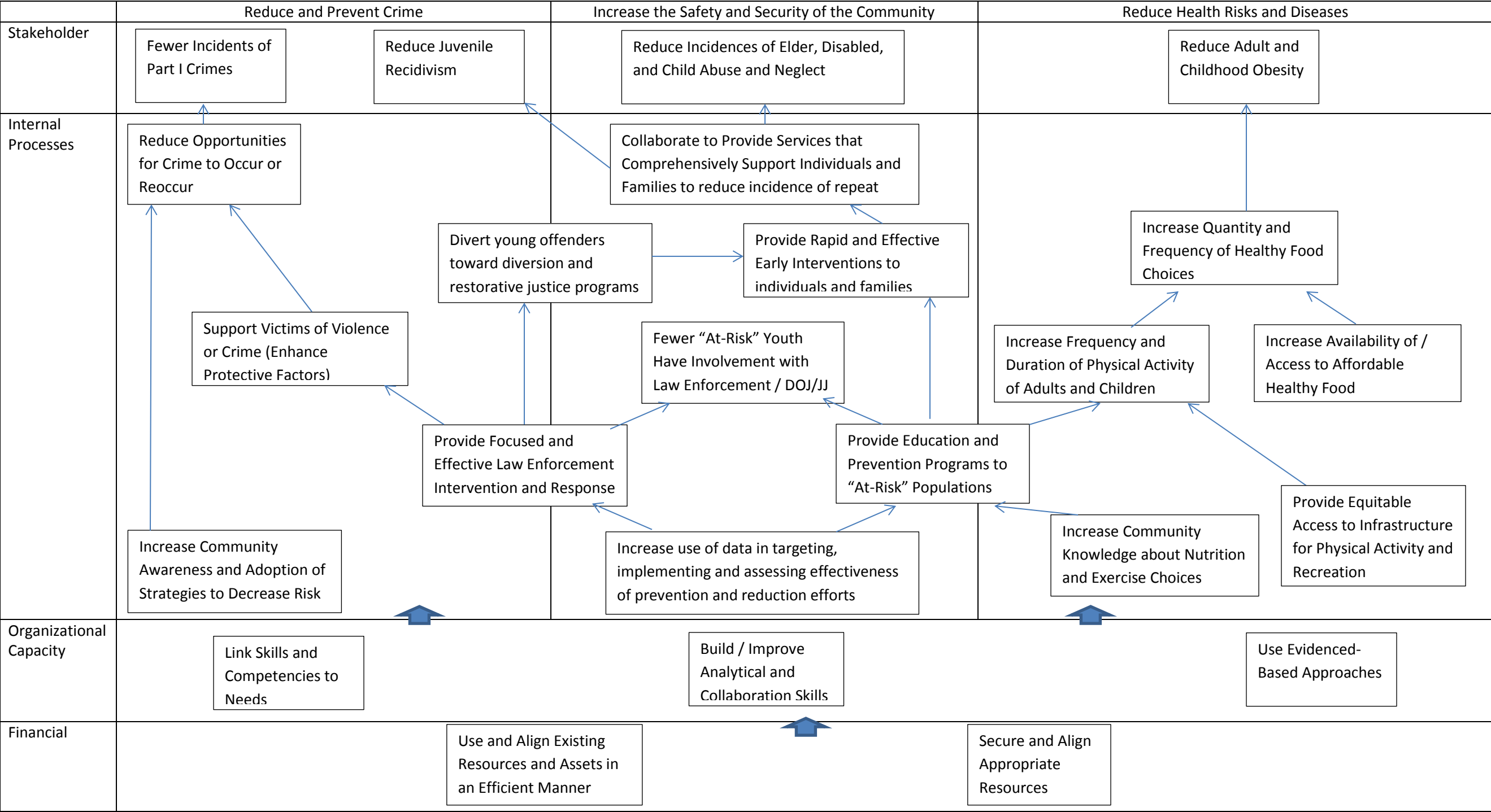
Mission: New Hanover County is committed to progressive public policy, superior service, courteous contact, judicious exercise of authority, and sound fiscal management to meet the needs and concerns of our citizens today and tomorrow.

Vision: A vibrant, prosperous, diverse coastal community, committed to building a sustainable future for generations to come.



Shared Values: Integrity - Accountability - Professionalism - Innovation - Stewardship

NHC Superior Health & Safety Focus Area Strategy Map



COMMITMENT TO SOUND FINANCIAL MANAGEMENT

New Hanover County has a long-standing commitment to sound financial management. The County's financial and budgetary policies provide the framework for fiscal management and financial decisions of the County. These policies receive regular updates to ensure their continued usefulness as a guide for decision making. The sound financial management of the County's resources is achieved by the County Manager following the consistent and coordinated approach provided by the financial and budgetary policies. This section of the budget document provides an overview of the financial and budgetary parameters used by the County in their daily operation. Four factors make this prudent financial planning imperative:

- Public demand for services and facilities in a rapidly urbanizing County environment tends to escalate at a more rapid rate than population growth and revenues.
- State and federal mandates for services and standards are often not accompanied by sufficient funds to provide the required services or to meet imposed standards.
- Changes in national or local economic conditions can impact the revenue base.
- The Board of Commissioners desires to use all of its public funds in the most efficient manner, fully maximizing the use of public monies in the best interest of the public.

COUNTY BOND RATING

The County's long-term financial goal is to achieve and maintain a high bond rating. Some factors required for a high bond rating, such as a stabilized rate of population growth and diversification of the County's tax base, can be influenced but not controlled by County government. However, the County government should ensure that the factors under its control and the quality of its financial and overall management meet the standards required of highly-rated communities. The County, through its adoption of the Financial and Budgetary Policies, ensures that the characteristics of the County's financial operation enable and move the County toward achieving and maintaining a high bond rating. The County's current bond rating with Moody's Investor Service is Aaa and with Standard and Poor's Corporation is AAA.

ADOPTED POLICIES AND PROCEDURES

The County's financial and budgetary policies include the following:

Fund Balance

- The Finance Director will maintain a minimum level of fund balance available for appropriation in the General Fund. The North Carolina State Treasurer defines this minimum as 8% of the prior year's expenditures in the fund.
- The Board of County Commissioners formally established a County goal to maintain a minimum unassigned fund balance in the General Fund of 21% of the expenditures and outflows at the end of each fiscal year.
- The Board of County Commissioners also adopted a fund balance policy that requires a plan to restore unassigned fund balance to the goal of 21% within two fiscal years if it falls below that goal.

Annual Budget

- The Annual Budget and adopted Budget Ordinance for the County shall be the basis for the financial plan for the budget year. The budget will be prepared and presented in conformity with the North Carolina Local Government Budget and Fiscal Control Act under G. S. Chapter 159, Article 3.
- The adopted budget will include all funds except Capital Project Funds and Trust and Agency Funds, with each fund individually balanced.
- The County will operate under an annual balanced budget ordinance in which the sum of estimated net revenues and appropriated fund balances are equal to appropriations. The budget ordinance will cover a fiscal year beginning July 1 and ending June 30 and will be adopted no later than July 1.

Annual Budget (continued)

- The budget will include only estimated revenues reasonably expected to be realized in the budget year.
- At least 10 days shall pass between submission of the recommended budget and adoption of the ordinance. A public hearing will be held prior to adoption of the ordinance.
- Legally available fund balance (Appropriated Fund Balance) can be used in balancing the annual budget when sufficient funds are available.
- All expenditures relating to obtaining the bond referendum and or installment purchase will be reimbursed from bond proceeds and installment purchase proceeds in accordance with the requirements of the United States Treasury Regulations Section 1.150-2.
- In order to account for the payments by fiscal year in which payments are made, the following statement is included as part of the budget ordinance adopted by the Board of Commissioners: the amount of outstanding purchase orders and unexpended grants at the end of the fiscal year shall be added to each appropriation as it appears in the adopted budget.
- All grants that are included in the adopted budget are deemed to be approved by the Board of County Commissioners and will not come back to the Board for approval to apply for or to accept the awarded grant unless it is specifically required by the Grantor. In the event an award is greater than or less than the adopted budget, to the extent it is needed, a budget amendment will be brought to the Board through the Consent Agenda for approval to adjust revenues and expenditures accordingly.
- The County Manager, or the Budget Director as the County Manager's designee, is hereby authorized to transfer appropriations under the following conditions:
 - He/she may transfer amounts between expenditure line items within a department without limitation and without a report being required.
 - He/she may transfer amounts between appropriation units within the same budget function and fund without limitation and without a report being required.
 - He/she may make transfers up to \$2,500 between budget functions within the same fund. These transfers must be subsequently reported at the next regular meeting of the Board of Commissioners.
 - He/she may not transfer any amounts between funds or from the General Fund contingency appropriation without approval by the Board of Commissioners.

Revenues

- It is the goal of the County to set fees and charges at a level sufficient to cover the cost of the associated programs or activities. However, where the public interest is better served, fees and charges may be set lower than actual program cost.
- Fees and charges are reviewed annually and recommendations are made to adjust the fee/charge based on current cost or market conditions.
- The methods for prompt billing, collection, depositing and reporting of revenues are examined annually to determine if quicker and more efficient means of revenue realization are possible.
- Moneys due to the County, either by another governmental agency or by an individual, shall be promptly billed, collected and deposited. The Finance Director shall monitor the status of all uncollected moneys owed to the County and implement measures to collect any and all delinquent accounts, except as otherwise provided by law.

Cash Disbursements

- The method in which appropriations and other available resources are expended shall be performed pursuant to General Statute 159-28(b).
- Billings to the County for goods received or for services rendered shall not be paid early or late, but on the discount date or the due date to the extent practicable.
- A system of inventory and supply controls is to be established and maintained to ensure that the materials on hand will remain at levels necessary to conduct business without being excessive.

Cash Disbursements (continued)

- To the extent practical, all payments to a particular vendor will be consolidated rather than issuing separate checks for each billing.
- A cost-effective disbursement cycle shall be established to create the maximum amount of funds available for investment, while at the same time ensuring all bills are paid by their due date. The disbursement cycle shall be reviewed periodically and changes made when appropriate.
- Payroll disbursements are to be made bi-weekly. All payroll taxes shall be submitted on the due date.

Cash Receipts

- Except as otherwise provided by law, all taxes and other moneys collected or received by the County will be deposited in an official depository in accordance with North Carolina General Statute 159-32.
- Moneys received shall be deposited daily in the form and amounts received, except as otherwise provided by Statute. These moneys shall be deposited in such a manner as to receive the current day's credit.

Investments

- The County shall remain 100% invested at all times with the exception of moneys held out for petty cash and change purposes.
- The position of the cash concentration account is to be reviewed daily and any and all excess deposits are to be invested. This necessitates the cash concentration account being at least in the form of an interest bearing account. Eligible investments shall be limited to obligations allowed under North Carolina General Statute 159-30.
- The State Treasurer enforces standards of minimum capitalization for all pooling-method financial institutions. The County relies on the State Treasurer to monitor those financial institutions. The County analyzes the financial soundness of any other financial institution used by the County. The County complies with the provisions of General Statute 159-31 when designating official depositories and verifying that deposits are properly secured.
- The County shall utilize a third party custodial agent for book entry transactions, all of which shall be held in the County's name. The custodial agent shall be a trust department authorized to do trust work in North Carolina who has an account with the Federal Reserve. Certificated securities shall be in the custody of the Finance Officer.
- The investment portfolio shall be properly diversified in order to minimize risks brought on by economic and market changes. To achieve this diversification:
 - No more than 50% of the County's moneys shall be invested in a particular investment vehicle.
 - No less than 30% of the total investment portfolio shall mature within 30 days. No less than 75% of the portfolio shall mature in 180 days and 100% of the portfolio shall mature within three years. The Finance Director may, at his/her discretion, allow a variance in the minimum portfolio percentages required to mature within 30 and 180 days if market conditions dictate and adequate cash balances are maintained.
 - No more than 50% of the County's total moneys shall be invested in a single institution, unless specifically exempted by the Finance Director.

Banking and Cash Flow

- The Finance Director shall devise and implement a central depository system for the County. This system should generally include the creation of three bank accounts: a tax transfer account, a cash concentration account, and an imprest payroll account. These three accounts will be at the official depository approved by the Board.
- Enough moneys to meet the County's daily obligations shall be maintained in the County's accounts.

Banking and Cash Flow (continued)

- An official depository shall be selected every five years based on a competitive proposal process. The official depository shall be designated by the Board of Commissioners based on the evaluation of the proposals received.
- A 12-month cash flow forecast is to be prepared and updated monthly. The objectives of the forecast plan are to ensure sufficient funds will be available to meet the County's commitments in a timely manner and to determine when excess funds are available for investment.

Procurement

- The Finance Director shall establish a method to enhance the purchasing cycle through whatever method is deemed necessary.
- All purchases made and services rendered to the County are completed in accordance with the County's purchasing policy and with applicable North Carolina General Statutes.
- State Contract and other purchasing cooperatives are reviewed periodically to determine if participation would be beneficial.

Fixed Assets

- Land, buildings, machinery, furniture, fixtures and equipment that have a value of \$5,000 or more and have a useful economic life of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. Fixed assets are also called capital assets.
- The recorded fixed asset information, including its location, is reconciled annually to the general ledger.

Capital Improvement Program

- Progress on current capital projects are formally reviewed quarterly.
- New projects are submitted for consideration annually in the fall of the year. The need, time frame, project scope, capital needs, five-year year operational expenses, and financing mechanisms are analyzed for each proposed project.
- The most critical projects are submitted to the Board of Commissioners with a recommendation for approval. The Capital Improvement Project approval is completed at the same time as the annual budget.
- The budget document includes a detailed policy and project listings in the Capital Improvement Program section. For additional information on CIP program please refer to CIP section of this book.

Debt Management

- The County issues debt under the guidance of the Local Government Commission, a division of the State of North Carolina. Debt is issued in accordance with North Carolina General Statutes applicable in 159.
- The County will not issue debt in excess of the legal debt limit as defined by North Carolina General Statute 159-55. The legal debt limit is 8% of the County's taxable property valuation. Calculation of the legal debt margin is shown under the Debt Management section of this budget document.
- The County will strive to maintain its financial condition to achieve the highest bond rating possible.
- Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project.
- The County will maintain compliance with certain financial ratios in its adopted debt management policy including net direct debt per capita that does not exceed \$2,200, net direct debt as a percentage of assessed valuation that does not exceed 1.60% of the countywide assessed value, and net debt service that does not exceed 20% of the operational budget.

FINANCIAL AND BUDGETARY POLICIES CONTINUED

Risk Management

- Explore the best and most economical method for the County to cope with and fund exposures to risk.
- Secure appropriate types of insurance coverage for the County.

Audit Monitoring and Reporting

- The independent auditor for the County shall monitor the County's compliance with the established financial policies.
- The auditor's annual findings and recommendations shall be included as part of the County audit.
- The Finance Director shall semiannually submit the LGC-203, Report of Cash Balance, to the secretary of the Local Government Commission pursuant to General Statute 159-33.



BUDGET STRUCTURE

FUND ACCOUNTING

The County uses fund accounting to account for their financial resources and reports the results of their operations. In fund accounting, accounts are organized on the basis of funds, each of which is considered an independent fiscal entity with a separate set of self-balancing accounts comprised of assets, liabilities, fund balance, revenues and expenditures. The establishment of discrete funds is beneficial in ensuring that public monies are only spent for approved and legitimate purposes.

Local governments can establish as many funds as required to operate efficiently and account for resources accurately. However, all funds used must be classified into one of the three classifications of funds, as well as one of the specified types of funds allowed under that particular classification. The chart below lists the allowable fund classifications for governments with the fund types under each classification. The County's fund classification system is listed below as it correlates to the GAAP standards.

NEW HANOVER COUNT FUNDS CLASSIFICATIONS		
GOVERNMENTAL	PROPRIETARY	FIDUCIARY
NEW HANOVER COUNTY FUND TYPES WITH CORRESPONDING FUNDS		
General Fund Debt Service Fund Special Revenue Funds: Emergency Telephone System Fund Fire Service District Fund New Hanover County Schools Fund Revolving Loan Fund Room Occupancy Tax Fund Capital Project Fund	Environmental Management Fund	Trust and Agency Funds: Other Escrows Agency Funds LEO Pension Trust Fund Post Employment Benefits Agency Fund Room Occupancy Tax Agency Fund Tax Clearing Agency Fund

All funds, except Capital Project Funds and Trust and Agency Funds, are included and appropriated through the annual budget ordinance. Capital Projects are approved during the year with an adopted project ordinance. Trust and Agency Funds are not budgeted. These particular funds do not appear in the budget document, but are included in audited financial statements.

Governmental Funds

Governmental Funds are used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities (except those accounted for in proprietary funds and fiduciary funds). Most of the County's basic services are accounted for in governmental funds.

- **General Fund** is the principal fund of the County and accounts for the normal recurring activities of the County, including cultural and recreational, general government, education, human services and public safety. It is funded principally by property tax and sales tax. Debt service payments for general long-term debt are also accounted for in the General Fund. Any transaction that cannot be accounted for in another fund must be recorded in the General Fund.
- **Debt Service Fund** is a governmental fund used to account for accumulations of resources that are restricted, committed, or assigned to expenditures for principal and interest on debt.
- **Special Revenue Funds** are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than major capital projects). The following activities of the County are established as a Special Revenue Fund:

BUDGET STRUCTURE CONTINUED

- **Emergency Telephone System Fund** is used to budget and disburse funds assessed by the state on all voice communication services connections, including landline, wireless and voice-over internet protocol (VoIP). Funds are disbursed to local governments according to a state formula to be used for eligible E-911 expenditures.
- **Fire Service District Fund** is primarily funded by a special fire tax in the unincorporated areas of New Hanover County, as well as sales tax proceeds and fees. These funds are budgeted to provide fire protection throughout the County's Fire Service District.
- **New Hanover County Schools Fund** encompasses all County expenditures for the Schools, including current operating expenses, capital outlay expenses and bond related expenses. Revenues are transfers from the General Fund and proceeds from the one-half cent sales tax established by the state to fund school capital outlay.
- **Revolving Loan Fund** exists to provide water/sewer service to low income individuals. The loan program is handled through the Planning and Inspections Department.
- **Room Occupancy Tax Funds** are collected through a special tax on room occupancy rental in New Hanover County according to the formula stipulated by North Carolina General Statutes. The room occupancy tax is used for beach renourishment and tourism. Only the first 3% tax is appropriated and, therefore, reported in the budget document. The remainder of the tax collected is handled as an Agency fund and is not appropriated and not included in the budget document. Details of the Room Occupancy Tax are explained in the Special Revenue Section of this document.
- **Capital Project Funds** account for all resources used for acquisition, construction or renovation of major capital facilities of the County. Each defined capital project has a fund established based on the adopted project ordinance. These funds are not included in the budget ordinance.

Proprietary Funds

Proprietary Funds account for funds for County operations, which are managed in a manner similar to private business. Unlike governmental funds, net income is determined in Proprietary Funds.

Within the Proprietary Fund classification, the two fund types are Internal Service Fund and Enterprise Fund. An Internal Service Fund is used to account for goods or services provided by one department or agency to other departments or agencies of the County, or to other governments, on a cost-reimbursement basis. At this time, the County does not have Internal Service Funds.

- **Enterprise funds** are used to account for operations that financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. The only County enterprise fund is the Environmental Management Fund.
 - **Environmental Management** budgets for the Landfill operating costs and the Recycling Program.

Fiduciary Funds

Fiduciary Funds are used to account for assets held by the County in a trustee capacity, or as an agent for individuals, private organizations, other governmental units and/or other funds. ***Since, by state statutes, these funds are not subject to appropriation by the Board of County Commissioners; these funds are not included in annual budget ordinance or the budget document.*** However, these funds are reported in the Comprehensive Annual Financial Report. The Fiduciary Fund classification includes Agency Funds and Trust Funds.

BUDGET STRUCTURE CONTINUED

- **Agency Funds** are custodial in nature, used to account for funds held by the County for individuals, private organizations, other governmental units and other funds. The County's Agency funds include:
 - **Other Escrows Agency Funds** are custodial in nature, used to account for assets held by the County for individuals, private organizations, other governmental units and other funds.
 - **Other Post Employment Benefits Agency Fund**
 - **Room Occupancy Tax Agency Fund (fund not part of 1st 3%)**
 - **Social Services Agency Fund**
 - **Tax Clearing Agency Fund**
- **Trust Funds** are funds held by the County in a trustee capacity, which are designated for a particular purpose.
 - **LEO Pension Trust Fund** is a single-employer, defined benefit, public safety employee retirement system.

BUDGETARY ACCOUNTING

Budgetary accounting is unique to governments and other public agencies. The County is required by state statute to adopt an annual budget that is balanced by each Fund, as well as by the unit of government. Budgetary accounting requires local governments to enter the adopted budget into the government's accounting system to ensure expenditures do not exceed budgeted amounts. In short, the adopted budget is both a plan and a legal limit on spending.

Annual budgets are adopted as required by North Carolina General Statutes. Budgets are prepared for all Proprietary Funds and Governmental Funds (except for Capital Project Funds). Capital Project Funds are established by the adoption of a project ordinance, which establishes the budget for the life of the project. The County Fiduciary Funds are not subject to appropriation and are not included in the budget ordinance.

Annual appropriated budgets are adopted at the Function level within the General Fund and at the Fund level for all other funds. The budget constitutes the legal authority for expenditures at that level. Annual appropriations included in the budget ordinance lapse at the end of the fiscal year; whereas, appropriations under project ordinance continue for the life of the project.

FINANCIAL "BASIS OF ACCOUNTING"

"Basis of accounting" refers to criteria used for determining when revenues and expenditures are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made regardless of the measurement focus applied. The "basis of accounting" as applied to budgeting has to do with which year the expenditures or revenues are appropriated.

There are three "basis of accounting" methods:

- **Cash basis:** revenue and expense recorded when cash *received* or *spent*.
- **Accrual basis:** revenue recorded when *earned*; expense recorded when *incurred*.
- **Modified accrual basis:** revenue recorded when *measurable and available*; expenditures are recorded when the liability is *incurred*. Exceptions to this general rule include principal and interest on general long-term debt, which are recognized when due.

For purposes of financial reporting for the Comprehensive Annual Financial Report, the County maintains financial records in accordance with generally accepted accounting principles (GAAP). The County uses the **modified accrual basis of accounting** for all **Governmental Funds** and **accrual basis of accounting** for the **Enterprise Fund** and all **Fiduciary Funds**.

BUDGET STRUCTURE CONTINUED

BUDGETARY "BASIS OF ACCOUNTING"

The County maintains all financial and budgetary records in accordance with generally accepted accounting principles (GAAP). The table below shows the County's "basis of accounting" for budgeting and financial perspectives for each Fund Class.

Fund Classification	Budgetary "Basis of Accounting"	Financial "Basis of Accounting"
Governmental Funds	Modified Accrual	Modified Accrual
Proprietary Funds	Accrual	Accrual
Fiduciary Funds	<i>Not Applicable</i>	Accrual

A summary of the key reporting differences between information provided in the Adopted Budget Document and the Comprehensive Annual Financial Report are as follows:

Reporting Differences between Budget Document and Comprehensive Annual Financial Report	Ordinance/Budget Document	CAFR
COMPARISON OF FUNDS AND IF INCLUDED IN BUDGET ORDINANCE/BUDGET DOCUMENT AND CAFR:		
Governmental Type Fund:		
General	include in Both	included
Debt Service	include in Both	included
Special Revenue Fund:		
Emergency Telephone System	include in Both	included
Fire Service District	include in Both	included
New Hanover County Schools	include in Both	included
Revolving Loan	include in Both	included
Room Occupancy Tax (1st 3%)	include in Both	included
Capital Projects	<i>No/Yes</i>	included
Proprietary Type Fund:		
Environmental Management	include in Both	included
<i>(continued on next page)</i>		

BUDGET STRUCTURE CONTINUED

Reporting Differences between Budget Document and Comprehensive Annual Financial Report	Ordinance/Budget Document	CAFR
Trust & Agency Type		
Other Escrows Agency	<i>No/No</i>	Included
LEO Pension Trust	<i>No/No</i>	Included
Post Employment Benefits Agency	<i>No/No</i>	Included
Room Occupancy Tax (2nd 3%)	<i>No/No</i>	Included
Tax Clearing Agency	<i>No/No</i>	Included
BLENDED COMPONENT UNITS AND HOW/IF ADDRESSED IN BUDGET AND CAFR:		
New Hanover County Parks Foundation	<i>No/No</i>	Included
Airlie Gardens Foundation	<i>No/No</i>	Included
DISCRETELY PRESENTED COMPONENT UNITS AND HOW/IF ADDRESSED IN BUDGET AND CAFR:		
New Hanover County Airport Authority	<i>No/No</i>	Included
New Hanover County Regional Medical Center	<i>No/No</i>	Included
New Hanover County ABC Board	<i>No/No</i>	Included
New Hanover County Tourism Development Authority	<i>No/No</i>	Included
Reporting Differences between Budget Document and Comprehensive Annual Financial Report	Annual Adopted Budget Document	CAFR
FINANCIAL DATA PRESENTED IN RESPECTIVE REPORTS:		
Change in Net Assets from FY14 to FY15 based on actual	<i>NO</i>	YES
Change in Fund Balance based on FY16 Adopted		
Budget/FY15 Estimated/FY14 Actual	YES	<i>NO</i>
Depreciation Expense Used in reporting	<i>NO</i>	YES
Financial Data Provided in the following formats:		
Countywide	YES	YES
By Fund Type	YES	YES
By Fund	YES	YES
By Major and Minor Funds	YES	YES
By Function within Fund (if applicable)	YES	<i>NO</i>
By Departments within Function	YES	<i>NO</i>
TIME PERIOD FORMAT USED FOR INFORMATION:		
FY15 Actual (only)	<i>NO</i>	YES
FY15 Original Budget/FY15 Final Revised Budget/FY15		
Actual/FY15 Variance	<i>NO</i>	YES
FY14 Actual/FY15 Adopted/FY16 Adopted	YES	<i>NO</i>
FY14 Actual/FY15 Revised/FY16 Adopted	YES	<i>NO</i>
CAPITAL PROJECTS:		
Narrative of Project	YES	<i>NO</i>
Financial Data by Project in Summation	YES	YES
Status of Project	YES	<i>NO</i>

BUDGET STRUCTURE CONTINUED

FUNDS APPROPRIATED ANNUALLY & INCLUDED IN BUDGET ORDINANCE	FUND TYPE ¹	BUDGET FUNCTIONS						
		General Government	Human Services	Public Safety	Education	Cultural & Recreational	Economic & Physical Development	Transfers, Debt & Other
Note: Lists funds as Major or Minor. Departments within General Fund are listed. The corresponding applicable function is designated for each entry where applicable.								
Major Funds								
General Fund	GF							
Administration – County Manager		■						
Board of Elections		■						
Budget		■						
CoastalCare			■					
Community Justice Services				■				
Cooperative Extension						■		
Courts				■				
Education					■			
Emergency Management & 9-1-1 Communications				■				
Engineering		■						
Finance		■						■
Governing Body – County Commissioners		■						
Health			■					
Human Resources		■						
Information Technology		■						
Juvenile Services				■				
Legal – County Attorney		■						
Library						■		
Museum						■		
NHCTV & Public Affairs		■						
Outside Agencies			■	■		■	■	
Parks and Gardens						■		
Planning & Inspections				■				
Property Management		■						
Register of Deeds		■						
Senior Resource Center			■					
Sheriff's Office				■				
Social Services			■					
Soil and Water Conservation		■						
Tax		■						
Debt Service Fund	DSF							■
Public Schools Fund	SRF				■			
Non-Major Funds								
Emergency Telephone Fund	SRF			■				
Environmental Management Fund	EF			■				
Room Occupancy Tax Fund	SRF						■	
Special Fire District Fund	SRF			■				

¹ GF= General Fund, DSF= Debt Service Fund, EF= Enterprise Fund, SRF= Special Revenue Fund

FUND BALANCE

Fund balance is generally defined as the difference between a fund's assets and liabilities and is called equity in a non-governmental environment. It may include cash, but often consists of other investments as well.

In a typical fiscal year, actual total expenditures are less than total expenditures appropriated, and revenues are greater than anticipated. The difference creates an increase in fund balance, which is carried forward for use in future years.

An adequate fund balance is needed for numerous reasons. Several of the most important include:

- To have funds available in case of an emergency or unexpected event.
- To maintain or enhance the County's financial position and related bond ratings from Moody's (Aaa) and Standard & Poor's (AAA).
- To provide cash for operations prior to receipt of property tax revenues.

Property taxes are the single largest revenue source for the County and, although due September 1 of each tax year, are considered timely paid if payment is received on or before January 5th. Thus, fund balance is needed to meet cash flow requirements during the early months of the fiscal year.

Not all fund balance is available for appropriation. North Carolina General Statutes, in Chapter 159-8, define the available amount as "cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts." Fund balance may also be reserved for specific purposes. A good example is found in the Special Revenue funds where each fund balance is fully reserved for the designated purpose of the fund.

The County has established as its goal to have no less than two and a half months, or 21%, of expenditures in available fund balance – a goal that more than meets the North Carolina Local Government Commission's recommended minimum of 8%. New Hanover County continues to maintain a strong financial condition. The estimated available fund balance on June 30, 2015 is expected to meet both goals.

Significant Changes in Fund Balance

General Fund

Fund balance remains consistent with Fund Balance policy. For FY14-15 \$9 million in fund balance was budgeted to keep the tax rate the same as the previous year. Sales tax came in higher than projected due to continuing economic recovery, therefore only \$4.8 million of fund balance was actually used for the purchase of capital and one-time items. For FY15-16 \$8.5 million in fund balance is budgeted.

New Hanover County Public Schools Fund (NHCPs)

In FY13-14 3.2 million of fund balance was used for the schools. In addition, in FY14-15 \$2.6 million was used. However, no fund balance is budgeted for FY15-16. Given the economic climate and continuing cuts in Federal and State funding of schools, it is possible that the County will continue to budget available fund balance for the foreseeable future.

Fire Service District Fund

The Fire Services District Fund continues to maintain a fund balance that will assist this fund with its future capital facility and equipment needs.

During FY14-15, the Fire Service District used an estimated \$.9 million of fund balance to purchase and equip a replacement aerial / quint truck. As a consequence, Fire Service District fund balance decreased almost 20% from FY13-14. A five-year financial plan has been drafted for this fund to ensure resources will be available to meet future needs.

FUND BALANCE CONTINUED

Fund balance in the amount of \$1.5 million is budgeted for FY14-15 to meet the capital needs of the Fire Service District. Due to capital facility and equipment replacement needs, increases in fund balance are not anticipated in the near-term. When specific needs are identified, fund balance may be tapped to fund Fire Service District capital needs.

Emergency Telephone System Fund: Article 3

For FY13-14, no fund balance was used and fund balance grew by 26.28%. For FY14-15, no fund balance was budgeted but approximately \$21,000 was used. In FY15-16 approximately \$1.2 million is budgeted for an upgrade to the radio operating system and backup center. Remaining costs are scheduled to be covered by grants.

Environmental Management Fund

The Environmental Management Fund has been successful in rebuilding its fund balance which is necessary to cushion the fund against unexpected events such as hurricanes and for future capital and post-closure costs.

During FY14-15, Environmental Management used an estimated \$.8 million of fund balance to fund capital improvement projects, one of which was postponed from FY13-14. The extensive analysis done to ensure the \$52/ton tip fee would sustain anticipated operational and capital needs over the next five years assumed the maintenance of an 8% fund balance during that period.

No fund balance has been budgeted for FY15-16 as tipping fees are sufficient to meet anticipated operational and capital needs. While reserves for capital projects and post-closure costs have been established and annual contributions budgeted, fund balance may be tapped to fund unanticipated events and needs.

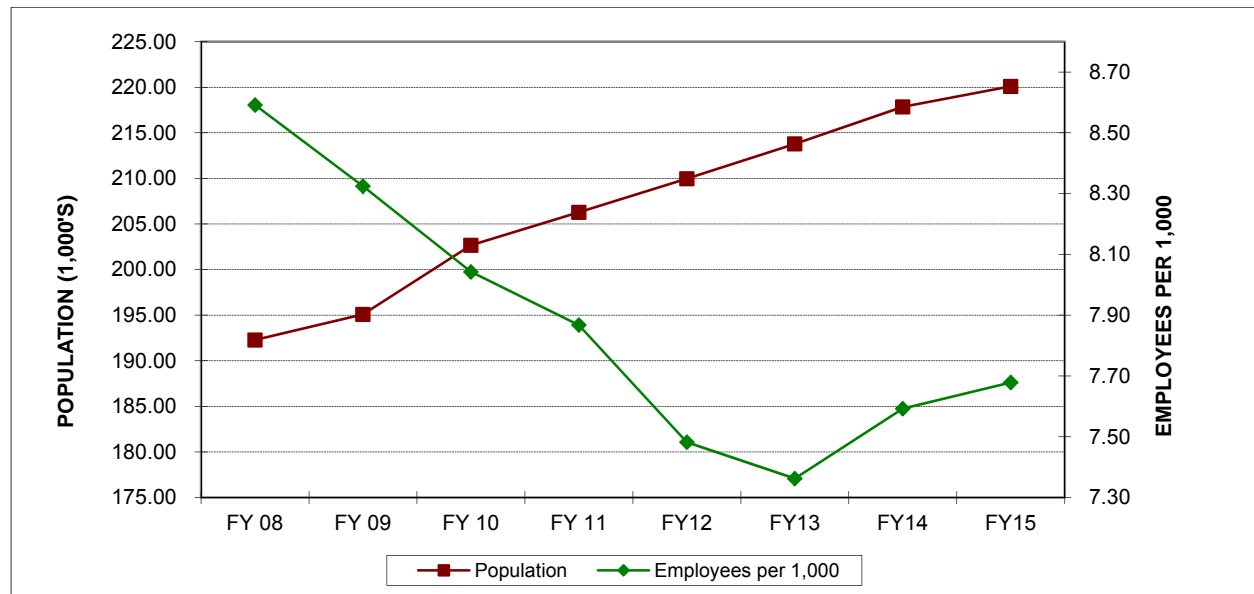
NEW HANOVER COUNTY POSITION SUMMARY BY FUNCTION

	ADOPTED FY11-12	ADOPTED FY12-13	ADOPTED FY13-14	ADOPTED FY14-15	ADOPTED FY15-16
General Fund:					
Cultural & Recreational	126	127	136	136	136
General Government	268	265	263	255	271
Human Services	495	471	497	506	493
Public Safety	553	582	609	635	638
Total General Fund	1442	1445	1505	1532	1538
Other Funds:					
Environmental Mgmt	31	31	31	31	32
Fire Service	98	98	118	127	127
Total Other Funds	129	129	149	158	159
TOTALS	1571	1574	1654	1690	1697

GENERAL FUND: Increased by 6 positions (four in Property Management and two in the Department of Social Services). Several positions were transferred between functions primarily due to the Health and Human Services reorganization.

ENVIRONMENTAL MANAGEMENT FUND: Increased by 1 due to recommendation of an Environmental Technician.

Employees by 1,000 Population



As the above graph indicates, the growth in County population has increased steadily and that trend is projected to continue. Between FY08 and FY09, the number of employees decreased due to the transfer of 66 Water & Sewer employees to the Cape Fear Public Utility Authority. The decrease between FY11 and FY12 is due to the decision to lay up WASTEC. The increase between FY13 and FY14 in employees is primarily due to 48 temporaries converting to regular positions.

NEW HANOVER COUNTY ORGANIZATIONAL CHART



As of August 4, 2015

LIGHT BLUE – Citizens and Elected Officials
 ORANGE – Manager and Direct Reports
 NAVY BLUE – Departments reporting to Assistant or Deputy County Manager
 GREEN – County provides funding with a consulting role
 Education – Not included above - County provides funding with no consulting role

**NEW HANOVER COUNTY
POSITION SUMMARY BY DEPARTMENT**

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED		DIFFERENCE FY14-15 & FY15-16	
	POSITIONS	FTE	POSITIONS	FTE	POSITIONS	FTE	POSITIONS	FTE
GENERAL FUND:								
Administration - County Manager	7	7.00	7	7.00	6	6.00	(1)	(1.00)
Board of Elections	6	6.00	6	5.75	6	6.00	0	0.25
Budget 5		5.00	5	5.00	5	5.00	0	0.00
Community Justice Services	24	24.00	24	24.00	22	22.00	(2)	(2.00)
Development Services ¹	10	10.00	0	0.00	0	0.00	0	0.00
Emergency Management & 911 Comm	81	81.00	81	80.60	81	80.60	0	0.00
Engineering 10		10.00	9	9.00	9	9.00	0	0.00
Finance ²	19	19.00	19	19.00	34	34.00	15	15.00
Governing Body - County Commissioners	8	8.00	8	8.00	8	8.00	0	0.00
Health 187		179.65	185	178.85	168	161.80	(17)	(17.05)
Human Resources & Community Relations	9	8.50	9	9.00	9	9.00	0	0.00
Information Technology	34	34.00	34	34.00	35	35.00	1	1.00
Legal	11	11.00	11	11.00	10	10.00	(1)	(1.00)
Library	48	44.76	48	45.90	48	45.65	0	(0.25)
Museum	15	15.00	15	14.75	15	14.75	0	0.00
NHC-TV and Public Affairs	6	6.00	6	6.00	4	4.00	(2)	(2.00)
NC State University Extension Service ³	1	1.00	1	0.63	1	0.63	0	0.00
Parks, Gardens, Senior Resource Center	72	71.63	72	72.00	72	72.00	0	0.00
Planning & Inspections	49	49.00	59	59.00	53	53.00	(6)	(6.00)
Property Management	73	73.00	74	74.00	78	78.00	4	4.00
Register of Deeds	17	17.00	17	17.00	17	17.00	0	0.00
Senior Resource Center	21	19.76	21	19.75	20	18.38	(1)	(1.37)
Sheriff's Office ⁴	455	455.00	473	473.00	482	482.00	9	9.00
Social Services ⁵	289	288.26	300	300.00	305	305.00	5	5.00
Soil & Water	0	0.00	0	0.00	2	2.00	2	2.00
Tax 48		48.00	48	48.00	48	48.00	0	0.00
GENERAL FUND:	1505	1491.56	1532	1521.23	1,538	1,526.81	6	5.59
ENVIRONMENTAL MANAGEMENT FUND:	31	31.00	31	31.00	32	32.00	1	1.00
FIRE SERVICES FUND:	118	117.50	127	126.50	127	126.50	0	0.00
TOTALS:	1654	1,640.06	1690	1,678.73	1,697	1,685.31	7	6.59

Those departments with a change in five or more positions are explained below.

¹ The Development Services Center was incorporated into the Planning & Inspections Department.

² 15 positions transferred from Department of Social Services and the Health Department to Finance.

³ Formally known as Cooperative Extension.

⁴ 9 frozen positions from various departments transferred to the Sheriff's Office.

⁵ 2 new Universal Caseworker Supervisor positions added and 1 Administrative Support position transferred from the Senior Resource Center.

NEW HANOVER COUNTY

SUMMARY OF EXPENDITURES AND REVENUES - ALL FUNDS ¹

EXPENDITURE SUMMARY	FY13-14 ACTUAL	FY14-15 REVISED	FY15-16 ADOPTED	\$ Change	% Change
GENERAL & NEW HANOVER COUNTY SCHOOLS	\$ 275,110,485	\$ 302,533,974	\$ 302,126,233	\$ (407,741)	-0.13%
EMERGENCY TELEPHONE SYSTEM - ARTICLE 3 ²	381,986	603,210	3,452,285	2,849,075	472.32%
ROOM OCCUPANCY TAX ³	4,340,647	4,223,385	14,206,617	9,983,232	236.38%
REVOLVING LOAN PROGRAM	16,128	62,497	-	(62,497)	-
ENVIRONMENTAL MANAGEMENT ⁴	13,169,243	15,818,192	12,861,500	(2,956,692)	-18.69%
SPECIAL FIRE SERVICE DISTRICT ⁵	11,400,239	13,131,176	13,780,088	648,912	4.94%
TOTAL EXPENDITURE ALL FUNDS	\$ 304,418,728	\$ 336,372,434	\$ 346,426,723	\$ 14,286,547	4.25%

REVENUE SUMMARY	FY13-14 ACTUAL	FY14-15 REVISED	FY15-16 ADOPTED	\$ Change	% Change
GENERAL & NEW HANOVER COUNTY SCHOOLS	\$ (277,137,708)	\$ (302,533,974)	\$ (302,126,233)	\$ 407,741	-0.13%
EMERGENCY TELEPHONE SYSTEM - ARTICLE 3 ²	(625,567)	(603,210)	(3,452,285)	(2,849,075)	472.32%
ROOM OCCUPANCY TAX ³	(9,181,095)	(4,223,385)	(14,206,617)	(9,983,232)	236.38%
REVOLVING LOAN PROGRAM	(13,814)	(62,497)	-	62,497	-
ENVIRONMENTAL MANAGEMENT ⁴	(14,908,615)	(15,818,192)	(12,861,500)	2,956,692	-18.69%
SPECIAL FIRE SERVICE DISTRICT ⁵	(11,977,342)	(13,131,176)	(13,780,088)	(648,912)	4.94%
TOTAL REVENUE ALL FUNDS	\$ (313,844,141)	\$ (336,372,434)	\$ (346,426,723)	\$ (14,286,547)	4.25%

¹This presentation shows the total budgets of the various funds. The General Fund and NHC Schools Funds have been combined. For the purpose of this presentation, the General Fund includes the Automation Enhancement, Reappraisal Reserve, and Debt Service Funds. Transfers between the General Fund and other funds have been removed.

- The Automation Enhancement and Preservation Fund is a sub-fund of the General Fund which uses fees set aside by State mandate for computer and imaging technology improvements for the Register of Deeds.

- The Reappraisal Reserve Fund is a sub-fund of the General Fund which sets aside funds annually for the tax property reappraisal to be completed in FY16-17.

- The Debt Service Fund is a stand alone fund. It is included in the General Fund here for ease of presentation.

²Emergency Telephone System Fund increase is due to the FY15-16 911 Back-up Center and Replacement Radio System capital projects.

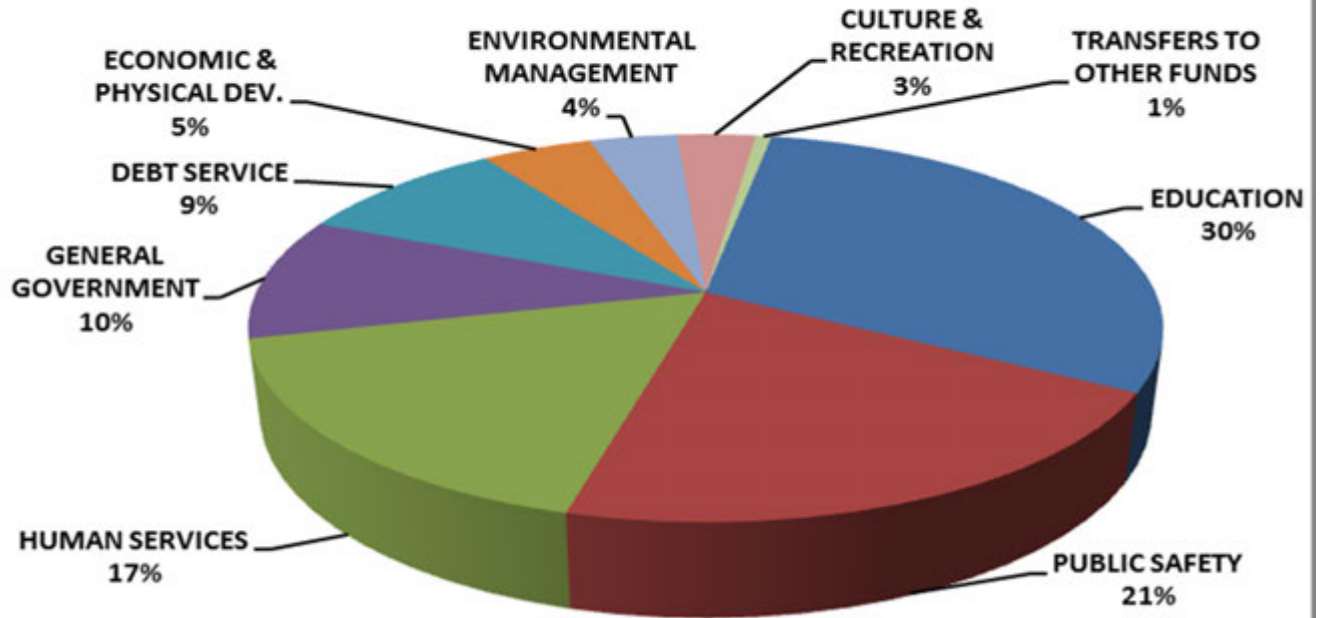
³Room Occupancy Tax increase reflects the appropriation of funds to support beach renourishment and dredging capital projects.

⁴Environmental Management decrease reflects the natural fluctuation in capital needs, final dissolution of the Wastec Division, and the payment of installment debt.

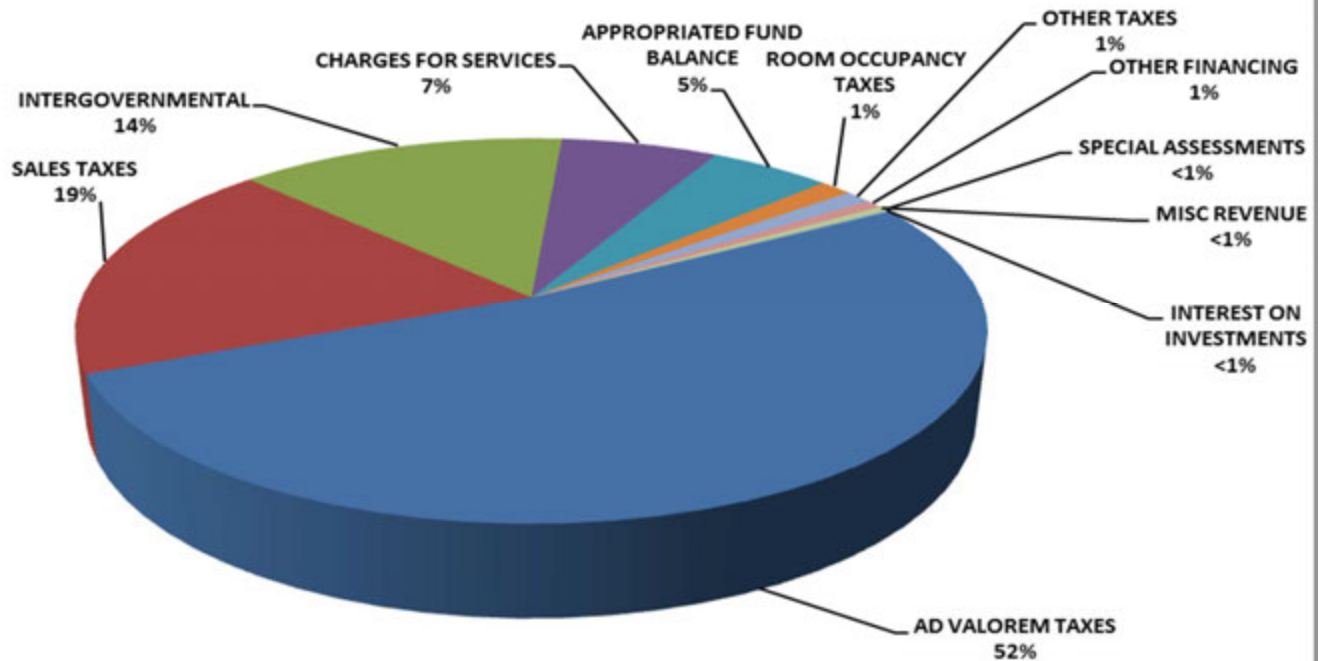
⁵Fire Services increase is due to the transitioning of personnel from firefighter positions to apparatus/operator positions.

SUMMARY OF EXPENDITURES AND REVENUES - ALL FUNDS

FY15-16 Summary of Expenditures by Function - All Funds¹



FY15-16 Summary of Revenues by Character - All Funds¹



EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

General Fund Revenues

Ad Valorem Tax

Ad valorem tax (property tax) is New Hanover County's largest revenue source, comprising 57% of General Fund revenues. Ad valorem tax is a tax on real and personal property and is based on the value of the property as a marketable item. Real property includes land, buildings and items permanently affixed to land or buildings. Personal property includes vehicles, boats, aircraft and business personal property.

Values of real property are determined by appraisal. The State mandates that a revaluation must be carried out by the County a minimum of once every eight years. The last revaluation took effect January 1, 2012. Values of public service companies are assessed every year by the State Department of Revenue.

The next revaluation will be effective January 1, 2017 and will be a full measure and list revaluation.

Outside of revaluation years, growth in the tax base is driven primarily by new construction, additions to existing structures and splits of parcels. The property tax base has grown a total of 4 percent since FY12-13 after the tax base lost \$5 billion in 2012 property tax revaluation. The projected growth between FY14-15 and FY15-16 is 2.4% which is ahead of each fiscal year since the 2012 revaluation.

The values of the personal property and vehicles portion of the tax base are determined using pricing guides and vehicle valuation guidelines based on characteristics such as size, make, model and year.

Each year, the Board of County Commissioners establishes a tax rate. This rate, multiplied by the assessed value of all eligible property in the County, adjusted by the estimated collection rate, equals the amount of budgeted current ad valorem taxes. The FY15-16 tax rate is 57.4 cents per \$100 valuation a 2 cent increase from FY14-15.

Funds generated by the 2 cent increase in the tax rate are budgeted in a debt service fund to partially fund the debt service on the 2006 Parks Bonds and 2008 Cape Fear Community College Bonds.

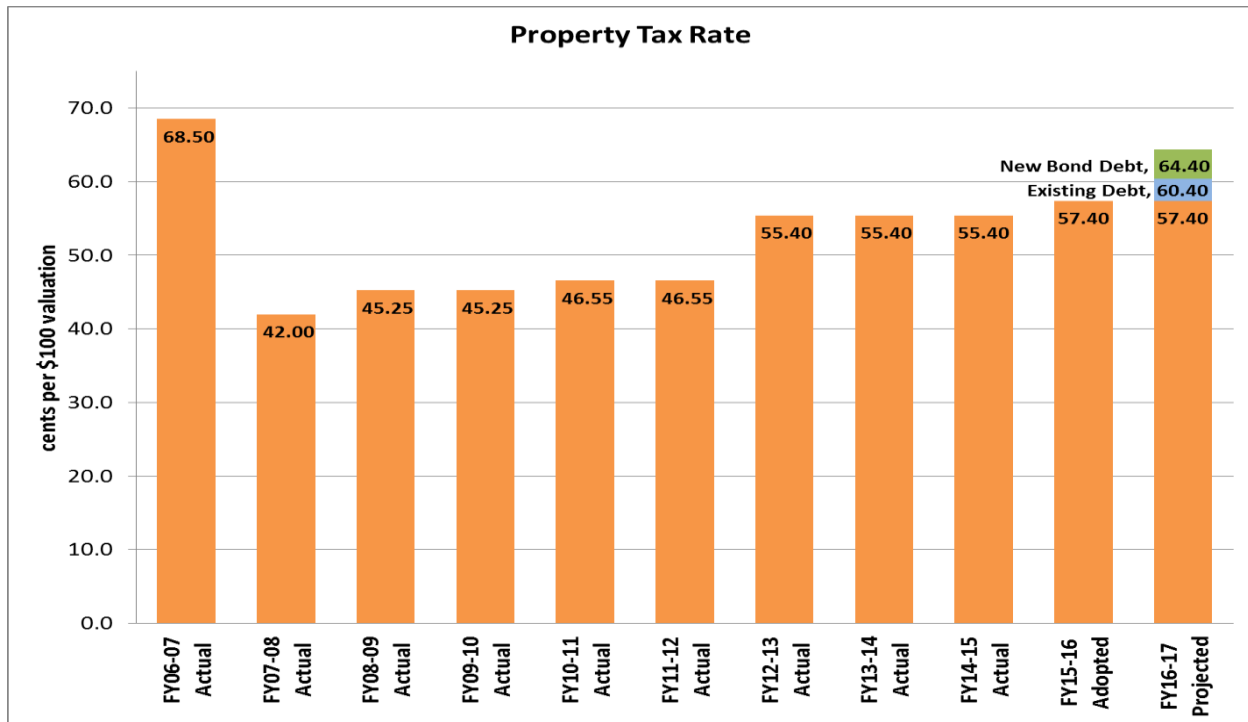
Future tax rate increases are estimated to be necessary to fund voter approved school debt. Induced operating expenses related to school bonds shall be borne by the natural growth in the tax base.

The County's property tax collection rate continues to be one of the highest in the State and consistently exceeds 98% of the levy billed. In FY15-16, every 1 cent of the General Fund property tax rate generates approximately \$3 million in revenue.

Ad valorem taxes on real estate and other personal property, excluding motor vehicles, become legally due on September 1st and must be paid by January 5th, or interest is applied. The interest rate is 2% for the month of January and 0.75% per month for February through December — a total of 10.25% per year.

The statewide integrated computer effort to combine the process of taxation, registration and inspections into one system and one point of collection was implemented in FY13-14. The motor vehicle portion of the tax base is projected in FY15-16 to increase by 8% from the FY14-15 budget. This program has increased the collection rate for property taxes on motor vehicles.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS CONTINUED



Sales Taxes

The County's second largest source of revenue is sales tax. All North Carolina counties are authorized to levy four sales taxes: a County 1-cent (Article 39), two local option one-half cent sales taxes (Articles 40 and 42), and one local option one-quarter cent sales tax (Article 46). New Hanover County currently levies all four authorized sales taxes.

Sales taxes are collected by the state of North Carolina on retail sales, or leases of tangible personal property, and on the rental of hotel and motel rooms. Proceeds are then distributed to the County by the state on either a per capita or point-of-sale basis. The process of collecting and allocation of sales tax creates a significant lag in the receipt of sales tax revenues. July "sales" are "collected" by the State in August and are processed and "allocated" in September, with a local government distribution made on or before October 15. The October payment is the first month's sales tax distribution credited to the July-June fiscal year. Therefore, local government sales tax distributions in any given month reflect the actual sales made three months prior.

On October 1, 2009, Article 42 changed to a point-of sale basis from a per capita basis. Since New Hanover County is a retail center this increased the receipts from Article 42 in New Hanover County. By statute, 60% of Article 42 proceeds must be used for school construction or debt service.

The FY15-16 budget for sales taxes is \$62.3 million, an increase of 15 percent over FY14-15 Adopted, but only a 5 percent increase over expected FY14-15 actuals. It is estimated that FY14-15 sales tax receipts will exceed the FY14-15 adopted budget by 10 percent.

The North Carolina General Assembly is currently discussing changing the manner in which sales tax is distributed between counties on the state level. Any change in the state distribution will impact the Counties future sales tax revenue.

The Board of Commissioners has elected to distribute the Article 39, 40 and 42 sales taxes between New Hanover County, the City of Wilmington, and the municipalities of Carolina Beach, Kure Beach and Wrightsville Beach using the ad valorem method. New Hanover County is not required (or authorized) to share the Article 46 sales tax and, therefore, will retain all proceeds. Currently, the total combined state and local sales tax is 7.0%.

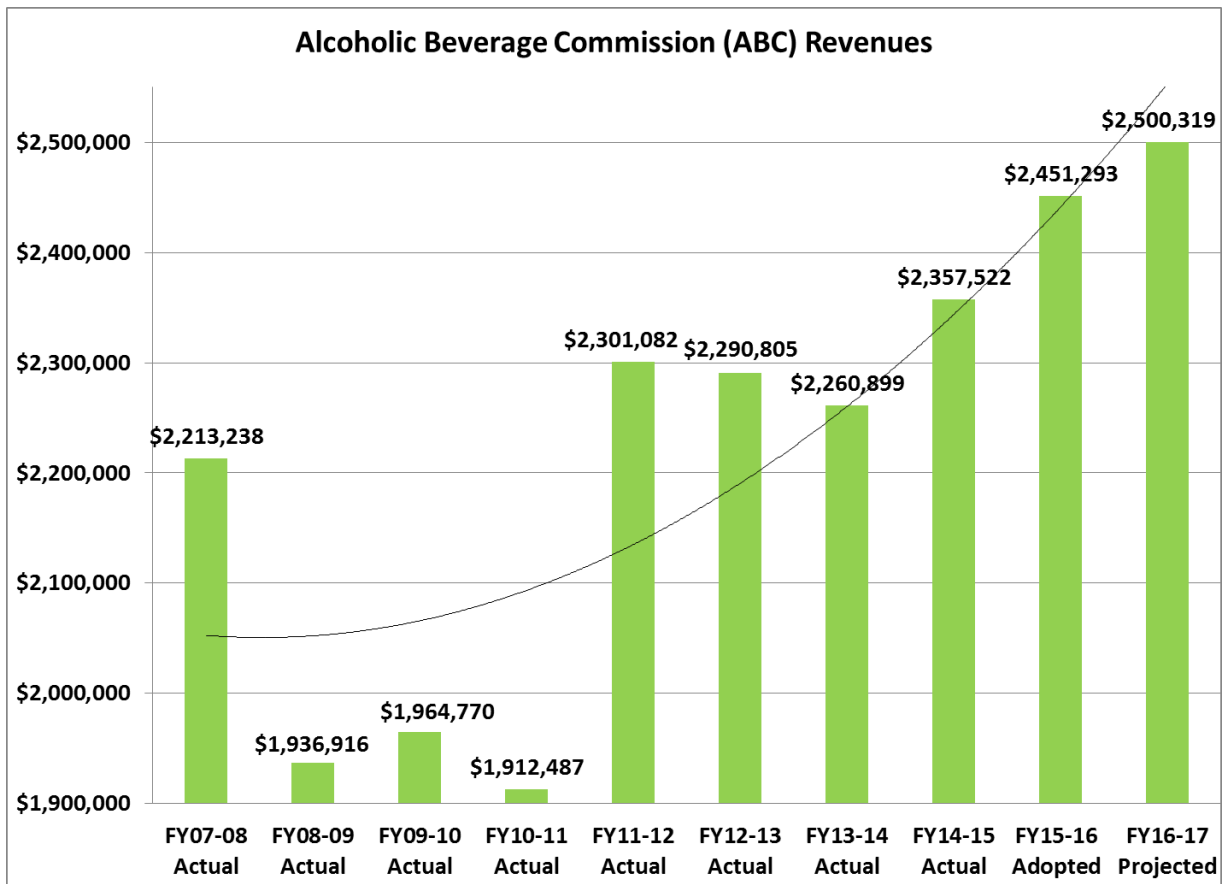
EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS CONTINUED

share the Article 46 sales tax and, therefore, will retain all proceeds. Currently, the total combined state and local sales tax is 7.0%.

Intergovernmental Revenues

Several departments offset a portion of operating expenditures with grants and transfers from federal and state governments. Agencies are also reimbursed for certain services they provide the New Hanover County public school system. These revenue sources are highly dependent on legislative actions of the state and federal government, as well as the administrators of various programs. Collectively, intergovernmental revenues are projected to decrease 7.4% between FY14-15 and FY15-16 due primarily to adjustment in grants and change in approach in budgeting for DSS.

- **Alcoholic Beverage Control (ABC)** – ABC Revenues consist of the following ABC charges: (1) 5 cents per bottle, (2) 3.5% add-on, (3) additional 5 cents per bottle, and (4) mixed beverage (liquor by the drink). The County also receives distribution of ABC net profits. The first 5 cents per bottle of revenue is turned over by the County to Trillium Health Resources and must be spent for alcohol abuse treatment or research. Total ABC revenues are expected to increase 4% versus the FY14-15 Adopted Budget based on receipts to date economic conditions and historic trends. This rate of increase is expected between FY15-16 and FY16-17.



EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS CONTINUED

- **Jail Fees** – The United States Marshal Service reimburses counties for locally housing inmates at \$60 per day, and the Federal Bureau of Prisons reimburses counties for locally housing inmates at \$80 per day. The state no longer reimburses for inmates that have been sentenced to 90 days or less. Counties are reimbursed through a program administered by the North Carolina Sheriff Association at \$40 per day, plus transportation costs and medical expenses for inmates that are housed from 91-180 days. The number of federal inmates housed decreased in FY14-15 and is anticipated to decrease in FY15-16.
- **Court Fees** – The State of North Carolina pays the County a facilities fee, which must be used to provide and maintain the physical facilities of the Court. The fee is part of the costs paid in each civil and criminal action rendered in a Courtroom facility provided by the County. FY15-16 fees are 4.5% less than FY14-15 based on expenditures for the past 3 years. Fees vary depending on number of type of court cases.
- **Reimbursements for Debt** – New Hanover County receives reimbursement for principal and interest payments paid by the County for debt issued on behalf of various entities, including the Airport Authority, City of Wilmington (for Parks Bonds), and Cape Fear Public Utility Authority (CFPUA). Total debt repayment by these entities is estimated to be \$3.5 million.

As specified in the inter-local agreement signed to form the CFPUA, the required debt service repayment by CFPUA has been reduced by \$1 million. The inter-local agreement terms run through FY17-18.

Charges for Services

New Hanover County maintains a schedule of fees to be charged to direct users of select County services. Typically, these fees finance, in part, the County functions that collect them. Revenue from permits and inspections makes up the largest revenue source.

- **Planning and Inspections** – Inspection revenues have been difficult to project due to the transition to One Solution software which streamlined development fees. Prior to One Solution, development projects were assessed per inspection fees. Under the new system all fees are assessed and paid up front when permits are approved. Inspection revenues are estimated to increase 9% between FY14-15 Adopted and FY15-16 Adopted; however, this is only a 4% increase over FY14-15 actual receipts. Now that most of the pre-One solution projects have been completed, revenue growth should stabilize, though with building activity increasing, growth rates may still be higher than those seen in recent years.
- **Register of Deeds Fees and Charges** – The Register of Deeds collects fees to record deeds, marriage licenses and other instruments. Based on FY14-15 adopted, the FY15-16 budget anticipates an increase of \$35,000 of revenues, an increase of 2% versus the FY14-15 budget. Increase is based on increased activity and anticipation of continued activity into FY15-16. Continued increase is anticipated into FY16-17.

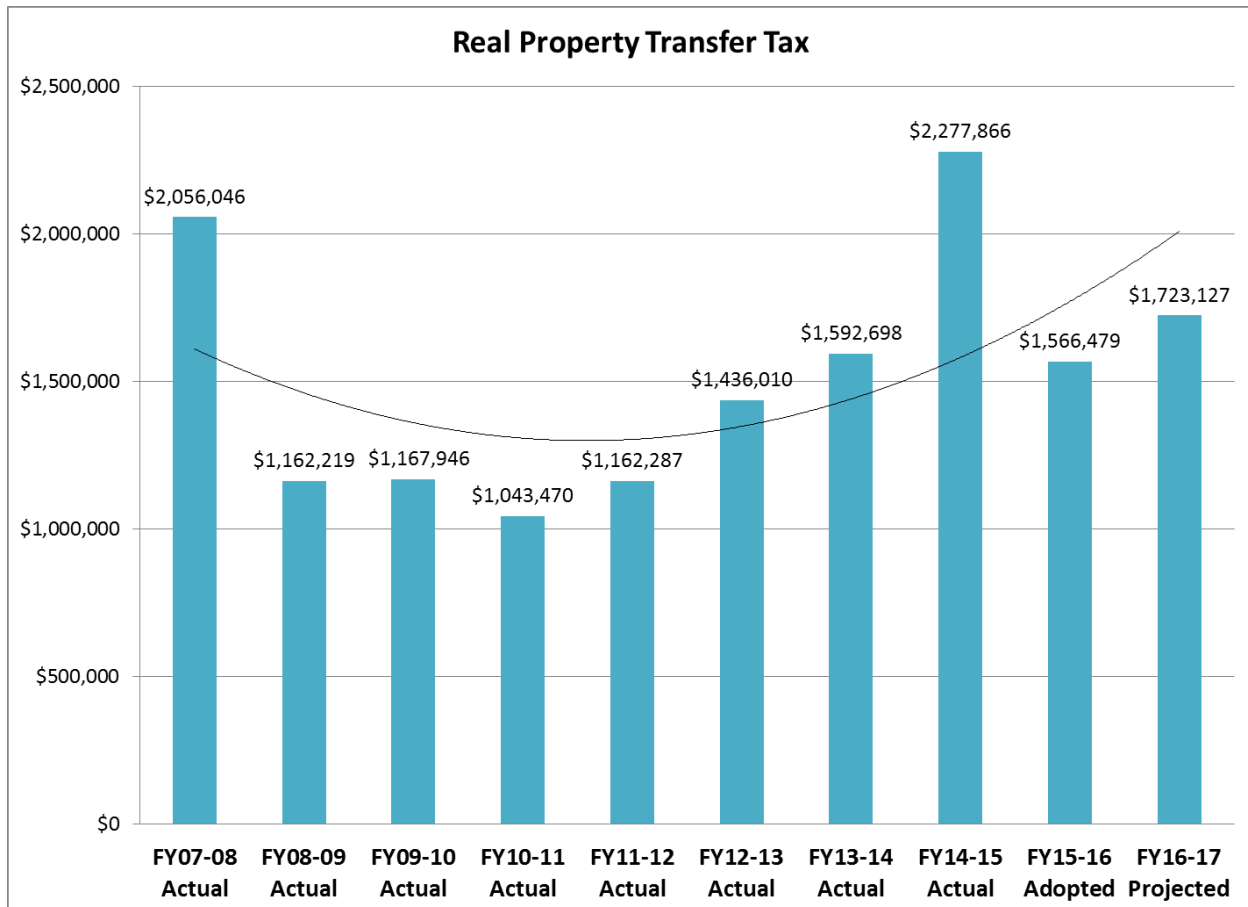
Cable TV Franchise Tax

The state collects a tax on video programming services (telecommunications services, video programming and direct-to-home satellite). The County receives quarterly distributions and supplemental PEG (Public, Education or Government) channel funding. FY15-16 adopted amount is \$1.2 million which is a 1% increase from the FY14-15 amount. The low increase in funding was due to budget projections from the state that forecast this revenue to remain flat.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS CONTINUED

Real Property Transfer Tax

State statutes provide for counties to collect an excise tax on each Deed or other instrument by which real property is conveyed. The tax levied by the state of North Carolina is \$2.00 per \$1,000 property valuation. New Hanover County receives one-half of the collections as revenue to support County services and the remainder is remitted to the state. 2% of the state's disbursement amount is retained by the County as a processing fee. The tax is paid to the Register of Deeds at the time of property transfer, and a stamp is affixed to the instrument showing the amount of tax paid. For the first part of FY14-15, receipts were close to FY13-14 amounts. Due to two abnormally large transactions and a late upward trend in the market, it wasn't until the end of the year that it was evident that the receipts were going to exceed budgeted amounts. Due to that, the Transfer Tax was budgeted at a 2% increase from the FY14-15 Adopted Budget. The positive trend is expected to continue with a 10% increase projected between FY15-16 and FY16-17.



Tax Collection Fees

July 1, 2013 the tax collection fee the County charges to bill and collect taxes for the municipalities and Fire Service District was reduced from 1.75% to .75% for all collections up to 95% collected. For attaining a high collection rate, a bonus of 1% will be earned for collections above 95%.

During FY13-14 the Department of Motor Vehicles began billing and collecting the property taxes on motor vehicles and removed this function from county tax offices. The bills reflect both vehicle property tax information from counties and other taxing jurisdictions, as well as vehicle registration and inspection information. Drivers have always paid for tags and taxes separately, but under the new "Tag & Tax Together" program only one payment will be required. Both tag renewals and tax payments must be paid in full to renew vehicle registrations. Estimate of FY15-16 tax collection fee revenue is constant with FY14-15 and reflects reductions discussed above.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS CONTINUED

Interest on Investments

County funds are invested to maximize the return between the time funds are collected and used. An increase of 4% between FY14-15 and FY15-16 is projected based on average cash balance for past 5 years.

Appropriated Fund Balance

In accordance with the Local Government Fiscal Control Act, the County may use some unexpended funds from previous years to balance the budget. This is similar to an individual using their savings account. \$8.4 million of fund balance is budgeted in FY15-16. \$8.4 million in the General Fund is due to the County's strong financial health and desire to keep a tax rate constant

Preliminary projections for FY14-15 are that fund balance will meet the 8% minimum established by North Carolina General Statute, and will meet the 21% goal for fund balance established by the County.

Non-General Fund Revenues

Room Occupancy Tax

Room Occupancy Tax Funds are collected through a special tax on room occupancy rental in New Hanover County. According to the formula stipulated by North Carolina General Statutes, 3% of the Room Occupancy Tax is used for beach renourishment (60%) and countywide tourism (40%). This is applicable to all areas within New Hanover County, with the exception of the Wilmington Convention Center District (WCCD). Only this first 3% tax is appropriated and, therefore, reported in the budget document.

Within the boundaries of the WCCD, a 6% Room Occupancy Tax is levied and designated currently to the Convention Center account. Currently, 100% of Room Occupancy Tax collected by the WCCD is used for the Convention Center account. The Convention Center District is the area between Isabel S. Holmes Bridge to the Cape Fear Memorial Bridge with Fourth Street on one side and the Cape Fear River on the other side.

The legislation provides for an additional 3% levy for Carolina, Kure, and Wrightsville Beaches and is designated for promotion of their communities (50%) and expenditures related to tourism activities (50%). The additional 3% that is collected by the unincorporated areas in the County after July 1, 2014 is dedicated two-thirds to promotion of the unincorporated areas and one-third to tourism activities in the unincorporated area. The second 3% of the Room Occupancy Tax is classified as an agency fund and is, therefore, not reported in the budget document.

Revenue from the Room Occupancy tax budgeted to balance projects that are anticipated in the next fiscal year. Growth in actual revenue from this revenue source is expected to continue with the recovery in the tourism sector economy.

Fire Service District

New Hanover County has a Fire Service Tax District to provide fire services to the unincorporated areas of New Hanover County. An ad valorem tax rate is levied on real and personal property located in the unincorporated area to fund all operating and capital expenses for the district. In FY15-16 the tax rate was lowered from 7.9 to 7.0 cents per \$100 valuation without impacting services. The ad valorem tax base in the Fire Service District is estimated to be \$11.6 billion a 2% increase from FY14-15. With a 98.5% collection rate the value of a penny is \$1.1 million.

A similar increase in the base is anticipated between FY15-16 and FY16-17.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS CONTINUED

In addition to the ad valorem revenues, the Fire Service District also receives a proportional share of the Article 39, 40 and 42 sales taxes based on the value of the ad valorem levy. Similar to General Fund Sales Tax estimate, FY15-16 projects \$2.9 million in total sales tax revenue for the Fire Service District an increase of 16% over FY14-15 Adopted, but only a 5% increase over expected FY14-15 actuals. Fund balance in the amount of \$1.5 million is appropriated in the Fire Service District.

Increase in sales tax revenue in the Fire Service District is anticipated to increase a similar amount between FY15-16 and FY16-17.

Environmental Management Fund

Solid waste services are budgeted in the Environmental Management Fund, a separate enterprise fund. The revenues that support solid waste operations come from tipping fees, sales from recycling and scrap revenues, the state (tire rebate and white goods programs) and miscellaneous revenue sources.

The Environmental Management Fund is balanced with a reduction to tipping fees and includes a projected fixed rate of \$52/ton for five years based on the current solid waste collection and disposal policy. Tipping fees of \$12 million are based on an expected collection tonnage of approximately 240,000. FY15-16 is the second consecutive year that the tip fee has been lowered without impacting services. Extensive analysis was done projecting revenues and expenses to ensure the \$52/ton tip fee would sustain anticipated operational and capital needs over the next five years. The Letter of Transmittal contains a more detailed discussion of conditions and assumptions that allowed for the further reduction in the tip fee.



NEW HANOVER COUNTY
GENERAL FUND EXPENDITURE COMPARISON

DEPARTMENTS:	FY13-14 ACTUAL EXPENSES	FY14-15 REVISED BUDGET	FY15-16 ADOPTED BUDGET	Difference Between FY14-15 Revised and FY15-16 Adopted	
				\$ Change	% Change
ADMINISTRATION - COUNTY MANAGER	\$911,528	\$928,578	\$874,304	\$ (54,274)	-5.8%
BOARD OF ELECTIONS ¹	687,934	737,172	1,205,837	468,665	63.6%
BUDGET	491,391	501,709	510,671	8,962	1.8%
COMMUNITY JUSTICE SERVICES	1,606,913	1,633,340	1,728,804	95,464	5.8%
COURTS ²	441,434	426,724	465,750	39,026	9.1%
EDUCATION:					
Cape Fear Community College ³	8,674,377	10,625,605	11,530,784	905,179	8.5%
Cape Fear Community College Debt ⁴	12,364,516	15,314,730	14,948,496	(366,234)	-2.4%
New Hanover County Schools Operating ⁵	64,740,640	67,879,109	70,610,100	2,730,991	4.0%
New Hanover County Schools Capital ⁶	2,124,146	2,750,000	3,000,000	250,000	9.1%
New Hanover County Schools Transfer to Capital Projects ⁷	-	1,000,000	-	(1,000,000)	-100.0%
New Hanover County Schools Debt	19,864,911	19,892,299	19,986,935	94,636	0.5%
EMERGENCY MGMT & 911 COMMUNICATIONS	5,162,772	5,481,182	5,505,111	23,929	0.4%
ENGINEERING ⁸	847,469	800,570	605,759	(194,811)	-24.3%
FINANCE ⁹	394,898	444,666	1,185,356	740,690	166.6%
Nondepartmental ¹⁰	4,816,001	3,774,700	4,327,834	553,134	14.7%
Economic Development ¹¹	445,710	1,021,970	911,326	(110,644)	-10.8%
Transfers ¹²	1,805,519	3,998,200	2,685,385	(1,312,815)	-32.8%
Bonded Debt (Principal, Interest)	2,355,146	2,763,760	2,708,678	(55,082)	-2.0%
Fees Paid on Debt ¹³	88,570	79,361	90,617	11,256	14.2%
Installment Debt Plus DSS Installment ¹⁴	10,071,685	11,949,853	11,151,269	(798,584)	-6.7%
NHC-CFPUA Debt	2,637,550	2,580,880	2,521,974	(58,906)	-2.3%
GOVERNING BODY - COMMISSIONERS	475,025	501,547	484,075	(17,472)	-3.5%
HEALTH DEPARTMENT ¹⁵	13,493,654	13,468,140	12,682,833	(785,307)	-5.8%
HUMAN RESOURCES	680,615	754,477	809,440	54,963	7.3%
INFORMATION TECHNOLOGY ¹⁶	6,423,653	7,276,938	7,230,919	(46,019)	-0.6%
JUVENILE SERVICES	224,341	208,375	199,325	(9,050)	-4.3%
LEGAL - COUNTY ATTORNEY	1,026,070	1,046,936	1,019,588	(27,348)	-2.6%
LIBRARY ¹⁷	3,885,634	4,723,095	4,141,413	(581,682)	-12.3%
MUSEUM ¹⁸	1,004,990	1,227,387	1,095,184	(132,203)	-10.8%
NCSU EXTENSION SERVICE	422,474	542,469	537,778	(4,691)	-0.9%
NHC-TV AND PUBLIC AFFAIRS ¹⁹	587,911	707,911	482,766	(225,145)	-31.8%
NON-COUNTY AGENCIES	1,123,013	1,592,683	1,643,478	50,795	3.2%
PARKS AND GARDENS ²⁰	5,363,572	6,202,943	5,578,194	(624,749)	-10.1%
PLANNING AND INSPECTIONS ²¹	3,989,076	4,051,910	4,689,308	637,398	15.7%
PROPERTY MANAGEMENT ²²	10,349,740	10,716,343	10,978,554	262,211	2.4%
REGISTER OF DEEDS ²³	1,339,193	1,803,626	1,471,999	(331,627)	-18.4%
SENIOR RESOURCE CENTER	2,097,199	2,361,933	2,360,177	(1,756)	-0.1%
SHERIFF ²⁴	40,312,710	40,859,534	42,653,892	1,794,358	4.4%
SOCIAL SERVICES ²⁵	36,600,294	43,382,501	41,181,275	(2,201,226)	-5.1%
SOIL AND WATER CONSERVATION ²⁶	-	70,655	155,646	84,991	120.3%
TAX ²⁷	3,031,326	4,299,044	3,914,282	(384,762)	-8.9%
TRILLIUM HEALTH RESOURCES ²⁸	2,146,885	2,151,117	2,261,117	110,000	5.1%
TOTAL	\$275,110,485	\$302,533,974	\$302,126,233	-\$407,741	-0.13%

- ¹Board of Elections– Increase due to the FY15-16 elections schedule requiring more temporary personnel and materials due to the increased number of election events
- ²Courts– Increase due to funds for Juvenile Justice Review
- ³CFCC– Increase due to ongoing facility maintenance needs and new facilities’ operational needs
- ⁴CFCC Debt– Decrease due to scheduling of new debt payments
- ⁵NHC Schools Operating– Increase to move towards a per capita formula of \$2,700 per student by FY16-17- (FY15-16-\$2,600 per student)
- ⁶NHC Schools Capital– Increase in capital to \$3 million from \$2,750,000 in FY14-15
- ⁷NHC Schools Transfer– Decrease due to Schools use of \$1,000,000 of their fund balance for the purchase of land for Porter’s Neck School (FY14-15)
- ⁸Engineering– Decrease due to Storm Water Drainage funds moving to a Capital Project fund
- ⁹Finance– Increase due to a reorganizing health and human services financial personnel to Finance
- ¹⁰Non-Departmental- Increase due to a change in the way medical insurance expense is budgeted and the Countywide merit adjustment is budgeted in Non-Departmental
- ¹¹Economic Development –Decrease due to the FY14-15 one-time NHC contribution to CFPUA for the Marquis Hills and Heritage Hills sewer capital projects
- ¹²Transfers– Decrease due to scope of capital projects planned for FY15-16 compared to those scheduled in FY14-15
- ¹³Fees Paid on Debt– Increase due to increased NHC Schools debt fees due to new debt
- ¹⁴Installment Debt– Decrease due to ad valorem and sales tax revenues increase, the decision was made in FY14-15 not to enter into installment debt.
- ¹⁵Health Department– Decrease due to reorganizing health and human services financial personnel to Finance and repurposing nine positions to Social Services
- ¹⁶Information Technology– Decrease due to less capital in FY15-16
- ¹⁷Library– Decrease due to Myrtle Grove land purchase during FY14-15
- ¹⁸Museum– Decrease due to Museum Strategic Plan budgeted in FY14-15
- ¹⁹NHC-TV –Decrease due to completion of Historic Courthouse digital conversion project in FY14-15
- ²⁰Parks and Gardens– Decrease due to projects completed in FY14-15
- ²¹Planning and Inspections– Increase due to \$500,000 to develop a revised development ordinance
- ²²Property Management– Increase due to the addition of 4 positions and increased vehicle purchases
- ²³Register of Deeds – Decrease due to the completion of a project in FY14-15
- ²⁴Sheriff– Increase due to increase in inmates Health and Meals contract
- ²⁵Social Services– Decrease due to change in approach to budgeting
- ²⁶Soil and Water– Increase due to the incorporation of Soil and Water into New Hanover County for only a portion of FY14-15 and FY15-16 is for a complete year
- ²⁷Tax– Decrease due to the Reappraisal Reserve Fund meeting their funding needs with lower general fund contribution
- ²⁸Trillum Health Resources– Increase due to funding of extended crisis center hours

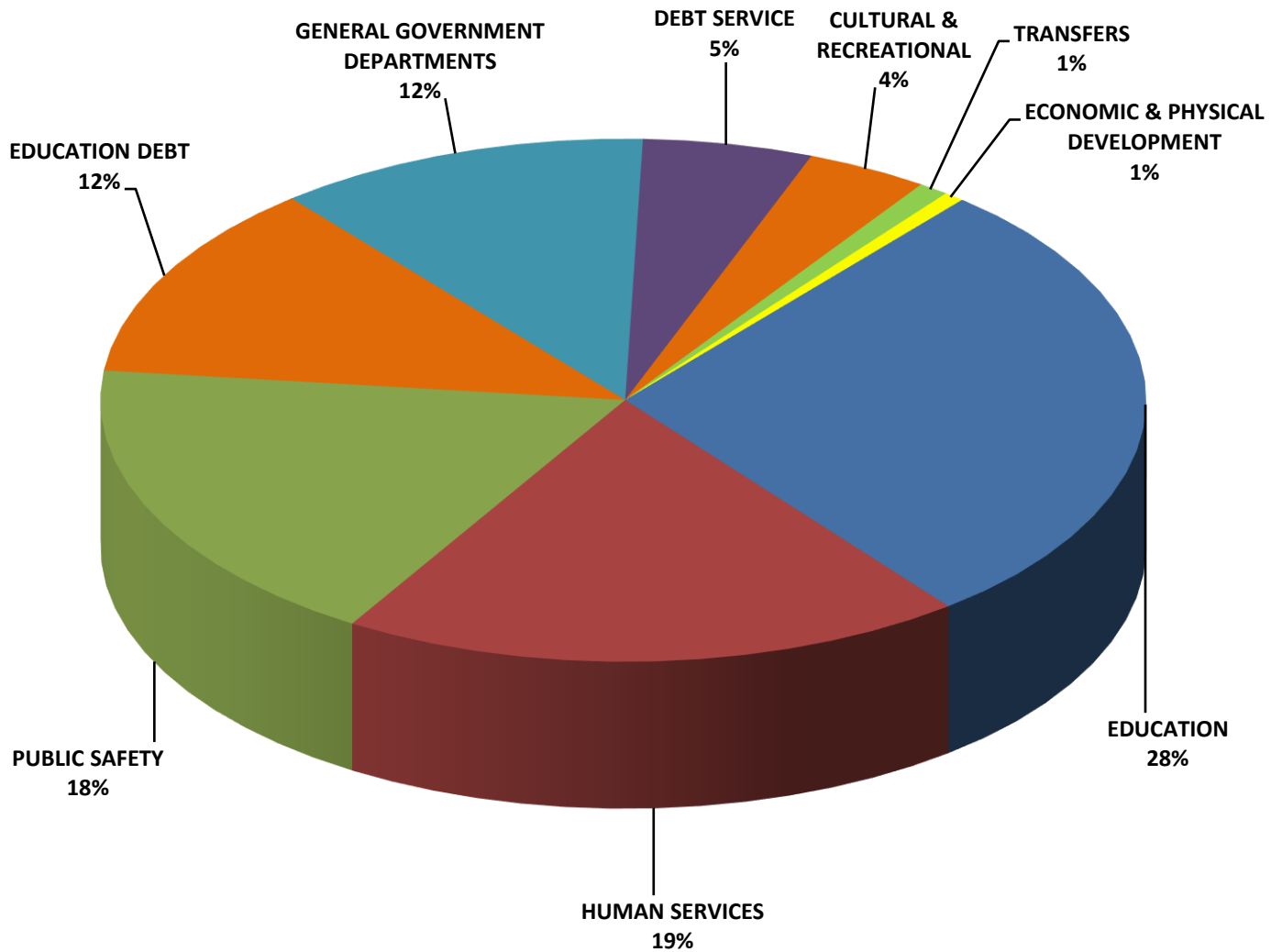
NEW HANOVER COUNTY
PERCENTAGE CHANGE OF BUDGETED EXPENDITURES BY ACTIVITY
GENERAL FUND

		FY14-15 REVISED	FY15-16 ADOPTED	PERCENT DIFFERENCE
BUDGETED EXPENDITURES:				
GENERAL GOVERNMENT DEPARTMENTS	\$	34,364,873	\$ 35,257,030	2.60%
HUMAN SERVICES		61,638,341	58,785,052	-4.63%
PUBLIC SAFETY		11,921,531	12,708,298	6.60%
Sheriff's Office		40,859,534	42,653,892	4.39%
ECONOMIC & PHYSICAL DEVELOPMENT		2,048,203	1,943,354	-5.12%
CULTURAL & RECREATIONAL		12,867,694	11,544,369	-10.28%
EDUCATION		82,254,714	85,140,884	3.51%
EDUCATION DEBT		35,207,029	34,935,431	-0.77%
DEBT SERVICE		17,373,854	16,472,538	-5.19%
TRANSFERS		3,998,200	2,685,385	-32.84%
TOTAL BUDGETED EXPENDITURES	\$	302,533,974	\$ 302,126,233	-0.13%

All departments were impacted by the 1.7% market adjustment of the salary schedule.

- 1) **General Government Departments** increase is primarily due to:
 - a) The FY15-16 elections schedule has an increased number of election events.
 - b) FY15-16 Nondepartmental increase due to Merit budgeted in FY15-16. No Merit was budgeted in FY14-15.
 - c) FY15-16 Finance increase due to reorganizing health and human services financial personnel to Finance.
- 2) **Human Services** decrease is primarily due to change in budget approach for Department of Social Services. Health and Social Services Departments' budgets decreased due to reorganizing health and human services financial personnel to Finance.
- 3) **Public Safety** increase is primarily due to:
 - a) a comprehensive review of juvenile justice service delivery.
 - b) increases in inmate health contract and meals contract.
- 4) **Economic and Physical Development** decrease is due to the FY14-15 one-time NHC contribution to Cape Fear Public Utility Authority for sewer development along U.S. 421 corridor.
- 5) **Cultural & Recreational** decrease is primarily due to:
 - a) The Library purchasing land for Myrtle Grove Library in FY14-15.
 - b) Parks and Gardens' decrease is due to fewer projects scheduled in FY15-16.
- 6) **Education** increase is due to:
 - a) Increase in CFCC funding (\$.5 million) for ongoing facility maintenance needs and operating costs related to new facilities built with voter-approved bond funds.
 - b) Increase in Public School funding (\$2.1 million) is due to a per capita formula (FY15-16 \$2,600/ADM) moving toward \$2,700/ADM by FY16-17. In addition, the County directly provides landscaping services (\$600,000) and over \$1.4 million for locally funded school resource officers (SROs) to augment the state-funded SROs.
- 7) **Debt Service** decrease due to scheduling of new debt payments.
- 8) **Transfers** decrease due to scope of capital projects planned for FY15-16 compared to those in FY14-15.

2015-2016 ADOPTED BUDGET EXPENDITURES



Expenditures for Education (including Ed. Debt) (40%) and Human Services (19%) continue to dominate the General Fund. For greater detail, please see facing page.

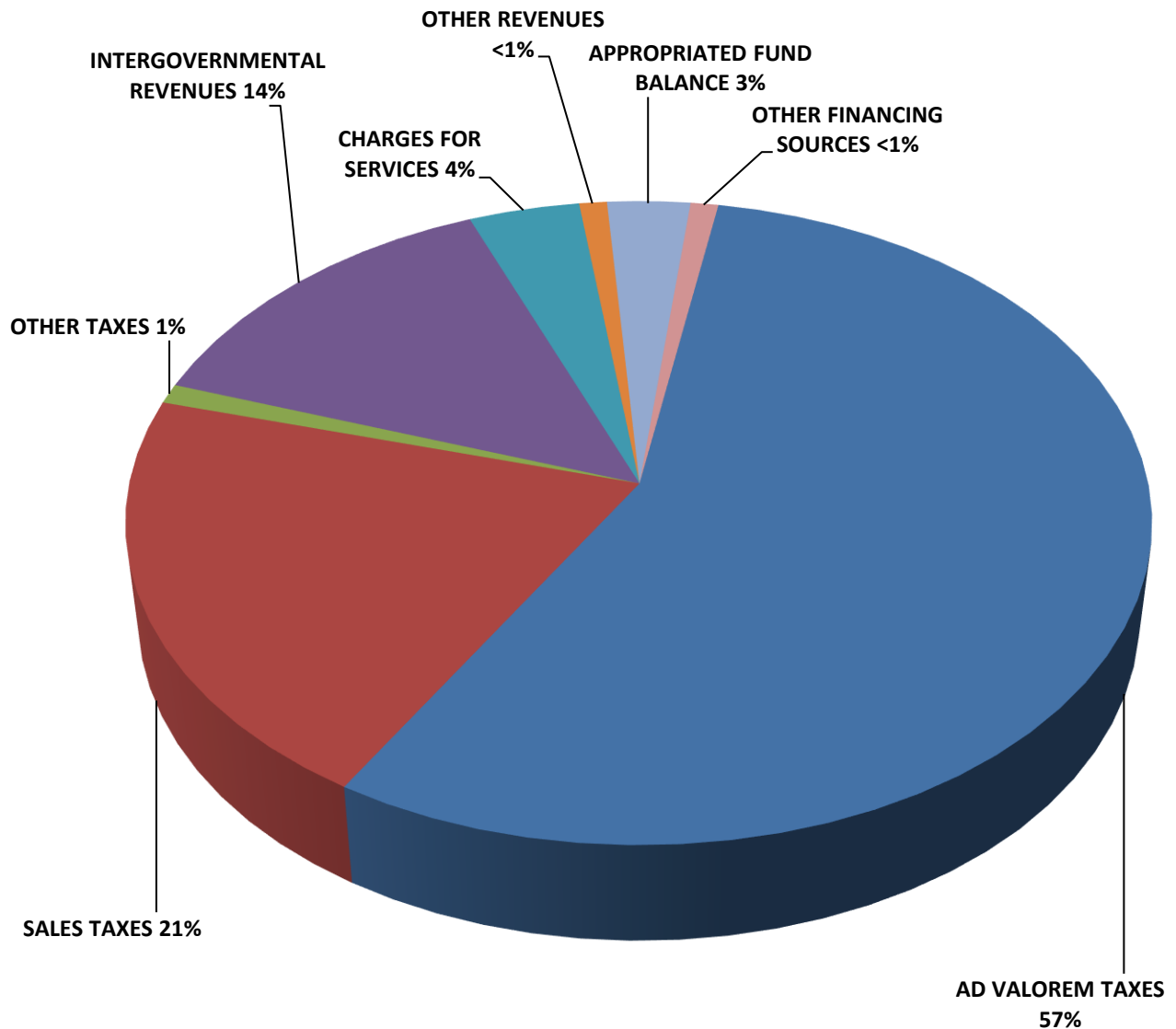
NEW HANOVER COUNTY
PERCENTAGE CHANGE OF BUDGETED REVENUES BY CLASS
GENERAL FUND

	FY14-15 REVISED	FY15-16 ADOPTED	PERCENT DIFFERENCE
BUDGETED REVENUES:			
AD VALOREM TAXES	\$ 162,065,212	\$ 172,375,642	6.36%
SALES TAXES	54,172,350	62,267,210	14.94%
OTHER TAXES	3,327,763	3,352,479	0.74%
INTERGOVERNMENTAL REVENUES	46,035,698	42,651,803	-7.35%
CHARGES FOR SERVICES	10,418,574	10,620,822	1.94%
OTHER REVENUES	839,377	1,265,056	50.71%
TRANSFERS	-	-	0.00%
OTHER FINANCING SOURCES	8,760,759	1,154,354	-86.82%
APPROPRIATED FUND BALANCE	16,914,240	8,438,867	-50.11%
TOTAL BUDGETED REVENUES	\$ 302,533,974	\$ 302,126,233	-0.13%

EXPLANATION OF CHANGES:

- 1) **Ad Valorem Taxes** are based on a tax rate of 57.4 cents, an estimated base of \$30.2 billion with an estimated 98.5% collection rate.
- 2) **Sales Tax** is projected to increase 15% over the FY14-15 revised budget amount.
- 3) **Other Taxes** increased in cable tax, real property transfer tax and vehicle rental, however the elimination of business licenses (with the exception of beer and wine license) will decrease schedule B license revenue.
- 4) **Intergovernmental Revenues** decreased slightly primarily due to adjustment in grants and a change in approach to budgeting for DSS.
- 5) **Charges for Services** increased due to registration fees with register of deeds, erosion control permits, concealed weapons permits, contract pay for deputies, dog and cat adoptions and parking lease for new hotel.
- 6) **Other Revenues** increase mainly due to Health Department escrow funds budgeted for the Health renovations project phase II and III that will be transferred to a capital project.
- 7) **Other Financing Sources** in FY14-15 was for capital to be financed. Due to ad valorem and sales tax revenues increase, the decision was made not to enter into installment debt.
- 8) **Appropriated Fund Balance** - \$8.4 million in General Fund is due to the County's strong financial health.

2015-2016 ADOPTED BUDGET REVENUES



**NEW HANOVER COUNTY
NON-COUNTY AGENCY CONTRIBUTIONS**

	FY14-15 REVISED	FY15-16 REQUESTED	FY15-16 ADOPTED
HUMAN SERVICES:			
ADR Center, Inc. (Teen Court)	\$ 12,150	\$ 12,150	\$ 12,150
Blue Ribbon Commission (Youth Violence) ¹	5,000	5,000	25,000
Brigade Boys and Girls Club	0	45,000	0
Cape Fear Literacy Council	9,500	9,500	9,500
Carousel Center	20,000	20,000	20,000
Coastal Horizons/Open House	30,000	30,000	30,000
Coastal Horizons/Rape Crisis Center	10,000	10,000	10,000
Communities in Schools of Cape Fear	25,000	25,000	25,000
Continuum of Care for Homelessness	0	25,000	25,000
Domestic Violence Shelter & Services, Inc.	15,000	15,000	15,000
Dreams	10,000	10,000	10,000
Elderhaus, Inc.	49,000	49,000	49,000
Food Bank of Central & Eastern NC	5,000	5,000	5,000
Good Shepherd Center	14,000	14,000	14,000
Kids Making It, Inc.	25,000	25,000	25,000
Leading Into New Communities	10,000	10,000	10,000
One Love Tennis ²	25,000	25,000	25,000
Wilmington Area Rebuilding Ministry (WARM)	5,000	5,000	5,000
Wilmington's Residential Adolescent Achievement Place	10,000	10,000	10,000
TOTAL HUMAN SERVICES:	\$ 279,650	\$ 349,650	\$ 324,650
CULTURAL AND RECREATIONAL:			
Arts Council of Wilmington & New Hanover County	\$ 0	\$ 25,000	\$ 10,000
Cameron Art Museum	0	10,000	0
Children's Museum of Wilmington	0	10,000	10,000
Cucalorus Film Foundation	0	10,000	0
Friends of Fort Fisher	5,000	5,000	5,000
Keep America Beautiful	0	5,000	0
TOTAL CULTURAL AND RECREATIONAL:	\$ 5,000	\$ 65,000	\$ 25,000
ECONOMIC AND PHYSICAL DEVELOPMENT:			
Cape Fear Resource, Conservation & Development	\$ 0	\$ 9,000	\$ 9,000
Highway 17 Association	0	0	0
TOTAL ECONOMIC AND PHYSICAL DEVELOPMENT	\$ 0	\$ 9,000	\$ 9,000
MEMBERSHIPS:			
Cape Fear Council of Government	\$ 29,408	\$ 33,028	\$ 33,028
TOTAL MEMBERSHIPS:	\$ 29,408	\$ 33,028	\$ 33,028
TOTAL:	\$ 314,058	\$ 456,678	\$ 391,678

¹ Increased funding due to Agency's mission and objectives relating to New Hanover County's Strategic Plan.

² One Love Tennis - Program will be funded and coordinated in the Parks and Gardens Department.

Funding is determined once every two years using a formal 'Request for Proposals' process.

ADMINISTRATION - COUNTY MANAGER

The County Manager's Office is responsible for the general administration of all County departments and agencies over which the Board of Commissioners has general control, as well as for maintaining effective relationships with autonomous and semi-autonomous agencies such as the Office of the Sheriff, Board of Elections and Register of Deeds.

The Manager provides administrative and legislative leadership by supervising operations, recommending an annual budget, advising the Board of the financial conditions of the County, recommending and implementing new and revised policies and programs through the Board, and ensuring that adopted policies and programs are executed in an effective and economical manner.

FY14-15 ACCOMPLISHMENTS

- Implemented a Utility and Sustainability Policy to reduce utility costs and New Hanover County's carbon footprint; reduced spending by \$97,991 and reduced 494 tons of greenhouse gas.
- Conducted a second Citizen Survey and second Employee Survey.
- Launched a new electronic performance management system.
- Progressed on the Health and Human Services Functional Collaboration plan: consolidated the fiscal support services to County Finance; collocated 13 economic services staff from DSS to the health campus to provide client-focused services; repurposed 11 health & senior center employees to address the increased service demands at the Department of Social Services.
- Entered into a interlocal agreement for sewer force main under the Cape Fear River to US 421, per the Garner Report
- Upgraded technology to provide digital transmission of Commissioner meetings in the Assembly Room on the New Hanover County Television (NHC-TV).
- Partnered with the City of Wilmington to fund the forensic chemist for the crime lab to reduce detention center populations and costs.
- Partnered with the City of Wilmington for recycling with Material Recovery Facility (MRF); Construction and Demolition (C&D) recycling site.
- Acquired the site for the future Myrtle Grove Library.
- Continued strong fiscal management: FY14-15 budget included \$9 million to be financed and \$9 million appropriated fund balance; successfully managed the budget without incurring \$9 million debt and only using \$4.8 million of fund balance.
- Partnered with the National Association of Counties (NACo) to offer three new programs to help uninsured or underinsured County residents better manage the cost of prescription medications and health and dental services. The Prescription Discount, Health Discount and Dental Discount programs will provide savings of up to 75 percent on prescriptions and 15-50 percent on health and dental services.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Increase efficiency and quality of key business processes.				
STRATEGY:	Offer responsive engagement to the citizens, businesses, and community organizations of New Hanover County.				
Key Performance Indicator:	% of citizens, businesses, and County organizations that agree New Hanover County provides quality services	56%	N/A	61%	N/A
Key Performance Indicator:	% of citizens, businesses, and County organizations that think New Hanover County spends tax dollars wisely	30%	N/A	37%	N/A

¹ N/A indicates biennial surveys

ADMINISTRATION - COUNTY MANAGER CONTINUED

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Create and support an engaged workforce.				
STRATEGY:	Develop and maintain an organizational setting that ensures New Hanover County is the public employer of choice in eastern North Carolina.				
Key Performance Indicator:	% of County employees personally driven to help the organization succeed and will go beyond what is expected to ensure it does so	N/A	N/A	91%	95%

SUMMARY OF EXPENDITURES

ADMINISTRATION - COUNTY MANAGER

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	856,663	870,834	817,508	-6%
OPERATING EXPENSES	54,865	57,744	56,796	-2%
TOTAL EXPENDITURES:	911,528	928,578	874,304	-6%

BOARD OF ELECTIONS

The New Hanover County Board of Elections is responsible for conducting all federal, state, and local elections held within the County. The Board consists of three members and is responsible for the administration of Elections and Related Laws and Rules of North Carolina. The Board appoints all chief judges, judges, assistants, and other officers of elections and is responsible for investigating irregularities, nonperformance of duties, and violations of laws by election officers and other persons. The Director, upon recommendation of the Board, is appointed by the State to advise and provide administrative oversight of the elections department.

The Board is delegated to perform duties as may be prescribed by N.C. General Statutes Chapter 163, or by the rules, orders, and directives of the State Board of Elections. Under the Board's authority, responsibilities of the elections administration include canvassing of returns, certification of abstracts and certificates for elected offices, voter registration, campaign finance, and development programs for education, outreach and community relations.

The New Hanover County Board of Elections mission is to provide the highest level of professional standards to ensure accurate, honest, and fair elections through accountability and integrity and to provide all citizens our services in the most efficient, effective, and timely manner.

FY14-15 ACCOMPLISHMENTS

- Conducted 2014 General Elections (Processed 42% (66,935) registered voters.
- Launched a training portal for precinct officials to utilize all year long for access to legislative updates, webinars, schedules, and much more. An additional portal was created for members of the Board of Elections to utilize for access to agenda packets, schedules, elections-related legislation, and updates.
- Worked in conjunction with the State Board of Elections to conduct a public comment hearing on the provisions of S.L.2013-381 regarding the photo identification requirement for 2016. New Hanover County was one of nine counties in the State chosen to participate.
- Established a community outreach initiative which requires Board of Elections staff to attend at least one community event per month to disseminate information on voting law changes and assist individuals in registering to vote. This is in addition to working collaboratively with Public Affairs to inform voters of election law changes through billboards and other electronic means.

BOARD OF ELECTIONS CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Hire, develop and retain talented people.				
STRATEGY:	Increase certification status as elections administrators obtained by Director and staff through national and state-offered education and training.				
Key Performance Indicator:	% certified	40%	33%	33%	50%
KEY STRATEGIC OBJECTIVE:	Understand and act on citizen needs.				
STRATEGY:	Increase citizens awareness in voting and its processes by providing outreach services and educational programs that will generate public participation.				
Key Performance Indicator:	Training sessions/events held	25	50	50	50
STRATEGY:	Provide training for improved participation rates during voluntary times for all Precinct Officials in further development of elections management skills.				
Key Performance Indicator:	% voluntary participation	25%	81%	40%	95%
KEY STRATEGIC OBJECTIVE:	Leverage technology and information to maximize performance.				
STRATEGY:	Provide electronic data accessibility to complete voter records through legacy data conversion scanning.				
Key Performance Indicator:	% voter records complete	63%	83%	77%	100%
STRATEGY:	Reduce the dependency requirements for the office to physically produce routinely requested information by providing a self-serve approach to online data request services.				
Key Performance Indicator:	% dependency on physical production	5%	14%	5%	5%

SUMMARY OF EXPENDITURES

BOARD OF ELECTIONS

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	486,454	546,185	815,848	49%
OPERATING EXPENSES	201,480	190,987	389,989	104%
TOTAL EXPENDITURES:	687,934	737,172	1,205,837	64%

BUDGET DEPARTMENT

The Budget Department provides financial information and guidance to the Board of County Commissioners and County Manager in allocating public resources to meet the needs and expectations of the community. The annual budget for all County services is compiled, implemented, amended, analyzed and monitored by this department. Budgeting activities include: (1) preparing a forecast of available revenues and anticipated expenditures, while maintaining a balanced budget through the budget amendment process; (2) obtaining input from departments concerning allocation levels; (3) analyzing costs and revenue sources; (4) generating a recommended and approved operating budget document; (5) reviewing the capital expenditures program; (6) acting as consultant to advise departments on the financial conditions of their respective departments, as well as assisting and providing analytical support for special projects and budgetary requests as needed; (7) reviewing Board agenda items with resource implications; (8) monitoring policy and management controls; and (9) making recommendations for improvement of control and the attainment of County's strategic objectives.

FY14-15 ACCOMPLISHMENTS

- Awarded Distinguished Budget Presentation Award for the FY14-15 budget document from Government Finance Officers Association (GFOA) for the 24th consecutive year. The budget document achieved all criteria of proficiency as a financial plan, operations guide, communication device, and policy document.
- Developed and maintained balanced budget in FY14-15 in accordance with North Carolina General Statute.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Strong Financial Performance				
KEY STRATEGIC OBJECTIVE:	Control costs and manage the budget. Deliver value for taxpayer money. Understand and act on citizen needs.				
STRATEGY:	To accurately forecast County revenues				
Key Performance Indicator:	Revenue Actual to Revised Budget variance 5% or less	0.9%	-2.60%	1% ²	1%
STRATEGY:	To provide an annual budget document that effectively communicates the financial and operating plan of the County as demonstrated by receiving the GFOA Distinguished Budget Presentation Award.				
Key Performance Indicator:	Number of consecutive years received GFOA Budget Award	22	23	24	25

SUMMARY OF EXPENDITURES

BUDGET

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	471,729	484,502	492,623	2%
OPERATING EXPENSES	19,662	17,207	18,048	5%
TOTAL EXPENDITURES:	491,391	501,709	510,671	2%

² Estimate is due to the FY14-15 end-year closing not yet completed.

EDUCATION

New Hanover County is responsible for the building needs of New Hanover County Schools (with some assistance from the state) and the related bonded debt of the Board of Education. In addition, the County allocates funds for some school personnel and operating expenses. The County does not influence the operations of the Board of Education, and the Board is not accountable to the County for its fiscal matters beyond the County's appropriation. The Board of Education prepares a separate operating budget document, which outlines the Board's spending plan. New Hanover County funds a portion of Cape Fear Community College's (CFCC) budget and bonded debt through general fund revenues. In FY15-16 the CFCC capital outlay will be paid for by bond premiums. In North Carolina, the Board of Education formulates educational policy, while the Board of County Commissioners determines the amount of local funding allocated to the school system.

SUMMARY OF EXPENDITURES

EDUCATION

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
CAPE FEAR COMMUNITY COLLEGE	8,674,377	10,625,605	11,530,784	9%
CAPE FEAR COMMUNITY COLLEGE DEBT	12,364,516	15,314,730	14,948,496	-2%
NHC SCHOOLS OPERATING	64,740,640	67,904,309	70,610,100	4%
NHC SCHOOLS CAPITAL OUTLAY	2,124,146	2,750,000	3,000,000	9%
NHC SCHOOLS DEBT ³	19,864,911	19,892,299	19,986,935	0%
TOTAL EXPENDITURES:	107,768,590	116,486,943	120,076,315	3%

³ Does not include fees paid on debt.

ENGINEERING

The New Hanover County Engineering Department provides a range of engineering and project management services, both to the community and to other County departments, in support of the vision, mission, objectives and initiatives of the County's Strategic Plan. Services include: manage engineering contracts; assists the County Manager with economic development initiatives; technical support and assistance for all coastal waterways, shore protection, and beach nourishment efforts and as the liaison to the Cape Fear Public Utility Authority, the North Carolina Department of Transportation and the United States Army Corps of Engineers. Engineering continues to implement programs, policies and processes that provide internal and external customer service to staff and the general public. Under the direction of the County Engineer, engineering services include administration and implementation of the Storm Water and Drainage Ordinance and the Sedimentation and Erosion Control Ordinance. Engineering provides the proper management and administration of storm water and drainage within the County to promote health, safety and general welfare and to safeguard the natural and manmade resources of the County. As a local program office of the state, Engineering issues and enforces Sedimentation and Erosion Control permits for all non-governmental land disturbing activities within the County and City of Wilmington. The Department works with developers to assure compliance with subdivision requirements, including storm design, easements and rights of way, street design and setback requirements. The Department is also responsible for drainage maintenance projects on a limited basis. Engineering provides Computer Aided Design (CAD) and Geographic Information Systems (GIS) services to various departments. Engineering also provides administrative support for commercial and residential building permits through the Development Services Center. The County Engineer and/or Chief Project Engineer serves as a member of the Technical Review Committee for the review of all subdivision plans, Low Impact Development (LID) requests and other plan submittals. Engineering assists Property Management with project management of all capital projects and works with other departments dedicated to serving the development community. The closer working relationship has increased customer support and provides for a more seamless progression of project permitting.

FY14-15 ACCOMPLISHMENTS

- Completed storm water improvement projects that benefited numerous neighborhoods, schools and businesses by reducing the risk of flooding and improving downstream flow.
- Participated in the transition of storm water improvement projects into a capital project fund, which will increase the Department's ability to manage and complete the beneficial projects.
- Improved the quality of the coastal storm damage reduction projects and other County efforts concerning ports, waterways and beaches such as Mason Inlet, Carolina Beach Inlet and the Wrightsville Beach, Carolina Beach and Kure Beach projects.
- Worked with the United States Army Corps of Engineers to successfully plan and fund the Coastal Storm Damage Reduction Projects on Carolina Beach and Kure Beach.
- Coordinated efforts with the Cape Fear Public Utility Authority and the North Carolina Department of Transportation, to complete the waterline installation that provides residents with domestic water to replace wells failing due to salt water intrusion along with increased fire protection through the installation of fire hydrants.
- Worked on improvements to workflows in the OneSolution software package to better serve customers. Package includes project tracking, streamline scheduling, paying for permits and inspections, provide internet access to determine the status of projects and allows all departments that serve the development community to better serve customers.
- Managed State Revolving Loans through the Infrastructure Finance Section to fund the installation of sewer in the Heritage Park and Marquis Hills area of the County.

ENGINEERING CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Build and Maintain Infrastructure				
STRATEGY:	To develop relationships with Cape Fear Public Utility Authority (CFPUA) and the North Carolina Department of Transportation (NCDOT) in order to expand and maintain infrastructure in the unincorporated areas.				
Key Performance Indicator:	Projects coordinated through CFPUA and NCDOT	3	4	5	4
KEY STRATEGIC OBJECTIVE:	Protect te environment through innovative programs.				
STRATEGY:	To review and issue a storm water permit or request for additional information in 30 days or less.				
Key Performance Indicator:	% on time in 30 days or less	98%	98%	98%	98%
STRATEGY:	To review and issue a sedimentation and erosion control permit or a request for additional information in 20 days or less.				
Key Performance Indicator:	% on time in 20 days or less	98%	98%	99%	99%
STRATEGY:	Develop new best management practices (BMPs) as part of stormwater management and sedimentation and erosion control.				
Key Performance Indicator:	New BMPs created and accepted	2	2	1	2

SUMMARY OF EXPENDITURES

ENGINEERING

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	627,504	616,310	632,705	3%
OPERATING EXPENSES	8,570	98,844	(26,946)	-127%
CAPITAL OUTLAY	211,395	-	-	-100%
TOTAL EXPENDITURES:	847,469	715,154	605,759	-15%

FINANCE

The Finance Department operates a financial accounting and reporting system in compliance with North Carolina General Statute 159 (Local Government Budget and Fiscal Control Act) and other North Carolina General Statutes, federal laws and regulations. The primary purpose of the Department is to ensure and maintain accurate financial information to support the overall fiscal management of the County through a system of financial planning, reporting and control. The Department is responsible for bond sales, managing debt, accounting for the County's receipts and disbursements, processing payroll, managing investments, administering the financial aspects of capital projects, managing the County's federal and state financial assistance, recording and tracking all County fixed-asset inventory, purchasing, coordinating the annual audit by independent certified public accountants and preparing the Comprehensive Annual Financial Report (CAFR).

FY14-15 ACCOMPLISHMENTS

- Maintained New Hanover County's bond rating of Aaa with Moody's Investors Service and of AAA with Standard & Poor's.
- Managed the process to include the authorization of \$160 million general obligation public school bonds on the November 2014 election.
- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY13-14, achieving the highest standards in governmental accounting and financial reporting.
- Collected \$2,313,450 of delinquent debt due to the County and its component units.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Strong Financial Performance				
KEY STRATEGIC OBJECTIVE:	Enhance and maintain effective policies.				
STRATEGY:	Review 25% of financial policies annually, updating as needed to reflect current business practices.				
Key Performance Indicator:	Review 25% financial policies annually	50%	36%	42%	25%
KEY STRATEGIC OBJECTIVE:	Maintain strong financial reserves.				
STRATEGY:	Maintain a stable and strong financial position by preserving or upgrading the current bond ratings.				
Key Performance Indicator:	Maintain credit rating from Moody's Investor Services	Aaa	Aaa	Aaa	Aaa
Key Performance Indicator:	Maintain credit rating from Standard & Poor's	AAA	AAA	AAA	AAA
STRATEGY:	Maintain at least a 21% unassigned fund balance.				
Key Performance Indicator:	Available fund balance at fiscal year end	23%	23%	21%	21%

FINANCE CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
KEY STRATEGIC OBJECTIVE:	Develop contingency plans to manage risk.				
STRATEGY:	Maintain a general debt service as a percent of operational expenditures.				
Key Performance Indicator:	Net debt service 20% or less of operational expenditures	16.86%	16.70%	16.20%	17.20%
KEY STRATEGIC OBJECTIVE:	Deliver value for taxpayer money.				
STRATEGY:	Provide financial report to the citizens, investors, private financial markets and management by preparing the annual financial report in compliance with generally accepted accounting principles.				
Key Performance Indicator:	Receive the GFOA Certificate of Excellence in Financial Reporting	33	34	35	36
STRATEGY:	Maintain a debt to total assessed value at or below 1.6%.				
Key Performance Indicator:	Debt to total assessed value	1.43%	1.38%	1.20%	1.40%

SUMMARY OF EXPENDITURES

FINANCE

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	1,254,336	1,301,465	2,229,262	71%
OPERATING EXPENSES	(859,437)	(911,159)	(1,043,906)	15%
TOTAL EXPENDITURES:	394,898	390,306	1,185,356	204%

GOVERNING BODY - COUNTY COMMISSIONERS / CLERK TO THE BOARD

The New Hanover County Board of Commissioners serves as the governing body of the County under the County Manager form of government. The five County Commissioners are elected at-large by a countywide election held in November for a staggered four-year term of office. The Board is charged with making policy for the administration of County government within the framework of the laws of the state of North Carolina. The Board of County Commissioners is responsible for providing and executing policies concerning the operation of the County. The primary duties of the Board include assessing and setting priorities on community needs, especially those relating to health, education, welfare, mental health and the environment; adopting an annual budget for the County; setting the County property tax rate and providing administration of the County. The Board also adopts ordinances to implement policies and appoints Citizens to serve on various boards and advisory committees as a way of encouraging citizen participation.

The Clerk to the Board is appointed by the Board and serves as the official administrative officer handling the official records kept by the Board of Commissioners and is responsible for recording, processing and maintaining accurate records pertaining to the Board's actions. In addition, the Clerk to the Board responds to citizen inquiries and concerns; notifies the public and media of Board meetings; and is responsible for advertising, coordinating and maintaining membership records for 33 boards and advisory committees. Regular public Board meetings are held on the first and third Monday of each month, unless otherwise approved.

FY14-15 ACCOMPLISHMENTS

- Adopted a budget with a tax rate in the amount of 57.4 cents and a Fire Service District tax rate in the amount of 7.0 cents. The Environmental Management Fund tipping fee was set at \$52/ton.
- Provided an accurate record of 47 official meetings of the Board including the appropriate exhibits; the approved minutes and exhibits were electronically scanned and indexed for public review through a link provided from the County's website. The required documentation and reports were submitted to the State according to General Statute. All records were maintained according to the North Carolina Records and Retention Schedule.
- Advertised and recruited applicants for appointment to the Board's 33 advisory boards and committees; minutes for said boards were electronically scanned and indexed through a link on the County's website.
- Provided individual guidance and assistance as needed for all New Hanover County committees and advisory boards on required procedures and record keeping, and maintained electronic scanning and indexing of minutes.
- Ensured that the departmental website information was kept up-to-date and relevant.

GOVERNING BODY - COUNTY COMMISSIONERS CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Keep the public informed on important information.				
STRATEGY:	Provide an accurate record of all official meetings of the Board of Commissioners including the appropriate exhibits.				
Key Performance Indicator:	Number of sets of minutes	55	54	47	50
STRATEGY:	Continue to electronically scan and index the approved minutes and exhibits for public review via the internet.				
Key Performance Indicator:	Sets of minutes and exhibits scanned	100%	100%	100%	100%
FOCUS AREA:	Productive Strategic Partnerships				
KEY STRATEGIC OBJECTIVE:	Develop appropriate public / private partnerships.				
STRATEGY:	Advertise and recruit applicants for appointment to advisory boards and committees.				
Key Performance Indicator:	Number of advisory boards and committees receiving	33	33	33	33

SUMMARY OF EXPENDITURES

GOVERNING BODY

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	395,864	411,453	396,882	-4%
OPERATING EXPENSES	79,161	90,094	87,193	-3%
TOTAL EXPENDITURES:	475,025	501,547	484,075	-3%

HUMAN RESOURCES

The Human Resources Department is committed to serving New Hanover County by partnering with, and supporting our citizens, management, employees, and departments to succeed in making our county a model of good governance. Human Resources staff is focused on serving the public by recruiting, selecting and developing the most knowledgeable and experienced professionals committed to public service.

Human Resources strives to make a difference in our community and support New Hanover County's 220,098 citizens and almost 1,700 employees. To achieve this, the department provides timely and responsive leadership, resources, and services to fully support New Hanover County's strategic plan by offering the following areas of expertise:

- Recruitment and retention strategies;
- Effective employee relations management;
- Employee benefits and wellness administration;
- Compensation and classification analysis;
- Employee training and development opportunities; and
- Performance management.

FY14-15 ACCOMPLISHMENTS

- Implemented an enterprise-wide electronic performance management system that would allow for a consistent method of evaluating employees across departments, as recommended by a focus group comprised of employees within the organization.
- Redesigned the training and development program, now called SERVE, to ensure our efforts to align all of what we do to train and create better avenues to deliver our model of good governance and in keeping with our commitment to public service.
 - SERVE is an acronym for Succession, Evolution, Retention, Viability, and Engagement.
 - Under the umbrella of SERVE is the on-line learning management system, customer service curriculum, department-specific training, professional development curriculum, and custom business and executive training.
- Created partnerships with UNCW to increase effectiveness, efficiencies, and customer service within the organization.
 - A Project Management Academy was established to allow student-employees an opportunity to attend the academy and build project management capacity within the organization.
 - A fellowship program for MPA students was designed as a partnership with UNCW and is the result of our organization's desire to collaborate with area agencies in order to work towards a common cause - the betterment of our community. The fellowship program will be used as a recruitment tool for UNCW's MPA program, allowing them to attract the best students and in turn, it offers service to the County with several new minds dedicated to public service.
 - We developed a leadership academy as part of the SERVE Program. This merit-based professional development program for New Hanover County employees allows for development and growth of current leaders and will help identify future leaders in the organization.
- Implemented and maintained operational responsibility of a redesigned enterprise-wide recognition program, as recommended by a focus group of employees within the organization.
 - Four employees within the department received "stellar" awards for demonstration of the County's shared values.
- Saved approximately \$1 million on the initial projected renewal costs of our medical plan by modifying the plan designs, while continuing to offer medical plans that are competitive with peer organizations.
- Received recognition from the American Heart Association as being a fit-friendly employer, due to the employee wellness programs and initiative.

HUMAN RESOURCES CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Provide health and wellness education, programs and services.				
STRATEGY:	Promote and augment employee Wellness Programs to improve employee health, reduce healthcare costs to employees and employer, and enhance productivity.				
Key Performance Indicator:	% of County employee health plan participants who qualify for Wellness Incentive health insurance rates (Target is 85%) (To qualify, employees must participate in annual Health Risk Assessment and actively address any Health Risk Factors identified.)	95%	84%	85%	85%
Key Performance Indicator:	Employee Sick Leave Index (SLI) is ratio of annual average number of sick leave hours used per employee in current FY to previous FY	<1%	0.95%	1.13%	<1%
FOCUS AREA:	Strong Financial Performance				
KEY STRATEGIC OBJECTIVE:	Control costs and manage the budget.				
STRATEGY:	Keep New Hanover County's annual health insurance cost increases below local trend.				
Key Performance Indicator:	NHC Annual Health Insurance Cost Index (AHICI <1) (Ratio of actual annual % change in County Health Insurance Plan total cost per participant to provider's projected trend)	FY13 Industry Trend: 15% NHC Actual: 5.0% AHICI: 0.34	FY14 Industry Trend: 10.6% NHC Actual: 2.9% AHICI: .27	FY15 Industry Trend: 7.9% NHC Actual: .72 AHICI: .09	FY15 Industry Trend: 8.0% NHC Actual: .95 AHICI: .15
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Hire, develop and retain talented people.				
STRATEGY:	Develop and implement comprehensive on-boarding process to facilitate the professional development and integration of new employees into the New Hanover County culture.				
Key Performance Indicator:	% of new regular employees who successfully complete their introductory period within six months	98%	92%	94%	98%

HUMAN RESOURCES CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Projected	FY15-16 Projected
Key Performance Indicator:	% of employees in their introductory period responding to the 90-day on-boarding progress survey who rate their employment satisfaction as satisfied or highly satisfied (4-5 on a 5-point scale)	85%	89%	94%	95%
Key Performance Indicator:	Annual voluntary attrition / turnover rate	7%	6%	8%	7%
Key Performance Indicator:	Annual involuntary attrition / turnover rate	1%	2%	2%	1%
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Understand and act on citizen needs.				
STRATEGY:	Develop sustained elevated focus on serving citizens and each other as customers.				
Key Performance Indicator:	% of employees who successfully attained certification in Customer Service	25%	14%	28%	30%

SUMMARY OF EXPENDITURES

HUMAN RESOURCES

	2014 ACTUAL	2015 ADOPTED	2016 ADOPTED	PERCENT CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	622,934	739,909	766,321	4%
OPERATING EXPENSES	57,682	44,568	43,119	-3%
TOTAL EXPENDITURES:	680,615	784,477	809,440	3%

INFORMATION TECHNOLOGY

The Information Technology Department provides countywide support and maintenance for over 200 computer applications, 2,000 desktop and laptop computers, a Geographic Information System (GIS) used by numerous County Departments and the public, an extensive data network, a comprehensive email system, and a state-of-the-art telephone system. The Department is responsible for analyzing and implementing the electronic needs of all County Departments according to response time, data storage requirements, hardware/software services, and ensuring that adequate training is available for users. The data network allows users to have access to systems at the state, county or departmental level. In addition, access to the Internet provides users with valuable information obtained from around the world.

FY14-15 ACCOMPLISHMENTS

- Successfully outsourced the Information Technology Department's level 1 service desk, providing customers with live support 24 hours a day. This transition off loaded over 350 calls for service per month allowing internal staff to focus on incidents requiring on site assistance.
- Completed an analysis of office and clinic space used by human services agencies in the delivery of client-facing services. Thus, improving service delivery by realigning compatible programs in the available space. Over 70 staff moves were completed, including the location of all clinic-based services in a single facility, with further work to come in fiscal year 2016.
- Designed and implemented a technology training center using an underutilized County space for computer-based instruction. The new center is equipped with 20 laptops, wireless access, and presentation technology. Classes are regularly scheduled to keep employees' skills current on the latest technology.
- Implemented two new technology solutions that were selected by the Information Technology Governance Committee (ITGC) as high value projects for Fiscal Year 2015. The Fire Services GIS Analysis project delivered tools to the Fire Services staff, which will allow for the analysis of response times based on various criteria, analysis of placement of fire stations, and other scenario analysis. The addition of the Mapper module to WebEOC gives Emergency Management the ability to locate on a map where critical incidents are occurring during Emergency Operations Center (EOC) activation.
- Upgraded and replaced a number of key infrastructure items including the County's core network equipment, allowing for more redundancy and upgraded capacity on the County's data network.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Hire, develop and retain talented people.				
STRATEGY:	Provide a work environment that enables staff to contribute and rewards those contributions.				
Key Performance Indicator:	Maintain staff retention rate of 90% or higher	83%	87%	87%	87%
STRATEGY:	Enable staff to learn new skills and continue to grow as professionals.				
Key Performance Indicator:	Offer at least 240 hours of on-site training opportunities for IT staff	280	240	240	240

INFORMATION TECHNOLOGY CONTINUED

KEY PERFORMANCE INDICATORS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
KEY STRATEGIC OBJECTIVE:	Leverage technology and information to maximize performance.				
STRATEGY:	Integrate the use of GIS and business intelligence into every department in county government.				
Key Performance Indicator:	% of County staff with access to GIS tools, data, and products	N/A	2%	25%	50%
Key Performance Indicator:	% of business systems providing data to the County's data warehouse	N/A	11%	18%	25%
KEY STRATEGIC OBJECTIVE:	Understand and act on citizen needs.				
STRATEGY:	Continue investing in technology for conducting County business more efficiently and effectively.				
Key Performance Indicator:	% of Park reservations made on line	15%	20%	25%	35%
Key Performance Indicator:	% of Library facilities reserved via the web	65%	70%	70%	75%
Key Performance Indicator:	% of Tax bills paid online	25%	28%	30%	35%
Key Performance Indicator:	% of County departments using electronic document	85%	92%	95%	95%

SUMMARY OF EXPENDITURES

INFORMATION TECHNOLOGY

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	2,130,718	2,526,344	2,589,543	3%
OPERATING EXPENSES	3,952,976	4,004,789	4,006,376	0%
CAPITAL OUTLAY	339,958	605,500	635,000	5%
TOTAL EXPENDITURES:	6,423,653	7,136,633	7,230,919	1%

LEGAL - COUNTY ATTORNEY

The County Attorney is appointed by the Board of County Commissioners to serve as its legal advisor. The County Attorney provides legal counsel and representation to the Board of County Commissioners, County Manager, County departments and County-appointed Boards and Commissions to ensure their activities conform to constitutional and County statutory requirements. This Department prepares all ordinances and resolutions adopted by the Board of County Commissioners, in addition to legislation proposed by the Board for enactment by the General Assembly. The department is also responsible for preparing and reviewing all of the County's legal documents, representing the County in all civil litigation, researching legal precedents and reviewing and enforcing County ordinances. This Office administers the execution process of all County contracts.

The Risk Management Division is responsible for identifying and evaluating exposure to accidental loss; developing reasonable and effective risk control policies and procedures and recommending appropriate methods of funding for accidental loss, including the purchase of property/liability insurance and/or retention of risk. Risk Management also offers a defensive driving class. In addition to servicing the needs of New Hanover County, the Risk Management Division provides the aforementioned services to the following entities:

- City of Wilmington
- Cape Fear Community College
- New Hanover County Airport Authority
- New Hanover County Board of Education
- Alcoholic Beverage Control Board

FY4-15 ACCOMPLISHMENTS

- Represented the County in Tax Appeals to the North Carolina Property Tax Commission.
- Provided excellent in-house and external customer service to the citizens who interact with the County through contracts, issues or inquiries.
- Provided Legal support for Interlocal Agreements and Municipal Financing for Airport Authority and Support for ABC Board, including board representation, property acquisition and personnel matters.
- Executed 526 contracts for New Hanover County.

LEGAL - COUNTY ATTORNEY CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Increase Efficiency and Quality of Key Business Practices				
STRATEGY:	To continue defending the County in lawsuits filed against the County and to initiate lawsuits to insure compliance with all County ordinances and regulations as evidenced by a successful litigation rate.				
Key Performance Indicator:	Lawsuits: # civil actions	15	8	14	15
Key Performance Indicator	Lawsuits: # Tax Appeals NC Property Tax Commission	97	100	80	75
Key Performance Indicator:	Successful Litigation rate: civil actions	90%	90%	90%	90%
Key Performance Indicator:	Successful Litigation rate: Tax Appeals	80%	80%	80%	80%
STRATEGY:	To provide legal guidance and support to all County officials and departments as evidenced by annual workload indicators and to respond within 5 days.				
Key Performance Indicator:	Response Rate	99%	99%	99%	99%
Key Performance Indicator:	Contracts reviewed and drafted	600	516	526	526
Key Performance Indicator:	Ordinances/amendments reviewed	5	5	0	5
Key Performance Indicator:	Real Property Acquisitions and Desposition	4	4	15	15

SUMMARY OF EXPENDITURES

LEGAL - COUNTY ATTORNEY

	2014 ACTUAL	2015 ADOPTED	2016 ADOPTED	PERCENT CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	946,496	956,409	936,547	-2%
OPERATING EXPENSES	79,574	91,963	83,041	-10%
TOTAL EXPENDITURES:	1,026,070	1,048,372	1,019,588	-3%

NHC-TV AND PUBLIC AFFAIRS

Through a collaborative and cohesive approach to organizational information generation, processing and sharing, the Public Affairs Department is responsible for legislative affairs, public affairs, public information, County television, web management, and more. Internal and external communication is an important part of our departmental efforts, organizational messaging and relationships within and beyond County lines. The Public Affairs Department strives to provide citizen and stakeholder access to relevant information in a timely manner while effectively representing all facets and services of the County and to prepare all departments of the County to be stewards of good governance.

FY14-15 ACCOMPLISHMENTS

- Promoted departmental programming and outreach through area media buys, digital billboards, NHC-TV, nhcgov.com and our social media platforms.
- Completed the roll out of the new website for www.nhcgov.com.
- Increased the number of Facebook followers from 2,205 to 2,629.
- Produced a total of 89 non-meeting videos for a total of 1,662 minutes of high quality video programming on our YouTube channel.
- Worked with a cable company, New Hanover County Engineering and the Cape Fear Public Utility Authority, to have NHC-TV's head-end relocated from downtown Wilmington to the New Hanover County Government Center.
- Collaborated with a local firm to design and complete renovations to the audio/visual system in the historic courthouse. The renovation brings NHC-TV and New Hanover County one step closer to a completely digital, high definition platform for broadcasting meetings of the board of commissioners and planning board.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety, and Education				
KEY STRATEGIC OBJECTIVE:	Keep the public informed on important information.				
STRATEGY:	Provide citizen and stakeholder access to relevant information in a timely manner.				
Key Performance Indicator:	Population target audience (County population)	213,876	217,844	220,098	223,245
Key Performance Indicator:	% new visits NHC web site	39%	40%	48%	45%
Key Performance Indicator:	Information sharing opportunities disseminated to the public through unique NHC-TV programming	141	176	125	130
Key Performance Indicator:	Information sharing opportunities disseminated to the public through contracted external resources, i.e. print and radio	84	297	959	800

NHC-TV AND PUBLIC AFFAIRS CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Government				
KEY STRATEGIC OBJECTIVE:	Leverage technology and information to maximize performance.				
STRATEGY:	Enhance options for citizens to engage with New Hanover County.				
Key Performance Indicator:	# visits New Hanover County web	1.2 M	1.065 M	1.365 M	1.5 M
Key Performance Indicator:	# of unique site visits to the County's website	517,140	465,779	521,401	530,000
Key Performance Indicator:	# of GovDelivery subscribers	13,065	15,864	16,817	18,000
Key Performance Indicator:	% engagement rate for GovDelivery	53%	65%	63%	65%
Key Performance Indicator:	# of social network outreach efforts (Twitter, Face Book)	1,445	2,316	5,284	5,300
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Attract and retain new and expanding businesses.				
STRATEGY:	Facilitate the region's vibrant film industry.				
Key Performance Indicator:	# of productions coordinated by Public Affairs	N/A	24	20	0

SUMMARY OF EXPENDITURES

NHC-TV AND PUBLIC AFFAIRS

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	490,487	504,933	365,138	-28%
OPERATING EXPENSES	84,440	129,061	117,628	-9%
CAPITAL OUTLAY	12,984	58,000	-	-100%
TOTAL EXPENDITURES:	587,911	691,994	482,766	-30%

NON-DEPARTMENTAL

A detailed explanation of the items funded in Non-Departmental is provided below. A table summarizing totals per account follows the detailed explanation.

Expenditures:

Salary Adjustment: The negative \$860,800 is composed of the following:

\$1,125,000	Merit Adjustment (2% for nine months)
(1,985,800)	Salary Lag
(\$860,800)	TOTAL

Medical Insurance Expense: \$2,322,080. Funds are included for administrative fees for Dental Insurance, as well as the County's portion of retirees' medical expenses. A lump sum for medical insurance is also budgeted here rather than in each department due to a change in the way medical insurance is budgeted. Any consultant fees incurred related to these benefits are included in contracted services.

Contracted Services:

\$17,000	Employment Background Checks
20,000	Pre-employment and Random Drug Screening for Employees
5,000	Employee Assistance Program (work related)
17,500	Special Insurance
804	American Society of Composers, Authors and Publishers
55,000	Benefits Contract
60,000	Laymon Group
6,280	COBRA administration
\$181,584	TOTAL

Contracted Services – WAY Clinic: Funds are included for operation of an on-site clinic to address minor health issues and preventive wellness program for County employees. The operation of the program is expected to reduce the cost of medical claims in FY15-16.

\$161,965	Practitioner
37,377	Medical Office Assistant
108,000	Program Administrative Fee
11,400	Reference Labs
83,250	Health Risk Assessments
6,000	PSA's
6,875	Flu Shots
3,000	Supplies
\$417,867	TOTAL

Service/Retirement Awards: In FY14-15 the revised budget was \$13,500. The FY15-16 adopted amount is \$14,130.

Employee Appreciation: As in FY14-15, the adopted amount is \$10,000.

Reach for the Stars: This new employee recognition program was implemented FY14-15 by Human Resources. The adopted amount for FY15-16 is \$13,500.

Wellness and You Program: The Wellness and You (WAY) program was created in 2008 to encourage and motivate employees to make better lifestyle choices as it relates to physical activity, healthy diet, tobacco cessation, and preventive care. The WAY program has three main components: Health Risk Assessment, Physical Activity and Wellness Education. For FY15-16, \$16,250 is adopted.

NON-DEPARTMENTAL CONTINUED

Miscellaneous: Funds used to purchase small items that are needed during the fiscal year, such as meeting supplies and other items, which do not pertain to one department or function. An amount of \$265,912 is included in the adopted budget. An additional \$1,500 is included for an interpreter for disability committee.

Countywide Training: Funds in the amount of \$104,833 are approved for in-house mandatory web-based training, optional core courses and supervisory training. Also includes table talk, miscellaneous meetings, team meetings and retreats.

\$32,113	Skillsoft/Point and Click University
3,000	Table talk, local meetings retreats and training sessions
6,000	Mandatory Countywide Customer Service training (40 @ \$150 each)
2,000	Training supplies/Onboarding
28,000	SERVE/UNCW Partnership
6,000	Profiles XT for assessment of SERVE candidates
27,720	Project Management Academy through UNCW
\$104,833	TOTAL

Insurance and Bonds: Estimate of funds that will be required for insurance and bonds for County programs and operations.

\$3,596	Cyber Liability
248	Automobile
43,249	Law & Public Officials
136,863	Excess Workers' Compensation
\$183,956	TOTAL

Insurance Deductible: \$175,000. Estimate of funds that will be required for deductibles not covered by insurance.

Unemployment – Employment Security Commission: An annual estimate for FY15-16 is \$224,278.

Workers Compensation: \$550,000. Estimate of funds that will be required for Workers Compensation.

City of Wilmington: \$269,549 as follows:

\$186,000	Red Light Program
83,549	Position for crime lab
\$269,549	TOTAL

Contribution to WAVE: Wave Transit was established by merging the Wilmington Transit Authority and New Hanover Transportation Services on July 1, 2004. The system provides transportation services to residents of the County, meeting the special needs of the elderly, disabled, Work First and Medicaid participants, working poor, clients of human service agencies, and the general public. Funding for FY15-16 consists of \$275,000 annual funding and \$157,822, the second (last) payment to cover half the cost of establishing WAVE fund balance. In addition, WAVE requested \$5,373 for shelters for total contribution of \$438,195.

Economic Development:

Total funds for FY15-16 for economic development in the adopted budget are \$911,326.

NON-DEPARTMENTAL CONTINUED

Transfers to Other Funds:

Funds are transferred from the General Fund to other funds or capital projects.

FY13-14 Actual

- Transfers Total \$1,805,519. Transfers to Trust and Agency Funds total \$1,068,386. The transfer of \$568,386 represents the County's cost of a special retirement fund required by the state for the Sheriff's Office. An amount of \$500,000 is budgeted as a transfer for Other Post-Employment Benefits (OPEB). Transfers to Capital projects are \$737,133.

FY14-15 Revised Budget

- Transfers Total \$3,998,200. Transfers to Trust and Agency Funds total \$1,115,663. The transfer of \$15,663 represents the County's cost of a special retirement fund required by the state for the Sheriff's Office. An amount of \$500,000 is budgeted as a transfer for Other Post-Employment Benefits (OPEB). Transfers to Capital projects are \$2,882,537.

FY15-16 Adopted Budget

- Transfers Total \$2,685,385. Transfers to Trust and Agency Funds total \$1,225,685. The transfer of \$725,685 represents the County cost of a special retirement fund required by the state for the Sheriff's Office. An amount of \$500,000 is budgeted as a transfer for Other Post-Employment Benefits (OPEB). Transfers to Capital projects are \$1,459,700.

Debt Service:

Principal on Bonded Debt and Interest on Bonded Debt: Debt service consists of the principal and interest on bonded debt. The County may select what revenues are used to meet debt service obligations, but it must appropriate the whole amount estimated. Payments of \$37,126,224 are budgeted.

Installment Debt: Payments of \$14,191,128 are budgeted.

Bond Service Charges: Estimated costs related to issuance of bonds.

NON-DEPARTMENTAL CONTINUED

SUMMARY OF EXPENDITURES

	FY13-14 ACTUAL	FY14-15 REVISED	FY15-16 ADOPTED	Change FY14-15 Revised to FY15-16 Adopted	
SALARY ADJUSTMENT	\$ 0	\$ -1,200,000	\$ -860,800	\$ 339,200	-28.3%
SOCIAL SECURITY TAXES	1,859	0	0	0	-
MEDICAL INSURANCE EXPENSE ¹	1,627,844	1,450,000	2,322,080	872,080	60.1%
CONTR SERV	230,723	64,286	181,584	117,298	182.5%
CONTR SERV-WAY CLINIC	420,488	417,867	417,867	0	0.0%
CONTR SERV-PROFESSIONAL	0	16,005	0	-16,005	-100.0%
SERVICE/RETIREMENT AWARDS	13,751	13,500	14,130	630	4.7%
EMPLOYEE APPRECIATION	8,976	10,000	10,000	0	0.0%
REACH FOR THE STARS	0	13,465	13,500	35	0.3%
WELLNESS PROGRAM	13,970	15,000	16,250	1,250	8.3%
MISCELLANEOUS-OTHER	15,741	73,658	292,971	219,313	297.7%
UNCOLLECTIBLE DEBT - WRITE OFF	2,385	0	0	0	-
TRAINING & TRAVEL	40,523	77,113	104,833	27,720	35.9%
INSURANCE&BONDS	146,602	165,455	183,956	18,501	11.2%
INSURANCE DEDUCTIBLE REIMB	93,429	100,000	175,000	75,000	75.0%
UNEMPLOYMENT - EMPLY SEC COM	590,866	400,000	224,278	-175,722	-43.9%
WORKERS COMPENSATION	637,483	708,271	550,000	-158,271	-22.3%
CITY OF WILMINGTON	198,362	294,758	269,549	-25,209	-8.6%
CONTRIBUTION-WAVE TRANSIT	273,000	432,822	438,195	5,373	1.2%
CONTRIBUTION-CAROLINA BEACH	500,000	0	0	0	-
CONTRIBUTION-AIRPORT	0	100,000	0	-100,000	-100.0%
CAPITAL OUTLAY-LAND	0	322,500	0	-322,500	-100.0%
TOTAL NON-DEPARTMENT EXPENSES:	\$ 4,816,001	\$ 3,474,700	\$ 4,353,393	\$ 878,693	25.3%
ECONOMIC DEVELOPMENT	\$ 4,250	\$ 40,000	\$ 500,000	\$ 460,000	1150.0%
BRANDING WILMINGTON FOR FILM	25,000	0	0	0	-
WILMINGTON BUSINESS DEVELOPMENT	136,977	189,032	191,396	2,364	1.3%
DOWNTOWN WILMINGTON INC.	37,500	37,500	37,500	0	0.0%
CONTRIBUTION-CFPUA	0	600,000	0	-600,000	-100.0%
NC SE REG ECON DEVEL PARTNERSHIP	0	20,000	20,000	0	0.0%
PUBLIC-PRIVATE PARTNERSHIP	106,250	0	0	0	-
SE ECONOMIC DEVELOPMENT	20,267	18,240	18,240	0	0.0%
WILM. REGIONAL FILM COMMISSION	115,466	117,198	144,190	26,992	23.0%
TOTAL ECONOMIC DEVELOPMENT:	\$ 445,710	\$ 1,021,970	\$ 911,326	\$ -110,644	-10.8%
TRANSFERS TO OTHER FUNDS:					
TRANSF TO CAPITAL PROJECT FUNDS	737,133	2,882,537	1,619,700	-1,262,837	-43.8%
TRANSF TO TRUST & AGENCY FUNDS	1,068,386	1,115,663	1,225,685	110,022	9.9%
TOTAL TRANSFERS TO OTHER FUNDS:	\$ 1,805,519	\$ 3,998,200	\$ 2,845,385	\$ -1,152,815	-28.8%
DEBT SERVICE:					
PRINCIPAL & INTEREST BONDED DEBT	\$ 34,029,815	\$ 37,139,135	\$ 37,126,224	\$ -12,911	0.0%
BOND SERVICE CHARGES	88,570	79,361	90,617	11,256	14.2%
INSTALLMENT LEASE PAYMENTS	13,263,992	15,362,387	14,191,128	-1,171,259	-7.6%
TOTAL DEBT SERVICE:	\$ 47,382,377	\$ 52,580,883	\$ 51,407,969	\$ -1,172,914	-2.2%
TOTAL:	\$ 54,449,607	\$ 61,075,753	\$ 59,518,073	\$ -1,557,680	-2.6%

PROPERTY MANAGEMENT

Property Management performs maintenance, repair, renovations, custodial services and energy conservation measures in facilities owned by New Hanover County. The department also maintains the County's fleet of vehicles, recommends vehicle replacements, and purchases new vehicles.

Signs for County streets and regulatory signage for County properties are fabricated and installed by the department.

Key elements of Property Management's facility management services are the department's computerized work order and building automation systems. The work order system allows departments to key various work requests and view the status of those requests as they are processed. The automation systems installed in 26 County-owned buildings aid in trouble shooting HVAC units and lighting and provide data that measures their energy usage. This information enables the department to identify and implement viable energy conservation measures.

FY14-15 ACCOMPLISHMENTS

- Completed renovation of Unit #34 at the Government Center including the installation of an energy efficient HVAC system, new duct work, light-emitting diode (LED) lighting, ceiling grid, and flooring. This provides a modern leasable space. This area was leased by Walmart and used as a hiring center for their new Porters Neck store location.
- Installed a rain water cistern system at Animal Control to reduce annual water usage by 400,000 gallons which is equivalent to an 11 % decrease in consumption. In the four months that we have billing information, we have seen a reduction of 260,000 gallons vs. the same four months last year.
- Completed installation of 90% LED lighting at the Historic Courthouse. LED saves 60 to 75% over traditional lights. It lasts four times longer and emits no ultra-violet (UV) radiation. Changing to LED at the Historic Courthouse equals 82% reduction in lighting load.
- Upgraded to LED lighting in hallways and lobby area of 3rd and 4th floor of Judicial Building and replaced a second chiller with an energy efficient system.
- Reorganized Property Management main office for better customer service and efficiency by relocating Materials Control operations to main building to join Administrative staff. This will facilitate internal communication, purchasing and management and allow more cross training among administrative staff.
- Converted to natural gas reducing propane gallons by 10,926 which meets our 5-year (FY 19/20) goal. Natural gas is 82% cheaper than propane and 8% more efficient.
- Converted to LED outdoor lighting at seven buildings and parking lots for superior light quality and better lighting to improve safety.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVES:	Increase efficiency and quality of key business processes. Leverage technology and information to enable performance.				
STRATEGY:	Reduce number of vehicle work orders with utilization of FleetMax.				
Key Performance Indicator:	Number of vehicle work orders	2,650	2,593	2,677	2,650
Key Performance Indicator:	Preventive maintenance as a % of all work orders	80%	54%	43%	50%
STRATEGY:	Continue to provide basic automotive service in two (2) hours.				
Key Performance Indicator:	Average time to perform basic automotive service	45 Mins	45 Mins	45 Mins	45 Mins

PROPERTY MANAGEMENT CONTINUED

KEY PERFORMANCE INDICATORS CONTINUED

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREAS:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVES:	Build and Maintain Infrastructure. Leverage technology and information to enable performance.				
STRATEGY:	Use MicroMain to reduce the time required to resolve building and grounds maintenance issues and allow technicians to address emerging issues before they become critical.				
Key Performance Indicator:	Number of routine work orders (all trades)	8,569	8,500	8,692	8,250
Key Performance Indicator:	Average number of days between "requested" and "completed" work orders	6	6	6	5
Key Performance Indicator:	% of all work orders completed on time	92%	84%	84%	90%
STRATEGY:	Implement projects that will improve the efficient use and conservation of energy.				
Key Performance Indicator:	Number of County maintained buildings	68	68	69	69
Key Performance Indicator:	Number of buildings with "Energy Star" qualifications	0	1	5	6
Key Performance Indicator:	Number of buildings upgraded to LED exit lights	7	10	17	20
Key Performance Indicator:	Energy efficient measures taken on retrofits and upgrades of all HVAC and electrical systems	23	25	38	40
Key Performance Indicator:	Permanent annual reduction in electricity KWH as result of upgrades	1,824,343	1,020,000	650,000	739,000

SUMMARY OF EXPENDITURES

PROPERTY MANAGEMENT

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	3,741,790	4,000,254	4,183,389	5%
OPERATING EXPENSES	5,623,301	5,355,429	5,733,270	7%
CAPITAL OUTLAY	984,649	1,609,779	1,061,895	-34%
TOTAL EXPENDITURES:	10,349,740	10,965,462	10,978,554	0%

REGISTER OF DEEDS

The Register of Deeds Department is responsible for recording, indexing, preserving and maintaining real property documents, financing statements, birth, death, marriage, military discharge and notary public records in accordance with North Carolina General Statutes and local ordinances. The Department assists attorneys, paralegals, realtors, surveyors, banking officers and the general public with the retrieval of these permanent records and issues certified copies to the recipient. The Registrar of Deeds is an elected position.

FY14-15 ACCOMPLISHMENTS

- Continued collaboration efforts with Cape Fear Community College on New Hanover County Slave Deeds project, "Let it be Known", which also has an accessible database.
- Achieved North Carolina Association of Register of Deeds Certification of three Assistants. The three Assistants along with the Registrar completed the Chapel Hill School of Governments' Advance Register of Deeds School.
- Acquired new software which provides an annual savings of approximately \$148,000 to the citizens of New Hanover County.
- Completed Phases Four and Five of Old Deed Book preservation and restoration initiative.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Increase efficiency and quality of key business processes.				
STRATEGY:	To reduce the time frame between recording and permanent indexing.				
Key Performance Indicator:	Time from recording to permanent indexing	3 days	1 day	1 day	1 day
STRATEGY:	Process certified copies for public and mail requests within 1 business day.				
Key Performance Indicator:	% of copies mailed within 1 business day	100%	100%	100%	100%
STRATEGY:	To process efficiently the total number of documents recorded in fiscal year.				
Key Performance Indicator:	# of documents recorded	48,297	37,567	38,058	45,000
KEY STRATEGIC OBJECTIVE:	Leverage technology and information to maximize performance.				
STRATEGY:	To increase e-recording submissions.				
Key Performance Indicator:	# of documents recorded by e-record	14,426	11,081	12,355	15,000
STRATEGY:	To search index images within 2 minutes utilizing computer system.				
Key Performance Indicator:	Time to search index image	15 seconds	15 seconds	15 seconds	15 seconds

REGISTER OF DEEDS CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

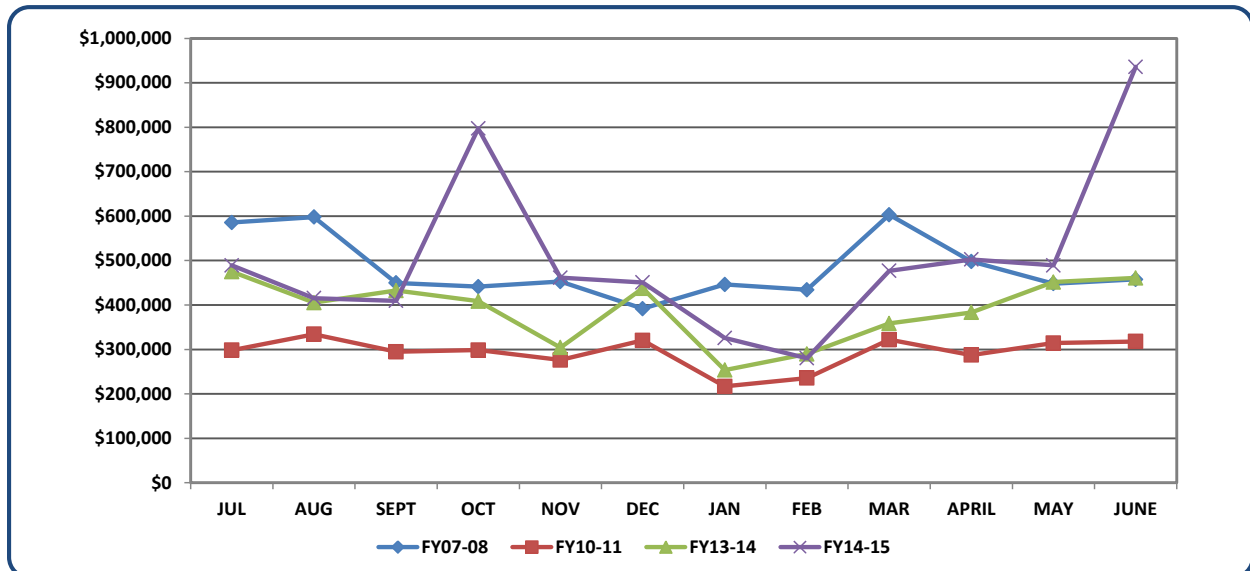
REGISTER OF DEEDS

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	905,744	910,211	956,815	5%
OPERATING EXPENSES	217,889	219,839	218,684	-1%
CAPITAL OUTLAY	-	-	200,000	100%
TOTAL EXPENDITURES:	1,123,634	1,130,050	1,375,499	22%
TOTAL REVENUES:	2,805,077	2,968,718	3,033,516	2%
TOTAL NET COST:	(1,681,443)	(1,838,668)	(1,658,017)	-10%

REGISTER OF DEEDS - Automation Enhancement & Preservation Fund

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
OPERATING EXPENSES	153,399	155,000	96,500	-38%
CAPITAL OUTLAY	62,161	372,500	-	-100%
TOTAL EXPENDITURES:	215,559	527,500	96,500	-82%
TOTAL REVENUES:	96,863	527,500	96,500	-82%
TOTAL NET COST:	118,696	-	-	0%

COMPARISON OF FY14-15 GROSS REVENUE COLLECTIONS TO THREE PRIOR FISCAL YEARS ⁴



⁴ Revenue from FY07-08 reflects the drop in real estate transactions and the general economic downturn in the County. FY10-11 was the first year that collections showed recovery. Using these two years as comparison to more recent years. These are total receipts without reflecting any state remittances.

SOIL AND WATER CONSERVATION

The New Hanover Soil and Water Conservation District is a local unit of government governed by a five member Board of Supervisors. Three of these members are elected and two are appointed by the North Carolina Soil and Water Conservation Commission by recommendation of the local elected body. Soil and Water Conservation District became a County department in March 2015.

The New Hanover Soil and Water Conservation District's mission is to protect and enhance water quality throughout New Hanover County through land conservation, stormwater management, technical support to citizens and organizations, and conservation education and outreach activities.

To achieve this mission, New Hanover Soil and Water Conservation District has contract relationships with the City of Wilmington, the North Carolina Department of Agriculture and Consumer Services Division of Soil and Water Conservation, and the USDA Natural Resources Conservation Service.

These partnerships enable New Hanover Soil and Water Conservation District to deliver federal and state cost share money and professional technical assistance to New Hanover County citizens. New Hanover Soil and Water Conservation District will extend partnerships to anyone interested in promoting conservation practices in the County.

FY14-15 ACCOMPLISHMENTS

- Provided direct presentations on natural resources to 2,624 school age children.
- Kept 622 pounds of phosphorus, .06 pounds of nitrogen, and 30.04 pounds of suspended solids out of local waterways.
- Became a County department in March 2015.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Support programs to improve educational performance.				
STRATEGY:	To expand knowledge on natural resources and create a base for environmental stewardship.				
Key Performance Indicator:	# of programs provided in County schools.	N/A	N/A	80	85
Key Performance Indicator:	# of programs provided to adults	N/A	N/A	5	5
STRATEGY:	To educate individuals on cost share programs.				
Key Performance Indicator:	# of cost share applications	N/A	N/A	5	6
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Protect the environment through innovative programs.				
STRATEGY:	To reduce pollution in local waterways.				
Key Performance Indicator:	# of Best Management Practices installed	N/A	N/A	5	6
Key Performance Indicator:	# of rain barrels sold	N/A	N/A	43	50

SOIL AND WATER CONSERVATION CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES**SOIL & WATER CONSERVATION**

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	-	-	128,873	100%
OPERATING EXPENSES	-	-	26,773	100%
TOTAL EXPENDITURES:	-	-	155,646	100%

TAX

The Tax Department is responsible for obtaining, developing, analyzing and maintaining records necessary for the appraisal, assessment, billing, collection and listing of taxes associated with real and personal property within the jurisdiction of the County and municipalities according to the State of North Carolina General Statutes. The Tax Department is required to provide information and research, as well as maintain records for the North Carolina Department of Revenue. It also provides statistical information for General Assembly analysts. The Department serves as the staff liaison to the Board of Equalization and Review.

Reappraisals are required to be conducted every eight years by state-certified appraisers to establish the market value of property. Land Records maintains ownership records and Geographic Information System (GIS) mapping of property maps for property tax purposes. Listing processes all listing information reported by property owners, assesses market value of personal property and reviews taxpayer listings for noncompliance with legal requirements. The Collections Division has the responsibility to collect all current and delinquent property taxes and is responsible for administering the Room Occupancy Tax, Privilege License Tax and Gross Receipts Vehicle Tax.

FY14-15 ACCOMPLISHMENTS

- Maintained a collection rate in excess of 98% in all jurisdictions and 6th place state-wide ranking in collections when comparing the 10 largest counties by population.
- Exceeded the FY14-15 County personal property projection by 3%. Generated approximately 2,000 new billable accounts.
- Created a reporting link online for taxpayers to submit changes to the data of their property as part of the 2017 Revaluation. A Tax Revaluation Progress map is now available on the New Hanover County public website for taxpayers to track which appraisal zones are completed, in progress, and upcoming.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Strong Financial Performance				
KEY STRATEGIC OBJECTIVE:	Maintain strong financial reserves.				
STRATEGY:	Assign accurate values to all real property in New Hanover County.				
Key Performance Indicator:	Assessment/sales ratio	97%	93%	93%	93%
STRATEGY:	Collect all taxes due New Hanover County and the municipalities of Wilmington, Wrightsville Beach, Carolina Beach and Kure Beach, maintaining a collection rate of 98% or higher.				
Key Performance Indicator:	Collection Rate: New Hanover County	98.46%	98.68%	98.60%	98.50%
Key Performance Indicator:	Collection Rate: New Hanover County Fire	98.32%	98.68%	98.60%	98.50%
STRATEGY:	Create and maintain accurate records in the database for New Hanover County's Geographic Information System.				
Key Performance Indicator:	% of deeds/transfers processed within 10 working days	99%	99%	99%	99%
Key Performance Indicator:	% of plats completed within 30 days	99%	99%	99%	99%
STRATEGY:	Discover, assess and bill unlisted personal property within New Hanover County.				
Key Performance Indicator:	# of Discoveries of new unlisted property	1,423	3,387	7,945	8,500

TAX CONTINUED

SUMMARY OF EXPENDITURES**TAX**

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	2,453,924	2,677,909	2,682,205	0%
OPERATING EXPENSES	577,402	656,841	1,132,077	72%
TOTAL EXPENDITURES:	3,031,326	3,334,750	3,814,282	14%

TAX - Reappraisal Reserve Fund

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
OPERATING EXPENSES	-	500,000	100,000	-80%
TOTAL EXPENDITURES:	-	500,000	100,000	-80%



HEALTH DEPARTMENT

The Health Department provides quality healthcare, preventive medical and dental services and environmental protection for New Hanover County citizens. It was one of the first accredited Health Departments in the State of North Carolina and was reaccredited in 2008 and 2012. The next reaccreditation for the Health Department will occur in 2016.

The Health and Human Services Organization and Governance Study, completed in 2013, and the Health and Human Services Functional Collaboration Plan, completed in 2014, identified opportunities to improve services to customers. As a result of this plan, the Administrative Support Services personnel were realigned. Health Department programs include:

Environmental Health Services inspects and monitors restaurants and other eating establishments to minimize the risk of disease transmission through the consumption of food. Inspects and monitors lodging facilities, institutions and swimming pools to determine conformance with health and environmental standards. Conducts site/soil evaluations to determine suitability for on-site sewage systems and/or private water supplies, and inspects construction/installation of wastewater systems.

Vector Control assesses and implements methods/projects to control mosquito, tick and other insect vector populations in New Hanover County.

Personal Health Services provides clinical services Monday through Friday with same day appointments available. The following personal health services are provided:

Clinical Services includes immunizations, international travel medications, colposcopy services, tuberculosis screening, pregnancy testing, breast and cervical cancer screening, family planning for birth control (and vasectomy counseling), sexually transmitted disease treatment, HIV testing and limited physicals, well child check-ups and refugee health services.

Care Coordination for Children (CC4C) provides case management, home visitation, developmental screening, monitoring of children's health needs (birth to age 5 years) and parenting education. These programs are geared toward providing resources and early intervention services. In-home family counseling provides psychological services for families with children ages birth to 5 years.

Community Services includes the surveillance, investigation and control of reportable diseases, such as tuberculosis, hepatitis, and shigellosis. The Rabies Prevention program provides education on rabies disease, prevention and post-exposure prophylaxis to victims of various animal exposure situations. Clinical services are provided at the Good Shepherd Homeless Shelter medical clinic. The Childhood Lead Poisoning Prevention Program monitors children with elevated blood lead tests. The Mobile Dental Unit provides both preventive and restorative dental services to children 3 to 18 years old at elementary and middle schools in New Hanover and Brunswick Counties.

Laboratory performs medical and environmental testing to support the Health Department clinic, Women, Infants and Children (WIC) program, environmental health and community health services. Our lab is certified by the North Carolina Department of Health and Human Services, Clinical Laboratory Improvement Amendments (CLIA) standards and the Commission of Laboratory Accreditation (COLA).

Maternal Health includes Pregnancy Care Management, which provides case management for pregnant women, including home visits prenatal and postpartum, childbirth classes, nutrition and psychosocial counseling.

HEALTH DEPARTMENT CONTINUED

Nutrition Services includes the WIC program, the general nutrition program, breastfeeding education, support and peer counseling. Nutrition counseling is provided, along with food or formula vouchers, for qualified women and children.

School Health provides nursing services in public schools, offering health screening, coordination of healthcare and health promotion.

School Mental Health provides mental health therapists in some public schools.

Support Services - The Administrative Manager oversees this Division, which provides Health Insurance Portability and Accountability Act (HIPAA) Security and Privacy compliance, policy development, facilities, and building security.

Customer Care provides clinic appointment scheduling services and WIC/Nutrition scheduling service such as patient registration, interpreting services and medical records services to include release of patient information, processing vital records for filing with the County Register of Deeds, providing on-site support for Environmental Health Services, and maintaining the department website.

Human Resources provides on-site support to all Health Department staff, new employee orientation, payroll and benefit administration; represents the department on the County Human Resources Interfaces group; processes travel for Health Department staff; and maintains Health Department staff training database.

Health Programs Administration (HPA) - The Deputy Health Director oversees this Division of the Health Department. The HPA division is responsible for overseeing quality improvement efforts, policy development, facilities, staff training, processing internal disciplinary matters, local health department accreditation process and supervision of the following areas:

Health Preparedness Coordinator is responsible for emergency preparedness planning, communication, exercise and resource development in collaboration with emergency management and local law enforcement.

Health Promotion provides educational and outreach services promoting safe and healthy lifestyles through injury prevention, tobacco prevention, general health education and HIV outreach testing program.

FY14-15 ACCOMPLISHMENTS

- Completed renovation of, and move to, the Public Health Clinic facilities allowing for improved patient flow during their clinic visit. This relocation provides space for improved service delivery to our citizens through co-location of County human service activities, including Social Services, in the main Public Health building.
- Coordinated local Ebola response efforts in cooperation with the United States (US) Center for Disease Control and Prevention (CDC), US Coast Guard, US Customs and Border Control, North Carolina (NC) State Ports Authority, NC Division of Public Health, New Hanover Regional Medical Center (NHRMC), NHRMC-Emergency Medical Services (EMS), and New Hanover County (NHC) Emergency Management.
- Conducted a full-scale emergency preparedness exercise; testing capacity to implement the Strategic National Stockpile Plan, coordinating efforts with the NHC Sheriff's Department, Cape Fear Community College, NHC Emergency Management, NHRMC, and the NC Division of Health.
- Installed permanent drop boxes for the safe disposal of unused or expired medications in the lobby of the NHC Detention Center and the Historic Courthouse, in collaboration with the NHC Environmental Management and Sheriff's Departments and Project Lazarus.
- Conducted a risk factor study and developed a targeted intervention strategy for food borne illness.

HEALTH DEPARTMENT CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Provide health and wellness education, programs and services.				
STRATEGY:	To have at least 75% of eligible WIC population receiving WIC services.				
Key Performance Indicator:	% of WIC eligible clients receiving services	66%	68%	90%	90%
STRATEGY:	To increase immunization rates from birth to 2 years old to 95%.				
Key Performance Indicator:	Clinic Assessment Software Application (CASA) rates	95%	95%	93%	95%
STRATEGY:	To have at least 60% of all clients admitted to School Mental Health program successfully complete their treatment goals.				
Key Performance Indicator:	% of services completed and goals met	63%	70%	61%	60%
STRATEGY:	To serve at least 800 unduplicated clients in the Care Coordination for Children (CC4C) and Pregnancy Care Management (PCM) programs annually.				
Key Performance Indicator:	# of unduplicated clients per year	CC4C - 900 PCM - 1,092	CC4C-1,254 PCM-1,495	CC4C-1,017 PCM-1,312	CC4C-1,200 PCM-1,400
STRATEGY:	To reduce the number of children without an established dental home, the number of new patients receiving services in the Mobile Dental Unit will increase at least 2% per year.				
Key Performance Indicator:	# of new patients per year / % of new patients per year	474 / 16%	488 / 3%	294 / -41%	498 / 40%
STRATEGY:	To obtain new diabetic care plans for at least 97% of students with diabetes in New Hanover County School System.				
Key Performance Indicator:	% of diabetic care plans given to diabetic students	99%	100%	100%	100%
STRATEGY:	To ensure vision care for diabetic students in New Hanover County School System.				
Key Performance Indicator:	% of referred students securing eyecare	N/A	83%	86%	85%
STRATEGY:	To control vector-borne illnesses by applying larvicide to mosquito habitats.				
Key Performance Indicator:	Spray hours	365	422	632	500
Key Performance Indicator:	Acres larvicided	294	109	428	300
Key Performance Indicator:	# sites larvicided	331	281	270	270

HEALTH DEPARTMENT CONTINUED

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
KEY STRATEGIC OBJECTIVE:	Keep the public informed on important information.				
STRATEGY:	To have 100% of category I, II, III, and IV food and lodging institutions inspected.				
Key Performance Indicator:	% of food service, lodging and institutional establishments inspected each month and reported on the website	100%	100%	100%	100%
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Develop, maintain and implement comprehensive plans for land use, economic development, infrastructure and environmental programs.				
STRATEGY:	To have 95% of septic and well permit requests completed within two weeks.				
Key Performance Indicator:	% of services completed in time frame	99%	99%	99%	100%

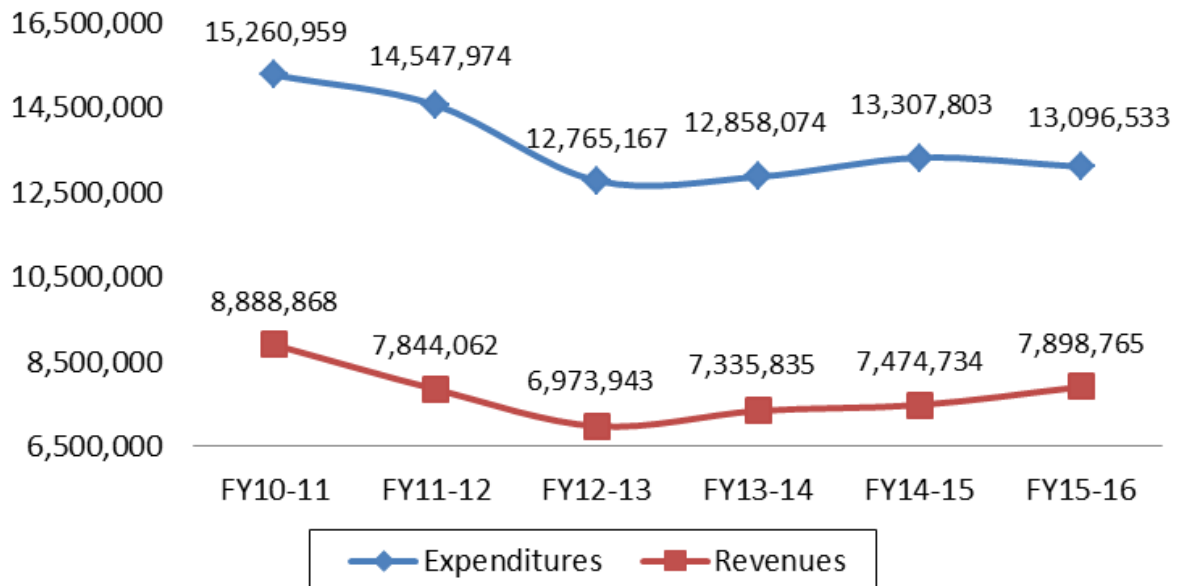
SUMMARY OF EXPENDITURES AND REVENUES

HEALTH DEPARTMENT

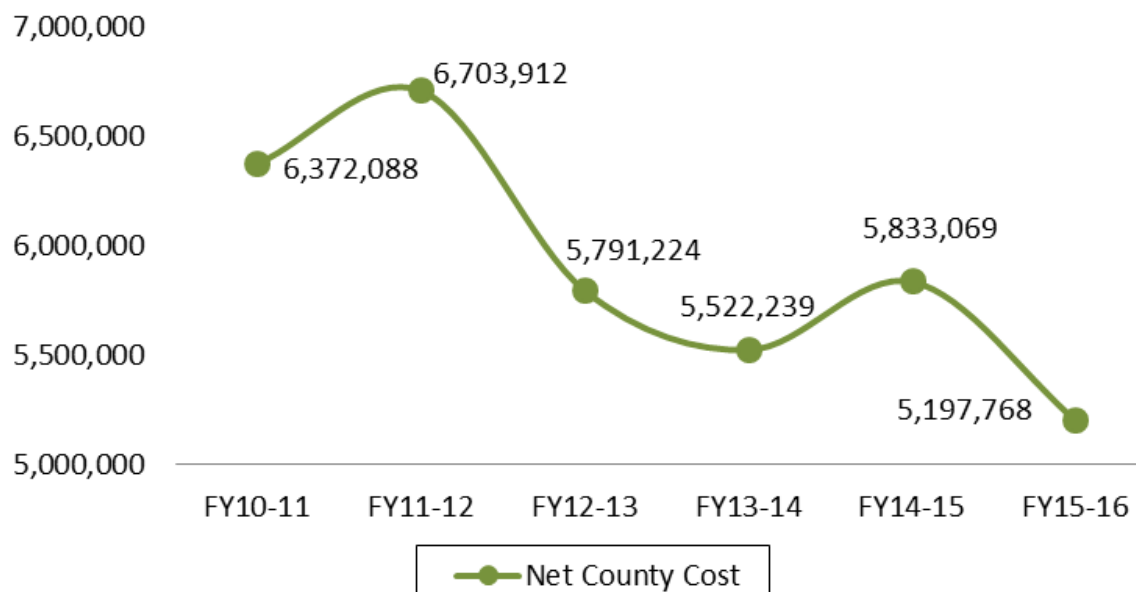
	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	11,062,707	11,589,674	10,891,199	-6%
OPERATING EXPENSES	1,518,456	1,718,129	1,750,874	2%
CAPITAL OUTLAY	-	-	40,760	100%
TRANSFERS TO OTHER FUNDS	912,491	-	413,700	100%
TOTAL EXPENDITURES:	13,493,654	13,307,803	13,096,533	-2%
TOTAL REVENUES:	8,126,313	7,474,734	7,898,765	6%
TOTAL NET COST:	5,367,340	5,833,069	5,197,768	-11%

NEW HANOVER COUNTY HEALTH DEPARTMENT
EXPENDITURES AND REVENUES AND NET COUNTY COST

HEALTH DEPARTMENT ADOPTED EXPENDITURES & REVENUES



HEALTH DEPARTMENT ADOPTED NET COUNTY COST



SENIOR RESOURCE CENTER

The New Hanover County Senior Resource Center was established as a County agency in 1983 as the Department of Aging. The name was changed in 2008 to better reflect the objective to offer ease of access and direct services to the older adult population of the County. The Senior Resource Center provides a safe, inviting space for older adults to socialize in and receive services that include: socialization, recreation, wellness classes, continuing learning, meals, and linkage to life-enhancing services in the community. Services and programs offered by the department include:

Life Enrichment Program (LEP): Provides quality and responsive services to older adults and their families. It is the goal of this program to promote social, physical, economic and emotional well-being, while encouraging maximum independence and improving the quality of life for older adults and their caregivers. Services provided by LEP include five areas of focus:

Information Services: The gateway to assistance

Home Based Services: Bringing resources to the door

Protection & Advocacy: Ensuring the right to safety and dignity

Health Independence Services: Promoting wellness

Community Enrichment: Enhancing quality of life

Nutrition Programs: Provides a nutritionally-balanced noon meal, educational programming, and socialization to seniors 60 and over on-site at the Senior Center (Congregate) and delivering meals to home-bound seniors (Home Delivered Meals - HDM).

Transportation Services: Provides transportation services to dialysis, medical appointments, nutrition site, and group shopping trips for older adult 60+ years old.

Senior Center Operations: Acts as the focal point for older adults in the community. Serves as a multi-purpose facility for educational, recreational, and wellness programs. Also serves as a central voting location.

Retired and Senior Volunteer Program (RSVP) and Foster Grandparent Volunteer Program (FGP): Encourages seniors to volunteer and share their knowledge, skills, and experience in a variety of locations throughout the County. Two popular programs are Senior Health Insurance Information Program (SHIIP) and Volunteer Income Tax Assistance (VITA). The volunteers also maintain the Special Needs Registry database for New Hanover County residents and a team of volunteers to call Special Needs clients in the event of impending disaster.

Contracted paraprofessional services: Utilizes grant funds to coordinate in-home and adult day care services, assisting older adults and/or family with essential home management and personal care tasks enabling the individual to remain independent and avoid premature institutionalization.

FY14-15 ACCOMPLISHMENTS

- Retained “Senior Center of Excellence” status: The New Hanover County Senior Resource Center (SRC) was one of the first senior centers in North Carolina to attain “Center of Excellence” status in 2001. SRC was re-certified in 2004, 2007, and most recently in June, 2012. Re-certification has been changed to every five years. Excellence is identified by best practices in five major operational areas: 1) outreach and access to services; 2) programs and activities; 3) planning, evaluation, and input from older adults; 4) staffing; 5) operations and physical plant.
- Increased participation of the Life Enrichment Program (LEP). The SRC LEP team collaborated with community based providers to meet the needs of individuals. Maintained six-month Grant assessment requirements for 509 homebound clients (59% increase over FY13-14) who were served Home Delivered Meals. Provided information, referral and case assistance to over 1,800 seniors (9% increase over FY13-14), served 11,388 congregate meals, delivered 73,360 home delivered meals (6% increase over FY13-14) and 3,221 frozen meals to home-bound seniors who are on the HDM waiting list and scheduled 21,819 trips (21% increase over FY13-14) for medical, shopping and nutrition clients.
- Served as an election voting site with 1,200 voters, second only to the Government Center. One stop voting averaged 900 voters per day at the SRC.

SENIOR RESOURCE CENTER CONTINUED

FY14-15 ACCOMPLISHMENTS CONTINUED

- Mobilized Volunteers. A total of 1,116 Retired and Senior Volunteer Program (RSVP) volunteers (43% increase over FY13-14) donated 134,085 hours to New Hanover County. 127 RSVP VITA volunteers provided Income Tax Assistance to 4,871 low-income individuals and seniors in New Hanover County resulting in \$3,362,850 in federal refunds and \$325,085 in state refunds. 15 RSVP volunteers who are trained under the NC Department of Insurance Senior Health Insurance Information Program (SHIIP) educated 823 persons on Medicare, Medicare Part D, and Supplemental Insurance. 161 RSVP volunteers served 20,181 hours providing leadership and support services to the Community. 26 volunteers provided 2,206 hours of service at the New Hanover County SRC Nutrition Program. 93 Retired and Senior Volunteers provided 7,913 hours of service delivering meals to homeless individuals. 300 Home Delivered Meal clients received a nutritional meal personally delivered to their home by a trained RSVP volunteer Monday through Friday.
- Completed educational milestones. Two SRC staff graduated from the Division of Aging and Adult Services Ann Johnson Institute (AJI) for Senior Center Management. AJI is a three year 6 module course that provides training for senior center management. Three SRC staff became certified Option Counselors to assist client's with person centered long term care planning. Successful Option Counseling monitoring was completed and New Hanover County SRC was recognized as best practices.
- Completed three sessions of the Evidence Based Health Promotion – Matter of Balance classes. Mater of Balance is an eight week structured group intervention that emphasizes practical strategies to reduce fear of falling and increase activity levels.
- Utilized software with personalized barcoded card in main lobby to track SRC activity. A total of 22,761 scanned in the system and an additional 1,610 participated in special events that were not scanned. Activity participation increased from last fiscal year by 2,381.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Provide health and wellness education, programs and services. Understand and act on citizen needs.				
STRATEGY:	To provide safe, nutritionally-balanced meals to the home-bound elderly and frail senior population of our County.				
Key Performance Indicator:	Unit cost: per home-delivered meal/per congregate meal	\$5.59/\$9.76	\$6.41/\$12.94	\$5.64/\$8.58	\$5.80/\$8.68
STRATEGY:	To provide transportation services for social, recreational and wellness needs.				
Key Performance Indicator:	Unit cost per transportation trip	\$13.64	\$10.66	\$12.24	\$8.50
STRATEGY:	To identify, evaluate and educate the "At Risk/Special Needs" senior residents of New Hanover County who may be in grave danger during a disaster.				
Key Performance Indicator:	Targeted residents attending or registered in programs	25,000	25,000	24,371	25,500
STRATEGY:	To provide tax assistance to seniors through the work of RSVP volunteers in the VITA Income Tax program.				
Key Performance Indicator:	Number of tax forms prepared	7,650	6,804	4,871	6,500

SENIOR RESOURCE CENTER CONTINUED

SUMMARY OF EXPENDITURES**SENIOR RESOURCES CENTER**

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	1,115,750	1,210,607	1,173,291	-3%
OPERATING EXPENSES	981,448	985,876	1,186,886	20%
TOTAL EXPENDITURES:	2,097,199	2,196,483	2,360,177	7%
TOTAL REVENUES:	1,519,216	1,482,001	1,630,876	10%
TOTAL NET COST:	577,982	714,482	729,301	2%

SOCIAL SERVICES DEPARTMENT

The Department of Social Services provides a variety of basic and essential services to assist and protect New Hanover County's most vulnerable citizens – the poor, the children, the aged, the disabled and the sick – to enhance and maintain their quality of life in our community.

Department of Social Services offers the following programs in a professional and caring manner that is responsive to all clients and sensitive to the uniqueness of each client's problems and needs:

Adoption Services locate permanent homes for children whose parental rights have been terminated or whose parental rights have been voluntarily relinquished.

Adult Services provides social work services to older and disabled adults and their families. Services include adult day care, placement, At-Risk Case Management, adult care home monitoring, and case management services for special assistance in-home clients.

Child Support Enforcement establishes paternity, locates absent parents and determines and enforces support obligations so that children will have the benefit of receiving resources from both parents. This program was privatized effective October 1, 1998.

Food and Nutrition Services provide assistance to lower income families and individuals to purchase more food than they could otherwise afford. The outcome is that nutritional levels are raised in support of a healthier community.

Foster Care Services formulate permanent plans for children in substitute care that are appropriate to each child's needs, and supervise children in licensed or approved homes or facilities when their families are unable to care for them due to abuse, neglect or dependency.

Faith Community Fund, Low Income Energy Assistance, Crisis Intervention, Temporary Assistance to Needy Families (TANF)-Emergency Assistance, Good Friends, Energy Neighbor, Duke Energy Progress Settlement Funds, and Share the Warmth provide short-term financial assistance to individuals and families in emergency situations as plan towards self-sufficiency.

Guardianship for Adults are services provided to individuals who are adjudicated incompetent by the Clerk of Court and require a guardian to ensure their safety and quality of life.

Health Support Services assist individuals and families to identify health needs and secure health services. Clients are eligible under Medicaid and Work First Block Grant regulations.

Individual and Family Adjustment Services assist individuals and families to accomplish life tasks, alleviate distress and identify their own personal goals. The services are designed to prevent abuse and neglect and long term welfare dependency.

In-Home Aide Services provide services to families and disabled adults who live in their own homes but need intensive short-term assistance to remain there safely. Supportive services are provided to help families overcome specific barriers to maintain, strengthen and safeguard their ability to function in the home.

Medicaid/Health Choice provides access to medical care and services for eligible low-income people.

Protective Services for Children receive reports of suspected child abuse or neglect. Social workers conduct investigations or assessments to ensure child safety and provide in-home services to the family when appropriate.

Protective Services for Disabled Adults ensures that elderly and disabled citizens live healthy, independent and productive lives free from abuse, neglect, and exploitation.

SOCIAL SERVICES DEPARTMENT CONTINUED

Services for the Blind provide services and arrange for the provision of special aid to the blind.

State-County Special Assistance for Adults subsidizes the cost of adult care homes for eligible recipients of Social Security, Supplemental Security Income and certain other disabled persons.

Subsidized Child Day-Care Services enable families to sustain employment by assisting with child-care needs. Services are purchased through individual child day-care arrangements and licensed child day-care centers. A co-pay may apply based on income.

Transportation Services provide non-emergency medical transportation for Medicaid recipients who need transportation to or from authorized providers.

Work First Services provide time-limited financial assistance to low-income families, while emphasizing personal responsibility, and the placement of capable adults in full-time employment that encourages self-sufficiency.

Veteran Services assists eligible veterans and their dependents and/or survivors in gaining access to entitlements and benefits under federal and state laws.

FY14-15 ACCOMPLISHMENTS

- Helped to control health care cost by successfully linking 100% of mandated Medicaid cases to a permanent Medical home.
- Provided Food and Nutrition Services to 49,123 individuals for FY14-15. In FY14-15, \$44,835,273 in Food and Nutrition Services benefits were issued in New Hanover County and spent in our local grocery and food markets according to the NC Division of Health and Human Services Food and Nutrition Services Report.
- Provided Special Assistance In-Home services to 102 individuals in FY14-15. These services prevented their placement into an Adult Care Home and allowed them to remain at home safely at a significantly reduced cost.
- Assisted 67 participants through the Family Support Program representing 106 cases with employment/access issues. Family Support has had 42 participants attend parenting/mediation sessions to improve their relationship with their children. The 67 participants have paid a total of \$69,295.64 in child support from July 2013-June 2014. There has been an increase in child support payments of 22.86% for those participants that have been in the program for six months.
- Successfully transitioned to permanent homes 177 children who received foster care services.

SOCIAL SERVICES DEPARTMENT CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention.				
STRATEGY:	To have 0% of aged/disabled adults living in licensed facilities that have been abused, neglected, or exploited.				
Key Performance Indicator:	% of aged and disabled adults living in a licensed facility who have been abused, neglected or exploited	0.10%	0.19%	0.00%	0.00%
STRATEGY:	To have 0% of abused/neglected children who are not "repeat" victims.				
Key Performance Indicator:	% of families with abused/neglected children who are repeat victims of maltreatment known to DSS	10.56%	N/A	N/A	N/A
Key Performance Indicator:	% of children who are confirmed repeat victims of maltreatment known to DSS (*Federal or State target)	N/A	7.47%**	4.94%*	<7.10%*
KEY STRATEGIC OBJECTIVE:	Keep the public informed on important information.				
STRATEGY:	To increase the number of persons at or below the poverty level receiving Food and Nutrition services.				
Key Performance Indicator:	% of persons potentially eligible for Food and Nutrition services and receive them (*Federal or State target)	70.64%	83.75%	85.02%*	62%*
STRATEGY:	To increase the number of persons at or below the poverty level enrolled in Medicaid.				
Key Performance Indicator:	% of persons potentially eligible for Medicaid and Health Choice and receive it (*Federal or State target)	91.42%	45.20%	47.75%*	85%*
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Understand and act on citizen needs .				
STRATEGY:	To increase the % of Work First persons moving from Work First to employment and to increase the % of clients retaining jobs after 6 months of employment.				
Key Performance Indicator:	% of able-bodied Work First clients moving from Work First to employment	34.94%	N/A	N/A	N/A
Key Performance Indicator:	% of mandatory work first clients who terminated due to having sufficient income	N/A	32.19%**	30.94%	40.00%
Key Performance Indicator:	% of able-bodied Work First participants who do not return to Work First after 6 months	100.00%	N/A	N/A	N/A

SOCIAL SERVICES DEPARTMENT CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Projected	FY15-16 Projected
Key Performance Indicator:	% of participants entering mandatory Work First who are not repeat participants within six months of terminating Work First due to sufficient income	N/A	100.00%**	100.00%	95.00%
STRATEGY:	To eliminate barriers to employment for families with small children by setting goal of 70% receiving child-care subsidy.				
Key Performance Indicator:	% of persons receiving child care subsidy in order to stay employed	59.56%	N/A	N/A	N/A
Key Performance Indicator:	% of children receiving child care subsidy so their caregiver may stay employed	N/A	41.8%**	39.64%	49.00%
FOCUS AREA:	Productive Strategic Partnerships				
KEY STRATEGIC OBJECTIVE:	Deliver value for taxpayer money.				
STRATEGY:	To increase the % of the state's mandated child support collection goal that was collected.				
Key Performance Indicator:	% of the state's mandated child support collection goal that was collected (*Federal or State target)	99.65%	94.48%	101.74%*	80.00%*
FOCUS AREA:	Strong Financial Performance				
KEY STRATEGIC OBJECTIVE:	Control costs and manage to the budget.				
STRATEGY:	The amount of total federal and state dollars received/reimbursed to the County, divided by projected budget revenues.				
Key Performance Indicator:	% of state and federal available dollars drawn down by the DSS	99.55%	89.62%	92.57%	100.00%
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Hire, develop and retain talented people.				
STRATEGY:	To reduce employee turnover to 10% or less.				
Key Performance Indicator:	% of employee turnover	12.81%	11.23%	12.41%	<10.00%
KEY STRATEGIC OBJECTIVE:	Increase efficiency and quality of key business processes.				
KEY STRATEGIC OBJECTIVE:	Understand and act on citizen needs .				
STRATEGY:	To provide comprehensive benefit counseling and claim services to veterans, their dependents, and survivors.				
Key Performance Indicator:	Requests for services	7,797	8,189	7,560	7,560

**KPI's were redefined in FY13-14 to align with the state/federal reporting requirements.

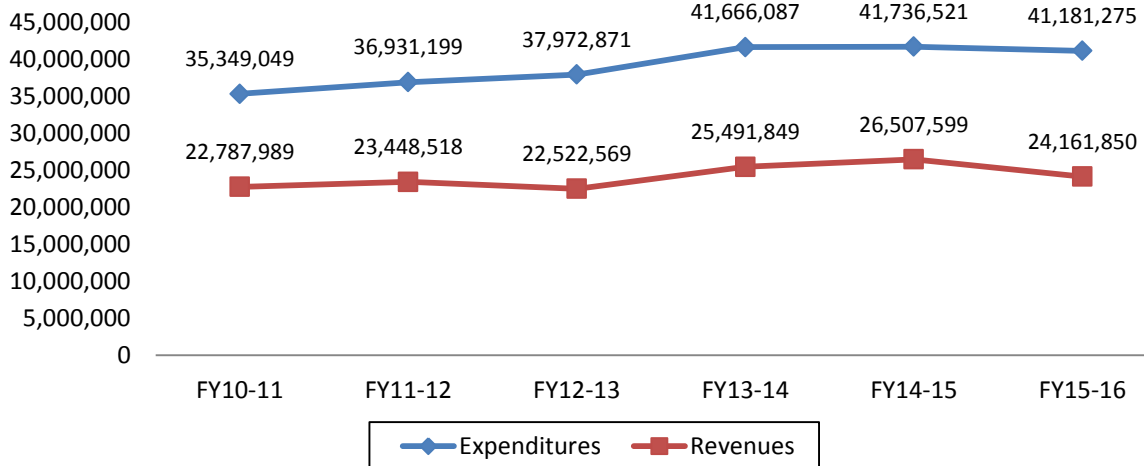
SOCIAL SERVICES DEPARTMENT CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

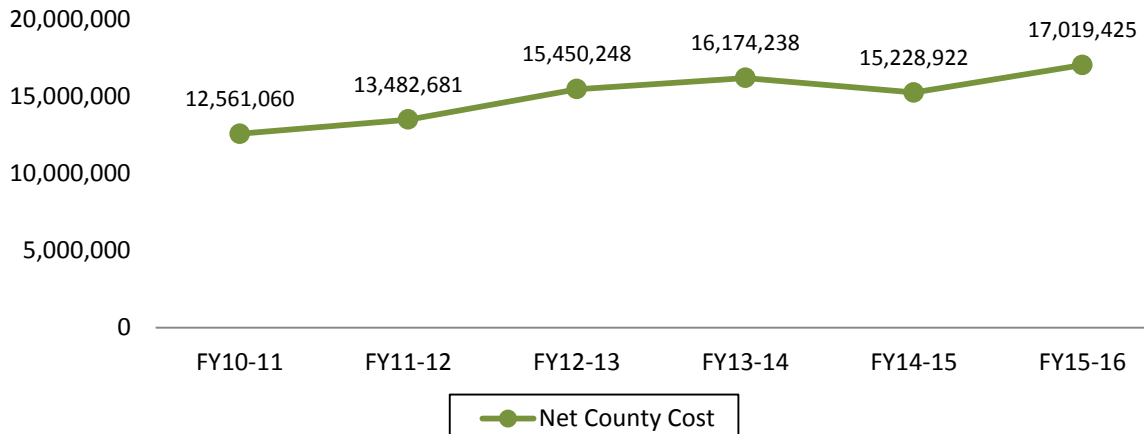
SOCIAL SERVICES

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	18,059,164	19,146,821	19,968,285	4%
OPERATING EXPENSES	18,484,327	22,087,925	20,662,100	-6%
DEBT SERVICE	-	74,445	-	-100%
CAPITAL OUTLAY	56,802	427,330	50,890	-88%
ADMINISTRATIVE RESERVE	-	-	500,000	100%
TOTAL EXPENDITURES:	36,600,294	41,736,521	41,181,275	-1%
TOTAL REVENUES:	24,143,682	26,507,599	24,161,850	-9%
TOTAL NET COST:	12,456,612	15,228,922	17,019,425	12%

DSS ADOPTED EXPENDITURES & REVENUES



DSS NET ADOPTED COUNTY COST



TRILLIUM HEALTH RESOURCES

The delivery of services for mental health, substance abuse, and developmental disabilities continues to evolve in North Carolina. July 1, 2015 will represent the third significant policy change for New Hanover County since mental health reform began in 2002. In that time the functions of mental health, substance abuse and developmental disabilities transitioned from largely a public service function to a private provider network with public agencies focusing on administrative duties; Southeastern Center merged with Carteret and Onslow counties to form CoastalCare only a few years ago, and in July 2015 CoastalCare merged with East Carolina Behavioral Health to form Trillium Health Resources.

For FY15-16 the County is appropriating an additional \$100,000 to extend the crisis center's hours of operation.

SUMMARY OF EXPENDITURES AND REVENUES**TRILLIUM HEALTH RESOURCES**

	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
OPERATING EXPENSES	2,146,885	2,151,117	2,261,117	5%
TOTAL EXPENDITURES:	2,146,885	2,151,117	2,261,117	5%
TOTAL REVENUES:	103,301	100,000	110,000	10%
TOTAL NET COST:	2,043,584	2,051,117	2,151,117	5%

NET COUNTY COST HUMAN SERVICES DEPARTMENTS

DEPARTMENT	FY14-15 REVISED	FY15-16 ADOPTED	DOLLAR CHANGE	PERCENT CHANGE
HEALTH				
EXPENDITURES	\$ 13,468,140	\$ 12,682,833	\$ (785,307)	-5.8%
REVENUES	7,622,728	7,485,065	(137,663)	-1.8%
COUNTY \$ REQUIRED	\$ 5,845,412	\$ 5,197,768	\$ (647,644)	-11.1%
SOCIAL SERVICES				
EXPENDITURES	\$ 43,382,501	\$ 41,181,275	\$ (2,201,226)	-5.1%
REVENUES	27,189,828	24,161,850	(3,027,978)	-11.1%
COUNTY \$ REQUIRED	\$ 16,192,673	\$ 17,019,425	\$ 826,752	5.1%
TRILLIUM HEALTH RESOURCES				
EXPENDITURES	\$ 2,151,117	\$ 2,261,117	\$ 110,000	5.1%
REVENUES	100,000	110,000	10,000	10.0%
COUNTY \$ REQUIRED	\$ 2,051,117	\$ 2,151,117	\$ 100,000	4.9%
SENIOR RESOURCE CENTER				
EXPENDITURES	\$ 2,361,933	\$ 2,360,177	\$ (1,756)	-0.1%
REVENUES	1,629,594	1,630,876	1,282	0.1%
COUNTY \$ REQUIRED	\$ 732,339	\$ 729,301	\$ (3,038)	-0.4%
TOTAL COUNTY COST	\$ 24,821,541	\$ 25,097,611	\$ 276,070	1.1%

EXPLANATION OF CHANGES:

- 1) HEALTH: Decrease due to reorganizing health and human services financial personnel to Finance and Social Services. The FY15-16 budget meets the State's maintenance of effort requirement that counties continue to fund their Health Departments at FY10-11 levels.
- 2) DSS: Increase in local County funds due to 11 additional positions (9 reassigned from other NHC departments, 2 new) and additional funds for daycare.
- 3) TRILLIUM HEALTH RESOURCES: Increase due to funding of extended crisis center hours.



COMMUNITY JUSTICE SERVICES

Community Justice Services provides an array of prevention and intervention programs and services targeted at preventing and reducing crime for the at-risk, diverted and offender populations through our Youth Empowerment Services and Adult Enhancement Services Divisions. The provision of these services increases the likelihood that these youth, adults and families will become productive citizens realizing their full potential by engaging in their community and society at large as contributing members.

FY 14-15 ACCOMPLISHMENTS

- Decreased recidivism rate for juveniles served from 14% to 8%.
- Implemented an eight week Community Service and Restitution structured job development program targeting 14 to 16-year-olds that provides youth an opportunity for skill development necessary to compete in our local labor market.
- Provided Pretrial Release Services to a record 679 participants; a 25% increase in civil and criminal participants with an overall 83% success rate, thus reducing significantly associated County costs of housing defendants while increasing these participants' quality of life.
- Implemented a true randomized drug screening program utilizing a color coded assignment and phone in system as a part of the Treatment Court Services programming that is in line with the National Drug Court Institutes Best Practice Standards.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health and Safety				
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention.				
STRATEGY:	During the course of the Youth Empowerment Services (YES) intervention, youth will have no or any new adjudications/convictions.				
Key Performance Indicator:	80% of youth served as evidenced by recidivism rates	92%	91%	94%	92%
STRATEGY:	Youth post one year after successful/satisfactory completion of the YES intervention will have no adjudications/convictions.				
Key Performance Indicator:	80% of youth served as evidenced by recidivism rates	82%	86%	92%	90%
STRATEGY:	During the course of the Adult Enhancement Services (AES) intervention, adults will have no new convictions.				
Key Performance Indicator:	80% of adults served as evidenced by recidivism rates	92%	90%	93%	90%
STRATEGY:	Adults post one year after successful/satisfactory completion of the AES intervention will have no convictions.				
Key Performance Indicator:	80% of adults served as evidenced by recidivism rates	91%	87%	86%	86%

COMMUNITY JUSTICE SERVICES CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
KEY STRATEGIC OBJECTIVE:	Provide health and wellness education, programs and services.				
STRATEGY:	Youth receiving YES services will demonstrate improvement in targeted behaviors.				
Key Performance Indicator:	80% of youth served as evidenced by NC ALLIES data	89%	86%	85%	86%
STRATEGY:	AES eligible participants will be employed or enrolled in educational programs.				
Key Performance Indicator:	80% of participants served as evidenced by community data	86%	77%	86%	86%
STRATEGY:	Youth, adults, and families served are satisfied with services from Community Justice Services.				
Key Performance Indicator:	80% of participants served as evidenced by surveys	95%	97%	98%	97%

SUMMARY OF EXPENDITURES AND REVENUES

COMMUNITY JUSTICE SERVICES

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	1,377,525	1,402,918	1,432,242	2%
OPERATING EXPENSES	229,388	223,342	296,562	33%
TOTAL EXPENDITURES:	1,606,913	1,626,260	1,728,804	6%
TOTAL REVENUES:	420,211	423,969	380,019	-10%
TOTAL NET COST:	1,186,702	1,202,291	1,348,785	12%

COURTS

In accordance with North Carolina General Statutes, counties at the local level must provide appropriate and adequate space and furniture for court-related functions. A portion of New Hanover County's contribution to the court system is for operating expenses within the court system. These include: Clerk of Superior Court, District Attorney, Public Defender's Office, Juvenile Court and the Judicial Offices.

Court facilities are maintained by the County's Property Management Department. Funds for building maintenance, repairs, improvements, utilities and other custodial functions are included in the Property Management Department's budget. These are additional Court expenditures paid by the County but not reflected in the amounts below.

Support personnel are provided through the Sheriff's Office, Community Justice Services, or other County departments, and are paid by the County but are not reflected in the amounts below.

SUMMARY OF EXPENDITURES AND REVENUES

COURTS

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
COURTS ADMINISTRATION	350,177	371,735	415,260	12%
CLERK OF SUPERIOR COURT	51,549	36,490	36,490	0%
DISTRICT ATTORNEY	35,289	8,000	8,000	0%
PUBLIC DEFENDER'S OFFICE	2,459	7,000	5,000	-29%
JUDICIAL OFFICES	1,961	1,000	1,000	0%
TOTAL EXPENDITURES:	441,434	424,225	465,750	10%
REVENUES:				
COURT FACILITY FEES	291,041	310,000	296,000	-5%
JAIL FEES - CSC	33,363	35,000	34,000	-3%
OFFICER FEES - CSC	138,283	162,000	140,000	-14%
TOTAL REVENUES:	462,686	507,000	470,000	-7%

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS

The Emergency Management and 9-1-1 Communications Department is responsible for preparedness, response and recovery in disaster situations, and long-term hazard mitigation planning for the County. It is the answering point for calls to 9-1-1 in New Hanover County.

The Emergency Management Division strives to protect the citizens of New Hanover County from the effects of natural and man-made disasters. These include hurricanes, tornadoes, flooding and other weather-related events, hazardous materials or other chemical accidents, acts of terrorism and nuclear incidents that may occur at the Brunswick Nuclear Power Plant in Southport, North Carolina. The division is responsible for preparedness, response and recovery in disaster situations, and long-term hazard mitigation planning for the County.

In addition to working with all County departments, the Department of Emergency Management and 9-1-1 Communications coordinates with municipalities, public safety agencies, state and federal agencies, and non-profit agencies involved in emergency management activities. The Department maintains a 24-hour-a-day, on-call status with paid and volunteer staff providing assistance and resources to ensure that multi-agency emergency responses are successfully coordinated. Incidents requiring this specialized collaboration include: mass casualty events, search and rescue operations, accidents involving radioactive and hazardous materials, acts of terrorism, and large-scale weather events, such as hurricanes, tropical storms, flooding, and tornadoes. The Department serves as the lead agency for administration of the hazardous materials reporting program established by Title III of the Superfund Amendments and Reauthorization Act (SARA). Many of the duties and responsibilities of the Department are mandated by federal, state and County legislation and ordinances, copies of which reside in the Department's library.

The 9-1-1 Communications Division operates the 9-1-1 Communications Center and is the answering point for calls to 9-1-1 in New Hanover County. The Center provides dispatch and emergency communications for all emergency response agencies within New Hanover County. The Center is dedicated to providing citizens with quick, efficient access to public safety services through 9-1-1 and the safe dispatch of emergency responders.

FY14-15 ACCOMPLISHMENTS

- Upgraded CAD Paramont system software.
- Updated Aqua system for CAD quality assurance checks.
- Acquired new recording system for 911 Center.
- Completed WebEOC upgrade to include adding Mapper Pro.
- Restructured EOC to include Incident Command System positions as well as Emergency Support Function positions. With the help from Human Resources, now have four shifts of county employees assigned to the needed emergency positions in the Emergency Operations Center. These emergency positions were assigned to job classes so no longer will the positions follow people but they will stay with the job class it has been assigned.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention. Support programs to improve educational performance. Market and promote New Hanover County's resources.				
STRATEGY:	To maintain at least a 90% call processing time of less than 3 minutes for 9-1-1 calls.				
Key Performance Indicator:	% call processing time is less than 3 minutes	95%	95%	95%	94%

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Projected	FY15-16 Projected
STRATEGY:	To maintain an average answer time of 10 seconds, or less, for 9-1-1 phone line response at least 90% of the time.				
Key Performance Indicator:	Average ring time	3-4seconds	3-4seconds	3-4seconds	4 seconds
STRATEGY:	To maintain an abandoned call level of less than 3% of calls.				
Key Performance Indicator:	Abandoned call volume	2%	2%	2%	2%
STRATEGY:	Provide timely responses to emergency incidents and disasters.				
Key Performance Indicator:	Response time: On-scene coordination (multi-hazard)	1 hour or less	1 hour or less	1 hour or less	1 hour or less
Key Performance Indicator:	Response time: Activate EOC (fully staffed)	2 hours or less	2 hours or less	2 hours or less	2 hours or less
STRATEGY:	To submit timely damage assessments after events to appropriate state agencies to ensure timely decisions regarding disaster declarations and to expedite federal reimbursements. Goal - 24 hours or less.				
Key Performance Indicator:	Time to submit damage assessments	24 hours	24 hours	24 hours	24 hours
STRATEGY:	Plan and execute emergency preparedness, response, mitigation and recovery exercises annually for fixed nuclear facility incidents, severe weather, mass casualty, hazardous materials incidents and terrorism responses.				
Key Performance Indicator:	Satisfactory completion of all exercise objectives	99%	99%	99%	99%
STRATEGY:	Oversee implementation of a countywide program to ensure compliance with the National Incident Management System (NIMS).				
Key Performance Indicator:	% local agencies in compliance with current NIMS guidelines	97%	97%	97%	97%
STRATEGY:	Conduct 9-1-1 for Kids program in second grade classes in all New Hanover County Schools.				
Key Performance Indicator:	% of schools program delivered	50%	60%	70%	75%
STRATEGY:	When possible participate in the following community outreach and public safety programs: Kohl's for Kids, Take Back the Night, Boys and Girls Club, UNCW and NHC Job Fair; Sexual Assault Response Team (SART), Telecommunicator Emergency Response Team (TERT), Wilmington Azalea Festival Parade and Street Fair, Wilmington Riverfest Parade and Street Fair and Wilmington Christmas Parade.				
Key Performance Indicator:	% of Annual participation	90%	100%	100%	100%
STRATEGY:	Plan, organize and conduct leadership classes for internal and external customers, including National Academy of Emergency Dispatch, New Hanover County Citizens Academy, City of Wilmington Citizens Academy and UNCW Scholars Program.				
Key Performance Indicator:	% of participation based on need	100%	100%	100%	100%

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Projected	FY15-16 Projected
STRATEGY:	Utilize all available print, broadcast and social media outlets to promote various Emergency Management and 9-1-1 Communications programs and events.				
Key Performance Indicator:	% of public outreach publicized	100%	100%	100%	100%
FOCUS AREA:	Intelligent Growth and Economic Development. Productive Strategic Partnerships.				
KEY STRATEGIC OBJECTIVE:	Build and maintain infrastructure. Collaborate on regional planning. Collaborate on service delivery and implement opportunities to reduce duplication of services.				
STRATEGY:	Ensure New Hanover County's Continuity of Operations Plan (COOP) is reviewed and updated at least annually by each Department with assistance from Emergency Management.				
Key Performance Indicator:	Submission of updates to NHC Continuity of Operations Plan (COOP)	Annually	Annually	Annually	Annually
STRATEGY:	Review and Update Emergency Operations Plan				
Key Performance Indicator:	% of review completed annually	100%	100%	100%	100%
STRATEGY:	Manage daily operation of New Hanover County's Public Safety Answering Point (9-1-1 Center) to ensure uninterrupted 9-1-1 emergency service delivery to citizens and visitors of New Hanover County.				
Key Performance Indicator:	% of up time	100%	100%	100%	100%
STRATEGY:	Manage daily operations of 800 MHz Public Safety Radio system, including four (4) tower sites and associated microwave antenna network to ensure uninterrupted public safety and public service radio communications.				
Key Performance Indicator:	% of up time for radio system	100%	100%	100%	100%
FOCUS AREA:	Productive Strategic Partnerships				
KEY STRATEGIC OBJECTIVE:	Collaborate on regional planning.				
STRATEGY:	Engage in regional planning, response and recovery activities through the North Carolina Emergency Management Domestic Preparedness and Readiness Region (DPPR) Program.				
Key Performance Indicator:	% of quarterly DPPR meetings attended	100%	100%	100%	100%
STRATEGY:	Actively represent New Hanover County on the following policy and advocacy boards which further the interests of Emergency Management and 9-1-1 Communications: NC 9-1-1 Board, NC 9-1-1 Standards Board, 9-1-1 Goes to Washington, 9-1-1 Goes to Raleigh, North Carolina Emergency Management Association, and State Medical Response System Executive Steering Committee.				
Key Performance Indicator:	% of continued active participation	97%	100%	100%	100%

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Projected	FY15-16 Projected
STRATEGY:	Effectively coordinate with local municipalities for the safe and expeditious return of residents after natural or other disaster.				
Key Performance Indicator:	% of coordination with all affected municipalities in re-entry decisions	100%	100%	100%	100%
STRATEGY:	Design, conduct and/or participate in programs and exercises that foster better working relationships through public/private partners such as Local Emergency Planning Committee, Special Needs Task Force, National Academy of Emergency Dispatch, National Emergency Number Association, Association of Public Safety Communications Officials, North Carolina Emergency Management Association, Clean Land & Harbor, North Carolina Emergency Management Eastern Branch Office, Brunswick Nuclear Power Plant, UNCW, Local Municipalities, New Hanover Regional Medical Center, National Weather Service, Long-Term Care Facilities, Cape Fear Community College and NC Justice Academy.				
Key Performance Indicator:	% of continued active participation	100%	100%	100%	100%
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Hire, develop and retain talented people. Leverage technology and information to maximize performance. Recognize and reward contribution.				
STRATEGY:	To have 9-1-1 Center employees trained on all required functions within 12 months of hire.				
Key Performance Indicator:	% of employees trained within 12 months	95%	92%	95%	92%
STRATEGY:	To maintain employee longevity level of 90% with more than 1 year of service.				
Key Performance Indicator:	% of employees with more than 1 year of service	78%	92%	95%	75%
STRATEGY:	To ensure facilities and systems are adequate to have 9-1-1 Center employees trained on all required functions within 12 months of hire date.				
Key Performance Indicator:	% of consoles operational and available for training	100%	100%	100%	100%
STRATEGY:	Continue to sponsor and promote the Telecommunicator of the Month and Telecommunicator of the Year Awards.				
Key Performance Indicator:	Continued issuance of these awards	Monthly & Yearly	Monthly & Yearly	Monthly & Yearly	Monthly & Yearly

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES**EMERGENCY MANAGEMENT & 911 COMMUNICATIONS**

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	4,199,905	4,592,422	4,699,047	2%
OPERATING EXPENSES	794,997	806,036	806,064	0%
CAPITAL OUTLAY	167,870	12,500	-	-100%
TOTAL EXPENDITURES:	5,162,772	5,410,958	5,505,111	2%
TOTAL REVENUES:	401,635	340,159	330,659	-3%
TOTAL NET COST:	4,761,137	5,070,799	5,174,452	2%

JUVENILE SERVICES

The Juvenile Services Center is a secure, temporary state facility where juveniles ranging from the ages of 6 to 17 years old are confined pursuant to an Order for Secure Custody pending an adjudicatory or dispositional hearing or pending placement. The Center is a local educational agency that provides academics, as well as other quality services and programs, for juveniles based on their individual needs. New Hanover County pays a portion of the daily detention cost for each County juvenile at the Center.

SUMMARY OF EXPENDITURES AND REVENUES¹

JUVENILE SERVICES

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
OPERATING EXPENSES	224,341	208,375	199,325	-4%
TOTAL EXPENDITURES:	224,341	208,375	199,325	-4%
TOTAL REVENUES:	54,024	51,375	53,325	4%
TOTAL NET COST:	170,317	157,000	146,000	-7%

¹ Consists of Detention Center payments and 2 juvenile related programs.

PLANNING & INSPECTIONS

The Planning and Inspections Department provides guidance and direction in the adoption and enforcement of policies and regulations which ensure orderly building and construction, environmental stewardship, growth and economic development, and long-range community development in New Hanover County. These public policy choices include: residential, commercial, and industrial construction and land use standards; transportation, service delivery and capital improvements. This work involves the collection and evaluation of data, research and analysis of options and alternatives, enforcement of adopted codes and the selection and implementation of projects and programs.

In October 2013, the Development Services Center and the Planning and Inspections Department were combined to form a Department capable of administering the permit process for City and County Fire, the Cape Fear Public Utility Authority, City Zoning, Environmental Health and Engineering. This merger has advanced the goal of providing customer consultation during project submittals and throughout the construction process: plan review set up/tracking and coordination; permit issuance; inspections scheduling; utility releases and issuance of certificates of occupancies. The merger has fostered the seamless review of development projects from their inception on the Planning table to their approval and issuance of occupancy permits. The same is true with the creation of new plans and ordinances. The arrangement will allow complete understanding of development processes and compliance with existing plans, ordinances and codes.

Ongoing responsibilities for the Department include enforcement of the North Carolina State Building, Electrical, Plumbing, Mechanical and Mobile Home Codes within New Hanover County, the City of Wilmington, and three surrounding beach communities. The Department also enforces the local County Zoning Ordinances, Flood Plain Management Ordinances, National Flood Insurance Program, Federal Emergency Management Act and NC Coastal Area Management Act (CAMA) regulations within the unincorporated areas of the County.

The Department serves as professional staff to the County Planning Board, the Board of Adjustment and the Inspection Advisory Board. Additionally, staff makes recommendations and suggestions to the Board of County Commissioners, citizen advisory groups, and other agencies on comprehensive land use policies and plans, zoning recommendations, special permits hazard mitigation and subdivision regulations. The Department is directly responsible for the administration of the Subdivision Ordinance, Special Use Permits, site plan approvals, street mapping and addressing in the County, zoning ordinance amendments and map changes.

Planning and Inspections staff provides assistance to other County departments to aid in developing service delivery strategies and needs assessments for future plans. Community Development grants and other housing assistance programs are administered for the unincorporated County. Staff initiates and participates in efforts to promote sustainable development and protect our environment for future generations. Efforts include water quality initiatives and enhancement projects, promotion of sustainable development, alternative transportation and floodplain management. Through the creation of specific plans for small areas of the County, all of the publicly-provided services can be distributed fairly and efficiently to support a rapidly growing and dynamic population.

FY14-15 ACCOMPLISHMENTS

- Issued second highest number of total building permits since 2008 including the largest number of apartment units ever permitted in the County.
- Conducted the largest number of inspections since the economic downturn with the majority of inspections meeting the goal of being performed within 24 hours. Inspections workload also became more complex due to several large projects including a Walmart Super Center, several senior living facilities, and the Cape Fear Community College Fine Arts Center.
- Completed the first three chapters of the County's comprehensive plan to guide growth and development. Chapter 1 of the plan describes public participation, Chapter 2 contains the existing conditions report and Chapter 3 framed the policies for the remainder of the document. Chapter 3 includes the work of over 160 individual citizens who participated in 6 theme committees and a 12 member Citizens Advisory Committee. When complete the plan will have 6 chapters including an implementation chapter which will tie the plan's implementation to the County's capital improvement plan. The plan should be adopted by early 2016.

PLANNING & INSPECTIONS CONTINUED

FY14-15 ACCOMPLISHMENTS (CONTINUED)

- Improved customer service in the Development Services Center by redesigning and renovating the permit center and waiting area to improve customer flow and provide space for more personalized attention to customers. A children's area, assembled by County library staff, allows parents and guardians to concentrate while the children play.
- The FOCUS regional planning initiative has been completed and New Hanover County staff is working in a leadership capacity with a regional consortium to keep the initiative relevant.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Keep the public informed on important information.				
STRATEGY:	Utilize available media to publicize initiatives, hearings and events.				
Key Performance Indicator:	% of households in target area with confirmable outreach	80%	85%	85%	85%
STRATEGY:	Design forums to maximize audience and attract input from a diverse representation of the population.				
Key Performance Indicator:	% of outreach events geared towards diversity	100%	100%	100%	100%
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention.				
STRATEGY:	Educate homeowners and contractors on code issues.				
Key Performance Indicator:	Average attendance at first Monday Code Seminar	27	20	N/A	25
Key Performance Indicator:	% of disapprovals	10%	N/A	2%	5%
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Develop, maintain and implement comprehensive plans for land use, economic development, infrastructure and environmental programs.				
STRATEGY:	Update and maintain comprehensive plan and track implementation of identified actions.				
Key Performance Indicator:	% of planning process completed	30%	40%	40%	100%
STRATEGY:	Work with Consortium to create a regional sustainable communities plan.				
Key Performance Indicator:	% of planning process completed	30%	75%	100%	N/A

PLANNING & INSPECTIONS CONTINUED

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
KEY STRATEGIC OBJECTIVE:	Protect the environment through innovative programs.				
STRATEGY:	Utilize sustainability committee and sustainable communities coalition to promote clean technology and efficient use of resources.				
Key Performance Indicator:	% increase in recycling in the Government Center	88%	5%	5%	N/A
STRATEGY:	Work with Low Impact Development (LID) ordinance to incentivize development that promotes environmental stewardship and alternative energy.				
Key Performance Indicator:	% of new projects utilizing alternatives	N/A	30%	35%	40%
KEY STRATEGIC OBJECTIVE:	Attract and retain new and expanding businesses.				
STRATEGY:	Build flexibility into ordinance for existing business growth.				
Key Performance Indicator:	# of updates to ordinance	8	5	2	2
FOCUS AREA:	Productive Strategic Partnerships				
KEY STRATEGIC OBJECTIVE:	Collaborate on regional planning.				
STRATEGY:	Continue to collaborate with regional partners in existing planning efforts.				
Key Performance Indicator:	# of ongoing efforts involving regional collaboration	6	7	9	9
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Understand and act on citizen needs; deliver value for taxpayer money.				
STRATEGY:	To increase the quality of key business processes and efficiency in project management, including project/plan review set up and coordination, accurately 100% of the time.				
Key Performance Indicator:	Tri-annual review of key business processes and staff's overall project management	90%	N/A	95%	95%

SUMMARY OF EXPENDITURES AND REVENUES

PLANNING AND INSPECTIONS

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	3,421,773	3,585,149	3,657,292	2%
OPERATING EXPENSES	463,743	425,105	1,032,016	143%
CAPITAL OUTLAY	103,561	-	-	-100%
TOTAL EXPENDITURES:	3,989,076	4,010,254	4,689,308	17%
TOTAL REVENUES:	3,358,717	3,104,847	3,402,962	10%
TOTAL NET COST:	630,359	905,407	1,286,346	42%

SHERIFF'S OFFICE

The Sheriff is the principal law enforcement officer of New Hanover County. The Sheriff's Office consists of the following divisions: Administration, Judicial Services, Detention, Vice & Narcotics, Patrol, Support Services and Detectives.

ADMINISTRATION

Administration includes the Sheriff and his highest-ranking law enforcement officers, as well as the Business, Human Resources, and Internal Affairs Offices. The Sheriff and his administrative staff oversee the organization's day-to-day law enforcement and business activities.

JUDICIAL SERVICES

Judicial Services includes the following sections: Civil/Records, Bailiffs and Safety and Security.

- The **Civil Processing Unit** serves all civil process – for arrest (Civil Summons, Magistrates Summons, Show Cause Orders, Evictions and Domestic Violence Orders); collects money judgments on executions, seizes property under attachment and claim and deliveries.
- The **Civil Desk Unit** is responsible for providing information, processing concealed weapon and pistol purchase permits, filing reports from walk-in public and receives a heavy volume of phone calls from the general public and other agencies.
- The **Civil Records Unit** is responsible for enforcement records and keeping information updated through the computer system.
- The **Bailiff Section** maintains Courtroom order by providing safety within the District and Superior Courts and inmate security.
- The **Safety and Security Section** is responsible for screening all Courthouse visitors, packages delivered to the Courthouse and maintaining safety and order during the daily operations of the Courthouse. The Safety and Security Section provides daily law enforcement services for the Department of Social Services, and provides transportation security of prisoners from the Detention Facility to the Courthouse and their return.

DETENTION

Detention supervises the inmate population and operates the Detention Facility. A Transportation Squad is responsible for inmate movement to and from locations outside the Detention Facility. A Booking/Intake Unit is staffed 24 hours a day, 7 days a week, and is responsible for processing all inmates confined to the Detention Facility. Officers are assigned to augment the medical staff, which includes moving inmates to and from medical appointments within the confines of the Detention Facility.

VICE and NARCOTICS

Vice and Narcotics conducts undercover investigations and arrests the perpetrators of crimes involving drugs, narcotics, sex crimes, firearms, illegal gaming, and alcohol. Vice and Narcotics is responsible for seizing drugs, vehicles, weapons, cash and real properties in possession of the perpetrators of these crimes. Also, assists other drug enforcement agencies in New Hanover County in the apprehension of subjects under investigation for drug-related crimes. All the Detectives work closely with the District Attorney to testify in investigations and process necessary documentation.

PATROL

The Patrol Division consists of four Patrol Squads. These squads answer calls, make on-view arrests, serve subpoenas, serve warrants for arrest, serve mental commitment orders and recover stolen property. The Patrol division has specialized sections and units as follows:

- **Sheriff's Alcohol Field Enforcement (S.A.F.E.) Unit** assists in reducing the number of wrecks through aggressive speed and alcohol violation enforcement.
- **Emergency Response Team (ERT)** receives diversified training for situations that require specialized weapons and tactics.
- **School Resource Officers (SRO) Section** has full-time SRO's that act as peace officers by maintaining security and order on area campuses with the legal authority to arrest if required. They provide classroom presentations on a variety of subjects and counsel by mediating, listening and assisting students with various problems.
- The **K-9 Unit** assists and supports officers patrolling the County by responding to alarms, armed robberies, fleeing suspects, illegal drug and weapon searches, and high incident calls for service.
- The **Explosives Ordinance (E.O.D.) Unit** provides emergency explosives support to New Hanover County, as well as to surrounding areas and their local agencies.
- The **Marine Unit** provides marine law enforcement by patrolling local waters and undertaking search and rescue missions.

SHERIFF'S OFFICE CONTINUED

- The **Underwater Investigations Unit** is comprised of a Dive Team and a Side Scan Sonar Team both of which provide capabilities beyond the scope of normal deputies. The team members search underwater locations such as the local Ports' pier pilings for safety measures (e.g., bombs) and ship hulls for contraband. The Unit performs search and rescue missions and underwater investigations within County waters and the ocean. Unit team members regularly assist other local law enforcement agencies and state and federal agencies with marine-related duties and investigations.
- The **Housing Unit Task Force** was created to assist the Wilmington Police Department and Wilmington Housing Authority. The Unit consists of seven Wilmington Police officers and seven Sheriff's Office deputies. The Unit provides coverage seven days a week in all Housing Authority properties and supports the Wilmington Police Department in other high crime areas.
- The **Downtown Task Force** was created to assist the Wilmington Police Department in the downtown bar and historic district, due to the high call volume and crime rate that occurs during the night time hours. The Unit consists of ten Wilmington Police officers and five Sheriff's Office deputies that enforce alcohol violations and other criminal acts.
- The **Mobile Field Force Unit** functions primarily as a special operations task force, by providing high Law Enforcement visibility in both the City and County, where there has been a noticeable spike in certain crimes. The Unit will assist in service of high risk warrants and work in conjunction with the Housing and Downtown Task Forces. A specialized function of the Mobile Field Force will consist of extremely low visibility surveillance and intelligence gathering on targeted locations and/or individuals.

SUPPORT SERVICES

The Support Services Division includes the following units:

- **Animal Services** protects the public from the threat of rabies virus exposure through prevention, public awareness and education. It enforces state laws and County Health Regulations pertaining to domestic animals and the County's Animal Control Ordinance, cooperates with agencies needing assistance in handling animal life and offers pet adoption opportunities. The Division conducts no-cost rabies clinics.
- **Crime Awareness and Prevention Unit** endeavors to reduce and prevent crime through its outreach and educational programs. The Unit oversees the Sheriff's Citizen and Senior Academies, which are designed to expose community participants to different aspects of law enforcement to include the day-to-day operation of the Sheriff's Office. The Volunteer Intervention and Response Unit (VIPR) was established as a cost effective means to augment the Sheriff's Office and utilize the talents, experience, and dedication of citizens to serve as volunteers. The volunteers must undergo and complete mandatory training as outlined by the Sheriff. A total of 3,370 VIPR hours were utilized in FY14-15.
- The **Grants Unit** provides research and grant writing for submission to grantors offering grant awards to enhance law enforcement activities.
- The **Alvin J. Page Firing Range** is a 44-acre area that serves as a weapons training and qualifying area for all sworn personnel and houses the five-acre training area of the K-9 Team.
- **Recruitment/Professional Standards** is responsible for the recruitment of highly-trained men and women. The Unit screens applicants for disqualifiers and conducts background investigations to include criminal, school and credit records.
- **School Crossing Guards** assist with safe school arrival and departure at all New Hanover County Schools.
- **S.A.B.L.E. (Southeastern North Carolina Airborne Law Enforcement)** has two helicopters that support and increase the effectiveness of law enforcement in the field through aerial observation and communication. The SABLE program is a regional, multi-agency effort shared between the New Hanover and Pender County Sheriff's Offices, the City of Wilmington and Leland Police Departments. Each partner agency provides deputies or officers to perform as Tactical Flight Officers for dedicated mission support.
- **Training** oversees, coordinates and schedules classes/instructors for deputy and detention officer annual mandated training. The Unit coordinates and schedules needed specialized training for the Sheriff's Office.

SHERIFF'S OFFICE CONTINUED

DETECTIVES

- **Detectives Division** assigns criminal cases to the investigators for processing and arrests. The Crime Scene Unit photographs felons in addition to processing crime scene/evidence photos and investigating crime scenes. They also maintain the sex offender registry for all of New Hanover County. The Gang Unit monitors the gang activity in New Hanover County including the schools.

FY14-15 ACCOMPLISHMENTS

- Created a joint task force with the Wilmington Police Department that functions primarily as a special operations task force providing high law enforcement visibility in both the city and county where there has been a noticeable spike in certain crimes.
- Initiated over 813 drug related investigations and arrested 904 persons involved in felony drug crimes, sex crimes, alcohol and gambling crimes which resulted in 2,599 felony and misdemeanor charges.
- Completed Department of Corrections certifications for 44 Detention Officers to enhance public safety efforts, reduces liability to agency and to comply with State standards.
- Increased the number of pet adoptions by 11% and held three no cost rabies clinics while promoting responsible pet ownership and animal welfare to the citizens of New Hanover County.
- Received accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) with 100% compliance. The Sheriff's Office was one in five Sheriff's Offices in North Carolina to achieve accreditation.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		CY2012 Actual	CY2013 Actual	CY2014 Actual	CY2015 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention.				
STRATEGY:	To achieve high clearance rate in all areas of violent crime and property crimes.				
Key Performance Indicator:	Violent Crime ² clearance rate	80%	80%	N/A	N/A
Key Performance Indicator:	Property Crime ³ clearance rate	42%	39%	N/A	N/A
STRATEGY:	To strive for recovery rate of 35%, or better, for stolen property.				
Key Performance Indicator:	Property losses: \$ value of property recovered	\$300,000	\$300,000	\$271,921	\$300,000
Key Performance Indicator:	Property losses: % recovered	10%	10%	7%	10%
STRATEGY:	To achieve an overall service rate of 80% for civil papers served.				
Key Performance Indicator:	Civil Process: # received	22,964	20,850	19,801	18,459
Key Performance Indicator:	Civil Process: % served	81%	79%	80%	80%

² Violent Crime includes murder, rape, robbery and aggravated assault

³ Property crimes include burglary, larceny and motor vehicle theft. New Hanover County is above the State average of clearance rates for both violent and property crimes

SHERIFF'S OFFICE CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		CY2012 Actual	CY2013 Actual	CY2014 Actual	CY2015 Projected
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention.				
STRATEGY:	To reduce reported inmate/staff incidents, decrease inmate grievances upheld, and strive to reduce rate of employees receiving disciplinary sanctions.				
Key Performance Indicator:	Inmate/staff incidents: # inmate/staff reported incidents	1,181	1,444	1,039	1,252
Key Performance Indicator:	% of grievances upheld	15%	6%	6%	8%
Key Performance Indicator:	% of employees receiving disciplinary sanctions	7%	4%	4%	5%
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention.				
STRATEGY:	To increase number of child support papers served and number of arrests.				
Key Performance Indicator:	Orders for arrests: # orders received	641	720	672	686
Key Performance Indicator:	Orders for arrests: % served	55%	56%	69%	70%
STRATEGY:	To aggressively pursue child support collections.				
Key Performance Indicator:	Cash bonds imposed	\$909,473	\$1.1 million	\$1.4 million	\$1 million
STRATEGY:	To increase the number of animal adoptions and rabies vaccinations.				
Key Performance Indicator:	Vaccinations administered and % increase	1,242 / 19%	1,661 / 34%	1,445 / -13%	1%
Key Performance Indicator:	Number of Adoptions and % change ⁴	1,051 / 19%	826 / -21%	920 / 11%	5%

SUMMARY OF EXPENDITURES AND REVENUES

SHERIFF

	2014 ACTUAL	2015 ADOPTED	2016 ADOPTED	PERCENT CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	32,892,171	33,919,566	35,434,038	4%
OPERATING EXPENSES	6,758,041	6,797,406	7,194,854	6%
CAPITAL OUTLAY	662,498	25,000	25,000	0%
TOTAL EXPENDITURES:	40,312,710	40,741,972	42,653,892	5%
TOTAL REVENUES:	5,240,189	5,034,992	4,808,212	-5%
TOTAL NET COST:	35,072,521	35,706,980	37,845,680	6%

⁴ Adoptions reduced due to less animal intake

LIBRARY

The New Hanover County Public Library system provides services through the Main Library, Northeast Regional Branch, Myrtle Grove branch, Carolina Beach branch and a Virtual library branch. General reference services, business and consumer health information, inter-library loans, audiovisual materials, meeting rooms and a variety of adult and children's programming are available at most facilities. Main Library houses specialized local history and genealogical research materials as well as legal and consumer health collections. All locations offer wireless connectivity and computers for public use. Access to the library's virtual services including databases, image libraries, print and audio eBooks, reference resources and more are accessible through the library's Virtual Branch at www.nhclibrary.org.

FY14-15 ACCOMPLISHMENTS

- Provided opportunities for research and innovation: created Digital Access Library Cards to support high school student research; established a Main Library Media Lab to facilitate distance interviews and multimedia production; introduced Biblioboard platform to provide digital spaces for local creators to archive and share their work.
- Strengthened early literacy outreach: expanded the Reach Out and Read family-based early literacy program to serve families with preschoolers enrolled in the Women's Infants, and Children (WIC) program; provided circulating math and science kits to North Carolina Pre-K classrooms to promote Science, Technology, Engineering and Mathematics (STEM) learning; developed Story Place early learning environments and installed in branch libraries.
- Enhanced services through inter-departmental collaboration: opened four Little Free Libraries in partnership with New Hanover County Parks & Gardens; coordinated educational programming in partnership with New Hanover County Parks & Gardens and Cape Fear Museum; developed literacy-rich children's spaces in waiting areas at the New Hanover County Health and Planning Departments.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Support programs to improve educational performance; provide health and wellness education, programs and services.				
STRATEGY:	Expect access to our wealth of resources to increase by 2% per year.				
Key Performance Indicator:	Circulation: number	1,325,249	1,351,746	1,339,800	1,366,596
Key Performance Indicator:	Use of online databases	316,583	349,941	222,441	226,890
STRATEGY:	Foster literacy by maintaining story hour attendance above 12.				
Key Performance Indicator:	Children's programming: average attendance	28.2	21.7	22.6	22.6
STRATEGY:	Train and engage a workforce that answers over 300,000 reference and directional transactions with a fill rate of 85%.				
Key Performance Indicator:	Reference transactions: number	392,024	272,400	261,669	277,848
Key Performance Indicator:	Material and information fill rate	94.32%	90.00%	94.05%	94.00%

LIBRARY CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Enhance and add recreational, cultural and enrichment amenities.				
STRATEGY:	Provide a welcoming and dynamic destination as reflected by a door count over 750,000 and a per capita visit rate greater than 4.0.				
Key Performance Indicator:	Library visits	944,216	967,821	1,257,045	1,200,000
Key Performance Indicator:	Visits: per capita	4.51	4.50	5.81	5.81
STRATEGY:	Provide quality resources and collections resulting in a per capita reference transaction rate over 1.5, a per capita circulation rate greater than 6.5, and a material turnover rate greater than 3.				
Key Performance Indicator:	Reference transactions: per capita	1.87	1.91	1.21	1.21
Key Performance Indicator:	Circulation: per capita	6.68	6.70	6.19	6.19
Key Performance Indicator:	Material turnover rate	3.51	3.53	3.56	3.56
STRATEGY:	Provide exceptional services and experiences with 250 programs for adults and 800 programs for children.				
Key Performance Indicator:	Adult programs: number	698	730	540	550
Key Performance Indicator:	Children's programs: number	830	1,000	2,055	2,000
STRATEGY:	Deliver exceptional customer service with a customer satisfaction rate greater than 90%.				
Key Performance Indicator:	Customer satisfaction rate	98%	95%	98%	95%
FOCUS AREA:	Strong Financial Performance				
KEY STRATEGIC OBJECTIVE:	Control costs and manage to the budget.				
STRATEGY:	Maximize operations by holding reference transaction costs to no more than \$2.30, circulation costs to no more than \$2.85, and materials per capita cost less than \$3.00.				
Key Performance Indicator:	Reference transactions: cost	\$1.83	\$2.00	\$2.89	\$2.89
Key Performance Indicator:	Circulation: cost	\$2.57	\$2.64	\$2.94	\$2.95
Key Performance Indicator:	Materials per capita: cost	\$2.63	\$2.70	\$2.89	\$2.94
STRATEGY:	Support sustainable funding by providing 10% or more of the Library's operating budget from non-county funds such as grants, donations and fees. Reach state average (over \$20) in total per capita funding.				
Key Performance Indicator:	Percent funded locally	84.56%	85.00%	87.31%	87.00%
Key Performance Indicator:	Per capita expenditure	\$17.79	\$18.00	\$18.81	\$18.80

LIBRARY CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Leverage technology and information to maximize performance.				
STRATEGY:	Using cutting edge technology, create a virtual library experience that enables remote users to replicate traditional library services as reflected by a 5% increase in usage of online resources.				
Key Performance Indicator:	Number of Internet sessions	158,446	162,407	142,368	142,368
Key Performance Indicator:	Visits to Library's web pages	570,565	584,829	490,166	490,000
STRATEGY:	Foster technology competency by increasing self-service circulation transactions 5% per year.				
Key Performance Indicator:	Percent of circulation transactions performed by the customer	41.05%	45.00%	43.17%	43.20%

SUMMARY OF EXPENDITURES AND REVENUES

LIBRARY

	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	2,915,991	3,100,143	3,115,858	1%
OPERATING EXPENSES	903,165	1,033,430	1,025,555	-1%
CAPITAL OUTLAY	66,478	13,500	-	-100%
TOTAL EXPENDITURES:	3,885,634	4,147,073	4,141,413	0%
TOTAL REVENUES:	569,705	625,705	572,623	-8%
TOTAL NET COST:	3,315,928	3,521,368	3,568,790	1%

MUSEUM

Established in 1898, Cape Fear Museum of History and Science is the oldest history museum in North Carolina. Since receiving American Alliance of Museums re-accreditation in August 2010, the Museum has continued to operate with a commitment to excellence and the highest professional standards of museum operation and public service. Cape Fear Museum collects, preserves, and interprets objects relating to the history, science, and cultures of the Lower Cape Fear, and makes those objects and their interpretation available to the public through educational exhibits and programs. Staff develops and implements exhibits, events, lectures, and workshops that engage visitors of all ages. Cape Fear Museum promotes life-long learning by offering pre-school learning opportunities, school programs linked to National Common Core State Standards and North Carolina Essential Standards, internship experiences, teacher training, family and adult programs, and volunteer opportunities. The Strategic Framework adopted in 2002, and revised annually, will continue to be critically reviewed by boards and staff especially as it aligns and supports the updated New Hanover County Strategic Plan.

FY14-15 ACCOMPLISHMENTS

- Started construction on the Outdoor Learning Environment, the new community park adjacent to the Museum. The official opening of the park is scheduled for September 2015. Visitors to the park will be able to engage with hands-on exhibits, explore gardens featuring native and adaptive plants, learn about historic objects and images, and enjoy special educational activities.
- Presented six new exhibits to the public. Museum staff curated and fabricated all exhibits presented this year including *WW II: A Local Artist's Perspective*, *Make it Work*, *Reflections in Black and White*, *Collection Selections: Communications*, *Collections Selections: Fort Fisher*, and the *Greater Wilmington Sports Hall of Fame Retrospective*.
- Delivered curriculum-based educational programs to more than 16,000 school children, serving more than 600 schools, camps and day cares. The Museum continues to provide the *Forces and Motion* science field trip program to all New Hanover County first grade students and the *People of the Past* history program to all New Hanover County fourth graders.
- Hosted new family programs during weekends, holidays and summer breaks. Working to serve families when school is out, the Museum developed a number of new offerings including *Family Science Saturdays*, *Sky Quest*, *Summer Pop-Ups*, and *Try It* weeks, welcoming more than 1850 children and adults to the Museum.
- Provided preservation services to citizens. Museum staff assisted 101 individuals with research, object identification and preservation advice. More than 640 photographic images from the collection were shared with the public, filling an average of 12 requests weekly.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Support programs to improve educational performance. Deliver value for taxpayer money.				
STRATEGY:	Increase volunteer hours to support Museum educational programs, public events, exhibitions, and collections care.				
Key Performance Indicator:	Increase total number of volunteer hours 2% annually	N/A	N/A	N/A	2%
KEY STRATEGIC OBJECTIVE:	Market and promote New Hanover County resources				
STRATEGY:	Increase the annual number of visitors				
Key Performance Indicator:	Increase total number of visitors 3% annually	N/A	-12%	7%	8%

MUSEUM

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Deliver value for taxpayer money				
STRATEGY:	Enhance and add recreational, cultural, and enrichment amenities and quality programs that will provide engaging, inquiry-based learning experiences for visitors of all ages.				
Key Performance Indicator:	95% of programs rated "Very Good" or "Excellent"	99%	96%	96%	96%

SUMMARY OF EXPENDITURES AND REVENUES

MUSEUM

	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	884,972	937,166	976,753	4%
OPERATING EXPENSES	120,019	272,489	118,431	-57%
TOTAL EXPENDITURES:	1,004,990	1,209,655	1,095,184	-9%
TOTAL REVENUES:	194,819	295,765	254,877	-14%
TOTAL NET COST:	810,172	913,890	840,307	-8%

NORTH CAROLINA STATE UNIVERSITY EXTENSION SERVICE

The North Carolina State University Extension Service represents a collaborative effort of county, state and federal governments, extending the educational resources of the state's two land-grant universities – North Carolina State and North Carolina A&T State. Extension information helps people solve problems and improve the quality of their lives by providing unbiased, research-based information in the areas of consumer and commercial horticulture, 4-H youth development and environmental issues including water quality, pesticide application and storm water management. Unique to the New Hanover County program is the Arboretum – a seven-acre display garden and outdoor laboratory/classroom.

While Extension staff members are considered employees of the universities, New Hanover County provides funding for salaries and benefits at differing levels depending on the position. New Hanover County also owns and maintains the buildings, facilities and gardens.

Private funding to support educational programs and garden improvements is provided through the New Hanover County Friends of the Arboretum and the New Hanover County Master Gardener Association. The two largest annual fundraisers are spring's Master Gardener Plant Sale and autumn's Art in the Arboretum.

North Carolina State University Extension's mission supports initiatives included in the 2011 New Hanover County Strategic Plan. The Arboretum's Ten-Year Plan, adopted in 2010 and modified each year since, outlines aggressive improvements to the display garden enhancing aesthetics and educational opportunities.

The largest project of 2014/15 is the Durwood Baggett Contemplation Garden honoring all of those who have served or are serving in the five branches of the armed forces. This garden includes a five-circuit labyrinth of concrete pavers, benches, a seat wall, display of the five service flags and extensive plantings. This garden will be dedicated on Veteran's Day, November 11, 2015.

The long-awaited and much-delayed improvements to the main parking lot should be accomplished during the fall/winter of 2015/16. The re-permitting process consumed one year but have finally been issued. Previously delayed by the Northeast Interceptor sewer line project which has since been completed, we expect no more roadblocks to implementation of project.

Programs offered through 4-H provide opportunities for youth to increase their knowledge of basic life skills including citizenship, public speaking, healthy lifestyles and opportunities related to STEM (science, technology, engineering and math).

Efforts of Extension's program in environment and natural resources programming have led to collaborative partnerships with government organizations and private non-profits to improve water quality. Examples include rain garden workshops and demonstrations and educational programming related to native plant use and composting.

North Carolina State University's Biological and Agricultural Engineering program added an Extension Associate headquartered at the Arboretum to manage research and demonstration projects throughout southeastern North Carolina. Three graduate students in this program currently have research projects in the area expanding our knowledge to better serve the citizens of the Cape Fear region.

FY14-15 ACCOMPLISHMENTS

- Used research-based information and knowledge to help people solve problems through our on-site and remote plant clinics, one of Extension's most important and visible roles. During 2014/15 the on-site clinic had over 6,000 individual consultations valued in excess of \$300,000. While fewer specific problems are solved at remote clinics during farmer's markets, an additional 450 received information and advice there.

- Enriched the lives of almost 4,000 county youth through the 4-H program using partnerships with Farm Bureau, the Ability Garden, Master Gardeners and support from staff members. Acres of Adventures is a six-lesson school enrichment curriculum for third through fifth graders that teaches students about agriculture and where food actually is produced. Embryology in the Classroom supports the second grade science curriculum and helps students relate science to real life by observing the development of eggs into chicks in their classroom. There was a 40% increase in youth participation from the previous year. Served over 1,200 individuals with special needs during the year through the Ability Garden, our horticultural therapy program. A strong partnership with DREAMS and a long-term project with Codington Elementary School's Special Needs classes complimented the on-site work.
- Continued improvements in the Display Garden. Grant funds provided by the Cape Fear Garden Club with additional manpower and financial support from the Tidewater Camellia Club facilitated the planting of 45 additional cultivated varieties in fall 2014. About 40 more will be added in fall 2015. Smaller projects enhancing safety and aesthetics include new retaining walls in the Butterfly Border, stacked-stone walls at the parking lots entrances, and privacy fencing/ gates to control public access when the offices are closed but the garden is open.
- Provided two pesticide licensing schools and related testing. For entrepreneurs involved in landscape maintenance and installation businesses, securing and maintaining a valid pesticide applicator's license is vital. In North Carolina any application of any pesticide for pay requires this license even something as simple as Roundup for weed control. Extension supports these efforts by partnering with the North Carolina Department of Agriculture and Consumer Services and N.C. State University to offer two pesticide licensing schools annually which includes testing to acquire a new license. 135 people participated in these schools during FY14-15. Pesticide licenses require continuing education credits to remain in force which vary with the type of license held. Over 1,500 license holders took advantage of recertification opportunities in New Hanover County during FY14-15 including the annual Pro Day event in February. This and partnerships with Atlantic Irrigation and John Deere Landscapes offered 12 credit hours locally – more than adequate to maintain any of the pesticide licenses.

NORTH CAROLINA STATE UNIVERSITY EXTENSION SERVICE CONTINUED

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Provide health and wellness education, programs and services.				
STRATEGY:	To increase the intellectual growth and development of life skills among all youth by participation in 4-H.				
Key Performance Indicator:	Number of 4-H youth participating in educational programs and opportunities	2,900	2,900	3,900	4,200
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Enhance and add recreational, cultural and enrichment amenities.				
STRATEGY:	Continue Display Garden improvements to enhance public safety, improve the educational mission and provide additional opportunities for fundraising through				
Key Performance Indicator:	% of projects completed by deadline and within budget	100%	100%	85%	100%
STRATEGY:	Using New Hanover County's and NCSU Extension Service's respective strategic plans, continue to evaluate and implement methods of delivering information and providing informal educational opportunities efficiently and effectively.				
Key Performance Indicator:	Number of volunteers participating	250	250	325	330
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Protect the environment through innovative programs.				
STRATEGY:	Provide at least six certification/recertification opportunities for licensed pesticide applicators annually.				
Key Performance Indicator:	Number of licensees attending certification/recertification opportunities	1,500	1,500	1,550	1,500
STRATEGY:	Educate homeowners and landscape professionals about alternative stormwater management techniques including rain gardens, constructed wetlands, cisterns, etc.				
Key Performance Indicator:	# of residents/landscape professionals participating in educational opportunities	N/A	N/A	270	300

NORTH CAROLINA STATE UNIVERSITY EXTENSION SERVICE CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES**NCSU EXTENSION SERVICE**

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	62,479	100,991	139,318	38%
OPERATING EXPENSES	359,995	426,524	390,960	-8%
CAPITAL OUTLAY	-	-	7,500	0%
TOTAL EXPENDITURES:	422,474	527,515	537,778	2%
TOTAL REVENUES:	27,893	24,716	26,000	5%
TOTAL NET COST:	394,581	502,799	511,778	2%

PARKS AND GARDENS

The Parks and Gardens Department strives to maintain and operate parks and facilities that enrich the lives of the community and promote an overall healthier lifestyle. The department manages 1,000 acres of school properties, over 600 acres of non-park properties, and 1,300 acres of park properties including Airlie Gardens, an historic landmark that encompasses 67 acres of quintessential Southern landscape featuring azaleas, camellias, statuary and the historic 459 year old Airlie Oak as well as the world-renowned Minnie Evans' tribute garden.

Also managed by the Parks and Gardens Department is the New Hanover County Executive Development Center (EDC) which is conveniently located in central Wilmington. The EDC provides newly remodeled office and meeting spaces for conferences, social gatherings and special events.

FY14-15 ACCOMPLISHMENTS

- Hosted several activities and events to engage the public: Two Food Truck Frolics, Family Fun Night at Airlie, and the Ogden Beautification Event. Also held events to introduce and promote wellness and active lifestyles through Kids in Parks event, Smith Creek Park TRACK Trail, Wellness Walks, and the Geocaching Challenge.
- Partnered with NHC Library to expand the Storywalk program to additional parks as well as introduced five Little Free Libraries at various parks throughout the County.
- Enhanced the parks and gardens experience for guests through capital projects such as the Airlie Gardens sidewalk expansion, design of the Ogden Skatepark and began construction of improvements to the Northern Regional Park at Castle Hayne.
- Hosted 442 meetings with 17,579 attendees at the Executive Development Center this year, bringing annual revenues to approximately \$60,000.
- Extended two year agreement with New Hanover County Schools to maintain landscape at 47 school properties.
- Increased interpretive services at Airlie Gardens by offering programming such as weekly Butterfly Releases during summer.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Intelligent Growth and Economic Development and Effective County Management				
KEY STRATEGIC OBJECTIVE:	Protect the environment through innovative programs. Create and support an engaged workforce.				
STRATEGY:	To increase the number of volunteers and improve volunteer retention in Parks and Gardens.				
Key Performance Indicator:	Volunteer hours annually	4,300	5,637	6,920	7,000
STRATEGY:	To effectively maintain Environmental Education Programs to serve New Hanover County Schools.				
Key Performance Indicator:	School programs to all grade levels, and public/private attended/attendance	163/5,350	157/4,784	92/3898	100/4500
STRATEGY:	To establish a premier historic garden with cultural and environmental educational programs that serve the residents and visitors of New Hanover County.				
Key Performance Indicator:	To increase the number of visitors and tourists annually	107,000	106,000	104,000	105,000
STRATEGY:	To effectively and efficiently manage maintenance and operations of Parks and Gardens' numerous recreational facilities.				
Key Performance Indicator:	Park and gardens: number of acres owned/acres maintained per grounds employee	1,900/43	1,900/43	1,900/43	1,950/43

PARKS AND GARDENS

SUMMARY OF EXPENDITURES AND REVENUES

PARKS AND GARDENS

	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	3,055,122	3,215,183	3,373,290	5%
OPERATING EXPENSES	2,077,277	2,009,993	2,141,904	7%
CAPITAL OUTLAY	231,173	796,500	63,000	-92%
TOTAL EXPENDITURES:	5,363,572	6,021,676	5,578,194	-7%
TOTAL REVENUES:	403,782	409,828	381,819	-7%
TOTAL NET COST:	4,959,790	5,611,848	5,196,375	-7%



DEBT SERVICE FUND

A Debt Service Fund was established by the adoption of the FY15-16 budget, effective July 1, 2015. This fund was established to account for the 2 cents tax increase approved in the FY15-16 budget. The basis for the 2 cent tax increase is to exclusively service debt obligations the County currently faces for voter-approved bonds in 2006 and 2008. This separate Debt Service Fund will provide transparency in showing the incremental revenue raised from the property tax increase is only used for the stated purpose of servicing debt obligations.

For details on all County debt, see Debt Management section.

SUMMARY OF EXPENDITURES AND REVENUES**NEW HANOVER COUNTY DEBT FUND**

	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
PRINCIPAL ON BONDED DEBT	-	-	7,650,000	100%
INTEREST ON BONDED DEBT	-	-	6,753,914	100%
TOTAL EXPENDITURES:	-	-	14,403,914	100%
REVENUES:				
AD VALOREM TAXES	-	-	5,946,921	100%
TRANSFER IN FROM GENERAL FUND	-	-	6,486,678	100%
INTERGOVERNMENTAL REVENUE - FEDERAL	-	-	677,989	100%
INTERGOVERNMENTAL REVENUE - OTHER	-	-	1,292,326	100%
TOTAL REVENUES:	-	-	14,403,914	100%

EMERGENCY TELEPHONE SYSTEM - ARTICLE 3 FUND

The Emergency Telephone System – Article 3 Fund is a special revenue fund established as required through legislation effective January 1, 2008. It is used to account for the funds received from the North Carolina 911 Board for eligible operating expenses and improvements to the County's Public Safety Communications Center. Article 3 of the new legislation replaced Article 1, which provided for local collection of landline fees; and Article 2, which provided for state collection of wireless fees from service providers. The consolidated collection and disbursement process specified that previously existing funds for Article 1 and 2 be closed. Therefore, the County's funds for Article 1 and 2 were closed in FY07-08 and this new fund was established for fees received by the County from the North Carolina 911 Board through Article 3.

Through Article 3, a North Carolina 911 Board was created to consolidate the state's Enhanced 911 System under a single Board with a uniform 911 service charge. The service charge paid by communication providers to the North Carolina 911 Board is used to integrate the state's 911 system and enhance efficiency and accountability. All funds received by the County from the 911 Board are processed through the Emergency Telephone System – Article 3 Fund.

SUMMARY OF EXPENDITURES AND REVENUES**EMERGENCY TELEPHONE SYSTEM - ARTICLE 3 FUND**

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
OPERATING EXPENSES	356,285	413,215	561,208	36%
CAPITAL OUTLAY	25,701	-	2,891,077	100%
TOTAL EXPENDITURES:	381,986	413,215	3,452,285	735%

ENVIRONMENTAL MANAGEMENT FUND

The Environmental Management Department provides comprehensive recycling and solid waste disposal services to residents and businesses within New Hanover County. The Department currently operates a lined sanitary landfill, seven drop-off recycling sites, and a household hazardous waste and electronic waste collection facilities.

FY14-15 ACCOMPLISHMENTS

- Assumed operational control of the recycling drop-off site from the Town of Wrightsville Beach without disruption to residents and without additional personnel.
- Initiated deconstruction of a large portion of the former Wastec facility in preparation for site rehabilitation and reuse. At the end of the fiscal year, over 85% of the targeted structures have been decommissioned and deconstructed.
- Partnered with New Hanover County Public Libraries, Cape Fear Community College, and the Fort Fisher Aquarium to provide battery recycling collection points. Since inception, over 2,100 pounds of batteries have been collected from these locations and recycled.
- Solicited bids and awarded a contract for installation of an automated system for the processing and diversion of construction and demolition debris at the landfill. The system is expected to divert over 60,000 tons per year away from landfill disposal. The Department was awarded a \$30,000 recycling grant from the North Carolina Department of Environment and Natural Resources (NCDENR) in support of this project.
- Awarded a contract for the final closure of 10 acres of disposal cells at the New Hanover County Landfill. This project, once complete, will dramatically reduce the generation of leachate (wastewater that must be treated) at the site.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Intelligent Growth and Economic Development				
KEY STRATEGIC OBJECTIVE:	Protect the Environment through Innovative Programs				
STRATEGY:	Divert Household Hazardous Waste and Electronic Waste from Landfill Disposal				
Key Performance Indicator:	Pounds of Materials Diverted	290,048 ¹	526,118	675,842	710,000
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Increase Efficiency and Quality of Key Business Processes				
STRATEGY:	Efficient Landfill Airspace Utilization				
Key Performance Indicator:	Pounds per Cubic Yard	2,007	2,095	2,101	2,100

¹ Implemented a permanent facility on 5/15/13

ENVIRONMENTAL MANAGEMENT FUND CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES**ENVIRONMENTAL MANAGEMENT FUND**

	2014	2015	2016	PERCENT
EXPENDITURES:	ACTUAL	ADOPTED	ADOPTED	CHANGE
SALARIES & BENEFITS	1,882,383	1,881,644	1,910,524	2%
OPERATING EXPENSES	7,638,768	5,256,852	4,533,151	-14%
DEBT SERVICE	427,083	792,966	513,407	-35%
CAPITAL OUTLAY	2,090,010	1,677,000	1,040,000	-38%
TRANSFERS TO OTHER FUNDS	1,131,000	4,819,869	4,118,869	-15%
ADMIN RESERVE	-	918,320	745,549	-19%
TOTAL EXPENDITURES:	13,169,243	15,346,651	12,861,500	-16%

NEW HANOVER COUNTY SCHOOLS FUND

The New Hanover County Schools Fund is a special revenue fund used to account for the one-half cent sales tax funds, North Carolina Public Schools Building Fund, and transfers from the General Fund. Expenditures from this fund support New Hanover County Public Schools' operations, debt service, and building renovation and construction.

The state of North Carolina assumes primary responsibility for public elementary and secondary schools; however, the financial responsibility for certain areas of public education is delegated to the counties. Federal financial support is also received by the public schools for various programs, including vocational education, lunches, library resources, textbooks and special education, etc. Specifically, North Carolina General Statutes require counties to provide funding for:

- Buildings, furniture, and apparatus
- Garage and maintenance equipment for school buses
- Liability insurance
- Plant maintenance
- School site
- Proper furnishings for the office of the Superintendent
- Supplies for school buildings, including books and other instructional supplies
- Water supply and sewerage facilities

School construction and renovation projects may be funded by counties through general obligation school bond issues, multi-year contracts for payment of capital outlay expenditures, or current revenue appropriated annually. Further, two local option one-half cent sales taxes (Articles 40 and 42) help fund capital outlay. The North Carolina General Statutes require that 30% of Article 40 and 60% of Article 42 sales taxes be used for County public school capital outlay expenditures.

North Carolina local school systems are not authorized to levy taxes. School district taxes, if any, must be levied by the counties. New Hanover County does not levy a school district tax.

New Hanover County provides funding for the New Hanover County Schools through current County revenues and debt financing. As with other North Carolina counties, New Hanover County Schools receive a larger share of County dollars than any other single program.

NEW HANOVER COUNTY SCHOOLS FUND CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

NEW HANOVER COUNTY SCHOOLS FUND

	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
OPERATING EXPENSES	66,864,786	70,654,309	70,610,100	0%
CAPITAL OUTLAY	-	-	3,000,000	10%
DEBT SERVICE	19,966,932	19,961,600	20,063,992	1%
TOTAL EXPENDITURES:	86,831,718	90,615,909	93,674,092	3%
REVENUES:				
TRANSFER IN FROM GENERAL FUND	86,373,093	86,672,895	93,498,424	8%
INTERGOVERNMENTAL REVENUE - FEDERAL	210,171	193,014	175,668	-9%
INSTALLMENT DEBT ISSUED	-	2,750,000	-	-100%
APPROPRIATED FUND BALANCE	-	1,000,000	-	-100%
INTEREST ON INVESTMENTS	4,364	-	-	0%
TOTAL REVENUES:	86,587,628	90,615,909	93,674,092	3%

In addition to direct school system funding, the County also provides \$600,000 of maintenance service through the Parks and Gardens Department for landscaping and field repairs and more than \$1.4 million in local funding for School Resource Officers to augment the state funded SROs.

The School Fund is combined with the General Fund in all summaries in the document. The \$93.5 million transfer between the funds is excluded from the summaries.

ROOM OCCUPANCY TAX FUND

Room Occupancy Tax Funds are collected through a special tax on room occupancy rental in New Hanover County. According to the formula stipulated by North Carolina General Statutes, 3% of the room occupancy tax is used for beach renourishment (60%) and countywide tourism (40%). This is applicable to all areas within New Hanover County, with the exception of the Wilmington Convention Center District (WCCD). Only this first 3% tax is appropriated and, therefore, reported in the budget document.

Within the boundaries of the WCCD, a 6% room occupancy tax is levied and designated currently to the Convention Center account. Currently, 100% of room occupancy tax collected by the WCCD is used for the Convention Center account. The Convention Center District is the area between Isabel S. Holmes Bridge to the Cape Fear Memorial Bridge with Fourth Street on one side and the Cape Fear River on the other side.

The legislation provides for an additional 3% levy for Carolina, Kure, and Wrightsville Beaches and is designated for promotion of their communities (50%) and expenditures related to tourism activities (50%). The additional 3% that is collected by the unincorporated areas in the County after July 1, 2014 is dedicated two-thirds to promotion of the unincorporated areas and one-third to tourism activities in the unincorporated area. The second 3% of the room occupancy tax is classified as an agency fund and is, therefore, not reported in the budget document.

Revenue from the Room Occupancy tax is anticipated to increase between FY14-15 and FY15-16 and the positive growth rate is expected to continue into FY16-17.

SUMMARY OF EXPENDITURES AND REVENUES**ROOM OCCUPANCY TAX FUND**

	2014	2015	2016	PERCENT
	ACTUAL	ADOPTED	ADOPTED	CHANGE
EXPENDITURES:				
OPERATING EXPENSES	4,340,647	3,878,144	9,351,617	141%
TRANSFERS TO OTHER FUNDS	-	240,000	4,855,000	1923%
TOTAL EXPENDITURES:	4,340,647	4,118,144	14,206,617	245%
TOTAL REVENUES:	9,181,095	4,118,144	14,206,617	245%
TOTAL NET COST:	(4,840,448)	-	-	0%

SPECIAL FIRE SERVICE DISTRICT FUND

Fire Services provides a full-service emergency response system that includes fire, rescue, medical and technical incident response, utilizing eight fire stations located throughout the unincorporated areas of New Hanover County. Stations are staffed 24 hours per day, 365 days per year with both career and volunteer staff. In addition, the Department provides code enforcement, fire investigations, public education and logistical support for the fire service community.

Fire Services provides service through three major divisions. The Operations Division is responsible for service delivery. The Administration Division is accountable for budgeting, hiring, procurement and planning. The Logistics Division is responsible for countywide equipment purchase and maintenance, facility evaluations and capital projects.

FY14-15 ACCOMPLISHMENTS

- Added new Positions - 6 Driver/Operators and 3 Captains which provided supervision for all companies on all shifts and reduces overtime.
- Took delivery of new Tender which increased water hauling capability in areas without fire hydrants.
- Completed parking lot renovation at Fire Station 12-Sutton Lake.
- Completed Fire Station Alerting System to allow us to eliminate dependency on very high frequency (VHF) paging.
- Completed phase I of II to replace automated external defibrillators (AED) with new equipment that integrates with current EMS cardiac care equipment for enhanced continuity of patient care.
- Determined specifications and placed order for new 100 foot aerial apparatus.
- Completed Fire Station 18-Myrtle Grove kitchen renovation.

KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention. Provide health and wellness education, programs and services.				
STRATEGY:	To decrease the number of incidents per capita by providing fire code enforcement, public education and risk reduction projects.				
Key Performance Indicator:	Incident Responses per 1000 capita ¹	58	64	68	74
STRATEGY:	To respond to at least 70% of all emergency incidents in less than seven minutes from time of incident notification; with a consistent turnout time of 80 seconds or less.				
Key Performance Indicator:	% of calls with arrival time less than seven minutes from time of notification 90% of the time	79%	76%	82%	81%
Key Performance Indicator:	% of calls with turnout time less than 80 seconds	63%	67%	69%	67%
STRATEGY:	To decrease the rate of preventable fires through education, enforcement, and risk reduction. (Does not include incidents still under investigation.)				
Key Performance Indicator:	% of fires in residential properties	23%	21%	21%	23%
Key Performance Indicator:	% of structure fires in properties NHC inspects	3%	1%	4%	3%

¹ Out of district responses are not included in the per capita calculation. These incident responses account for only 1.5% to .5% of total annual responses over the past three years.

SPECIAL FIRE SERVICE DISTRICT FUND CONTINUED

KEY PERFORMANCE INDICATORS (KPIS)		FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Projected
FOCUS AREA:	Superior Public Health, Safety and Education				
KEY STRATEGIC OBJECTIVE:	Increase public safety and crime prevention. Provide health and wellness education, programs and services.				
STRATEGY:	To increase the level of emergency medical care throughout the Fire District.				
Key Performance Indicator:	% of cardiac saves	31%	31%	29%	33%
FOCUS AREA:	Effective County Management				
KEY STRATEGIC OBJECTIVE:	Hire, develop, and maintain talented people.				
STRATEGY:	To increase the percentage of firefighters with up to date certifications for fire and rescue response.				
Key Performance Indicator:	% of firefighters who are certified; this include all career and volunteer members.	94%	96%	84%	95%

SUMMARY OF EXPENDITURES AND REVENUES

FIRE SERVICES FUND

	2014 ACTUAL	2015 ADOPTED	2016 ADOPTED	PERCENT CHANGE
EXPENDITURES:				
SALARIES & BENEFITS	7,436,097	8,079,664	8,673,930	7%
OPERATING EXPENSES	2,698,499	2,937,451	2,972,177	1%
DEBT SERVICE	856,585	651,036	590,301	-9%
CAPITAL OUTLAY	409,058	1,116,195	823,680	-26%
TRANSFERS TO OTHER FUNDS	-	-	720,000	100%
TOTAL EXPENDITURES:	11,400,239	12,784,346	13,780,088	8%



1.0 Purpose

To maintain strong financial performance, the Capital Improvement Plan is essential to identify capital needs, establish priorities, develop defined project schedules and project fiscal resources for New Hanover County. Capital projects, for the purpose of the Capital Improvement Plan (CIP), are generally defined as fixed assets that have a useful life greater than five years, have a cost of \$100,000 or more and require more than 12 months to complete. Regular purchases of vehicles and equipment for routine operations and most maintenance and repair cost for County facilities are funded through the annual operating budget.

A CIP Committee was established to evaluate capital improvement project requests. The committee includes staff from Property Management, Engineering, Finance, Budget, Legal, and Risk Management. Each request for a capital improvement project is rated based on predetermined criteria related to how the project improves safety, meets mandates, completes an existing project, increases tax base, enhances economic development, the project's impact to services, the financing source, any changes to operating cost, effects to the environment, and the readiness of the project. In this process, the long-term objectives of the County are reviewed and translated into a more specific and well defined, multi-year plan of five years. In January, the committee recommends the CIP to the County Manager.

The County Manager recommends a final Five-Year CIP to the Board of Commissioners for adoption with the annual budget. The CIP adopted by the Board may be amended as needed to allow for changing capital priorities and fiscal constraints. The FY16 CIP was adopted by the Board of Commissioners, which included endorsement of the following four years.

2.0 Dedicated Revenue for Capital Reserve Fund

General Statute 153-18, authorizes local government entities to establish a capital reserve fund for any purpose that the local government is authorized to issue bonds. The capital reserve fund shall be established by the Board of Commissioners' adoption of a resolution or ordinance which states the purposes for which the fund is created, the approximate periods of time during which the funds are to be accumulated for each purpose, the approximate amounts to be accumulated for each purpose, and the sources of funds for each purpose. The resolution or ordinance may be amended. Withdrawals from the capital reserve fund are authorized by resolution or ordinance for the purposes specified in the establishment ordinance or resolution or amendments to the original ordinance or resolution.

The New Hanover County Board of Commissioners has formally established the goal of maintaining unassigned fund balance in the General Fund in an amount of twenty-one percent (21%). A portion of fund balance in excess of twenty-one percent shall be transferred to the Capital Reserve Fund, as determined by the County Manager.

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

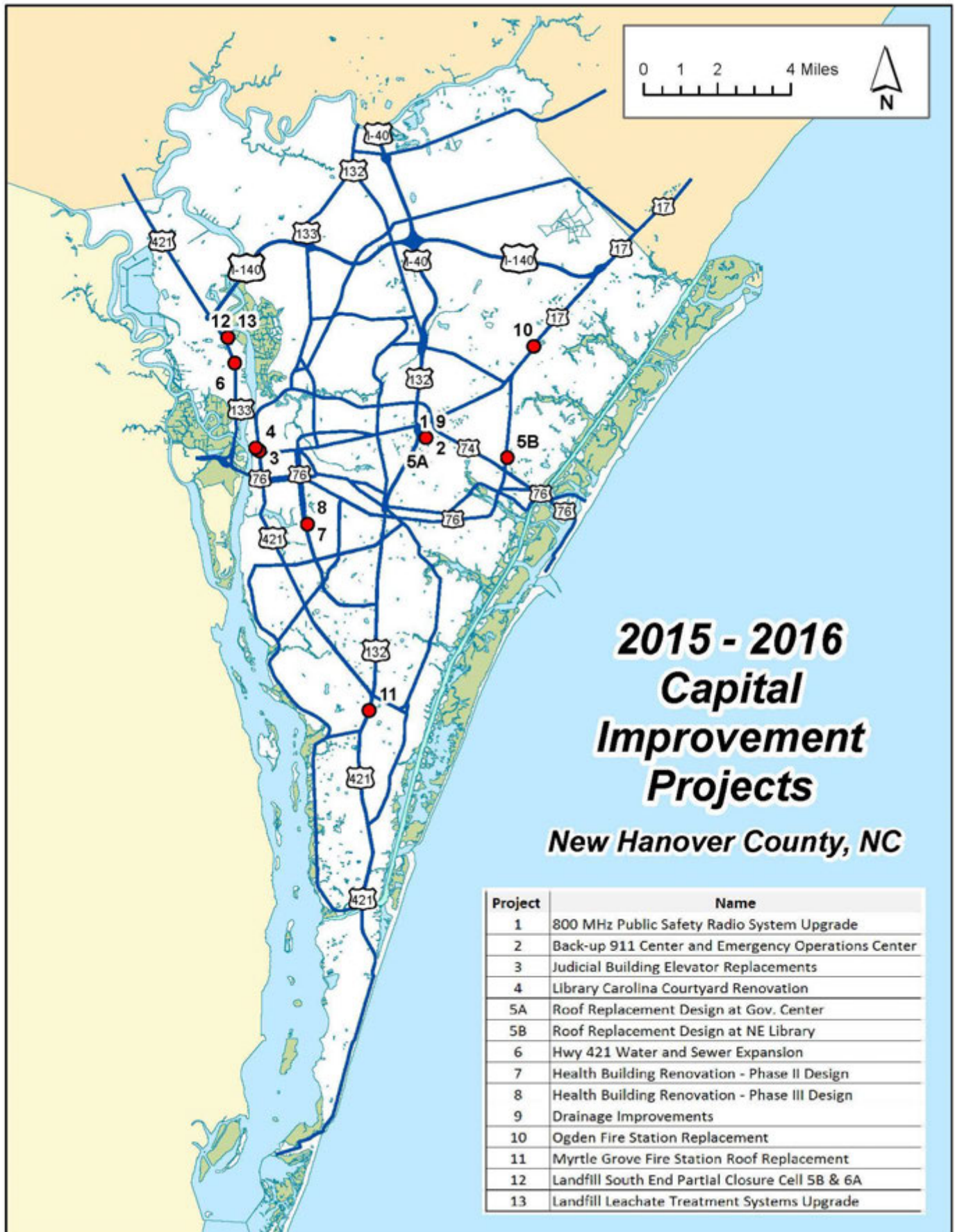
3.0 Current Capital Improvement Projects – General Fund Departments¹

		FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Emerg Mgt	800 MHz Public Safety Radio System Update	1,950,000					1,950,000
Emerg Mgt	Back-up 911 Center and Emergency Operations Center	901,077					901,077
Prop Mgt	Elevator Replacements	640,000	470,000				1,110,000
Library	Carolina Courtyard Renovation	302,000					302,000
Prop Mgt	Roof Replacements; Gov Ctr/Main and NE Libraries	13,000	455,000				468,000
Prop Mgt	HVAC Replacements: Main and NE Library	253,000	500,000				753,000
Econ Dev	Hwy 421 Water & Sewer Expansion	100,000	2,975,000	2,975,000	2,975,000	2,975,000	12,000,000
Health	Health Building Renovation - Phase II	400,200	3,902,000				4,302,200
Health	Health Building Renovation - Phase III	13,500	135,000				148,500
Engineering	Drainage Improvements	140,000	140,000	140,000	140,000	140,000	700,000
Prop Mgt	Government Center Physical Plant		1,000,000	1,000,000			2,000,000
Pks & Gdn	Castle Hayne/Northern Regional Park Phase 2		60,000	2,925,000			2,985,000
Pks & Gdn	Ogden Park Walking Trail		10,000	350,000			360,000
Library	Myrtle Grove Branch Library		300,000	2,464,680	1,330,840		4,095,520
Plan & Insp	Bike/Ped South Smith Creek Trail		345,000	255,000			600,000
Plan & Insp	Bike/Ped Middle Sound Loop Road Widening Project		172,500	127,500			300,000
Pks & Gdn	Olsen Park Phase 2			180,000	854,050		1,034,050
Pks & Gdn	Smith Creek Park Phase 2A			80,000	1,000,000		1,080,000
Sheriff	Detention Expansion			3,612,787	27,975,336		31,588,123
Pks & Gdn	Kings Grant Improvements			275,000			275,000
Elections	Precinct Equipment Replacement			1,271,000			1,271,000
Plan & Insp	Bike/Ped Laney High School Greenway			1,640,719	1,072,777	1,072,777	3,786,273
Plan & Insp	Bike/Ped Market Street Multi-Use			650,000	425,000	425,000	1,500,000
Pks & Gdn	Synthetic Turf Field					900,000	900,000
TOTAL EXPENDITURE		4,712,777	10,464,500	17,946,686	35,773,003	5,512,777	74,409,743

SOURCES OF REVENUE

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
911 Grant - 800 MHz Public Radio System Update	1,185,687					1,185,687
911 Fund Balance	716,434					716,434
Monthly Surcharge Distribution	47,879					47,879
911 Grant - Back-up 911 Center & EOC	901,077					901,077
Park Bonds - Library Carolina Courtyard	150,000					150,000
Fund raising - Library Carolina Courtyard	52,000					52,000
Book sales - Library Carolina Courtyard	100,000					100,000
Loan proceeds - Hwy 421 Water & Sewer	-	2,975,000	2,975,000	2,975,000	2,975,000	11,900,000
General Fund operating - Hwy 421 Water & Sewer	100,000					100,000
Escrow - Medicaid Maximization Funds - Health Renov	413,700	382,124				795,824
County Credit - Olsen Park Phase 2			180,000	229,670		409,670
Possible Grant - PARTF Castle Hayne/Northern Regional			350,000			350,000
Fund raising - Myrtle Grove Library			150,000			150,000
Possible Grants for Bike & Pedestrian Projects		414,000	2,138,575	1,198,222	1,198,222	4,949,019
Loan proceeds - Detention Expansion			3,612,787	27,975,336		31,588,123
Sale of existing Myrtle Grove Library Property				1,200,000		1,200,000
Possible Grant - PARTF Smith Creek Phase 2A				500,000		500,000
Fund raising - Smith Creek Phase 2A				250,000		250,000
General Government Revenues	1,046,000	6,693,376	8,540,324	1,444,775	1,339,555	19,064,030
TOTAL REVENUE	4,712,777	10,464,500	17,946,686	35,773,003	5,512,777	74,409,743

¹ Does not include Fire Services and Environmental Management Fund projects. A summary for each of those funds precedes the individual project descriptions for the Fire Services and Environmental Management Funds.



CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: 800 MHz Public Radio System Update (software & equipment)

Department: Emergency Management

Description: New Hanover County's current public safety radio system was purchased in February 2007. New Hanover County's original Astro 25 system was Motorola's version 7.1. In 2010, the system operating software platform was upgraded to Motorola's Astro 25, version 7.4. Motorola is currently releasing version 7.14 of the Astro 25 platform. The original operating system utilized Microsoft's Windows XP platform, which is no longer supported by Microsoft. The infrastructure components of our Motorola Astro 25 system are approaching end-of-life for service and parts, including switches, network routers and servers.

Justification: This project provides necessary updates to the critical operating components of New Hanover County's 800 MHz public safety radio system. Failure to update these components increases the risk of aging components failing and causing system outages. The Motorola MCC7500 radio consoles will go on parts availability-only support in 2018.

Project Start Date: July 2015

Completion Date: June 2016

Expenditures to Date: \$ - **FY15-16 Budget Request:** \$ 1,950,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Radio system upgrade	\$ 1,950,000					\$ 1,950,000
						\$ 1,950,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Grant	\$ 1,185,687					\$ 1,185,687
911 fund balance	\$ 716,434					\$ 716,434
Mthly surcharge distrib	\$ 47,879					\$ 47,879
						\$ 1,950,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Back-Up 911 Center and Emergency Operations Center
Department: Emergency Management

Description: This project will provide New Hanover County with a back-up 911 and Emergency Operations Center. This capital project is contingent upon space being made available at the Federal Point Fire Station, 9815 River Road, or another suitable location. The FY16 adopted budget includes \$49,486 in a general operational line for building renovations.

Justification: New Hanover County's Emergency Operations Center and 911 Communications Center serve critical roles in assuring the health and safety of our residents and guests. These facilities contain the infrastructure required to provide 911 emergency telephone service to the public and house the personnel and equipment for dispatching all fire, EMS and law enforcement assets in the County. The EOC serves as the central operating hub for the County's emergency response and recovery functions during natural and man-made disasters and at other times when conditions warrant. The County's facilities are vulnerable to a wide variety of risks, including fire, earthquakes, tornadoes, hurricanes, winter storms, floods, severe thunderstorms, hazardous materials incidents, biological hazards, radiological incidents and acts of terrorism. Any of these incidents could render the existing 911 Center and EOC totally inoperable, resulting in the loss of critical services. Failure to have adequate back-up facilities presents an immediate and long-term risk for the County and its citizens.

Project Start Date: July 2015
Completion Date: June 2016

Expenditures to Date: \$ - **FY15-16 Budget Request:** \$ 901,077

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Equipment	\$ 860,413					\$ 860,413
Furniture	\$ 40,664					\$ 40,664
						\$ 901,077

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Grant	\$ 901,077					\$ 901,077
						\$ 901,077

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Utilities	\$ 20,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 116,000
Equipment maintenance	\$ 112,383	\$ 134,964	\$ 134,964	\$ 134,964	\$ 134,964	\$ 652,239
Supplies	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 37,500

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Elevator Upgrades
Department: Property Management

Description: This project will upgrade eight elevators in County-owned facilities, including five in the Judicial Building and one in the Main Library, Historic Court House, and Health Department. Funding of \$640,000 for four of the Judicial Building elevators was approved in the FY15-16 budget. The remaining elevators are scheduled for FY16-17.

Justification: These elevators are over twenty years old and are experiencing different levels of maintenance concerns. The most critical units are the elevators located in the Judicial Building. These units are experiencing extended downtimes, sometimes multiple at one time. Some parts for these units are no longer available and must be custom made. The safety features are functional, however, there are possible ADA concerns if elevators are not provided to needed areas. This greatly affects service level to citizens of the County.

Project Start Date: July 2015
Completion Date: June 2017

Expenditures to Date: \$ - **FY15-16 Budget Request:** \$ 800,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Judicial (5)	640,000	160,000				800,000
Main Library (1)		160,000				160,000
Historic Courthouse (1)		70,000				70,000
Health Department (1)		80,000				80,000
						\$ 1,110,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues	\$ 640,000	\$ 470,000				\$ 1,110,000
						\$ 1,110,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Carolina Courtyard Renovations
Department: Library

Description: As part of the 2008 Park Bond issue, the Library has \$150,000 available to create a better park experience in the Carolina Courtyard adjacent to Main Library. Preliminary conceptual work has been completed to transform the courtyard at 3rd and Chestnut Streets into an interactive learning space accessible from the library. This project will create a protected space accessible only through the library building and parklets on the park perimeter to attract visitors to the courtyard for a variety of activities.

Justification: Since construction of the parking deck in 2003, the Courtyard, which lost a quarter of its space, sits in the shadow of the 7-story garage. The Courtyard is experiencing problems with graffiti, loitering and littering. The Library has a strategic priority of Every Child Ready to Read and creating a literacy rich learning environment. Transformation of this space will extend library services for children and adults to the outdoors and create a welcoming exterior to attract citizens to the library and its multitude of resources. The Library's FY15 operating budget included \$48,000 for the design of the project.

Project Start Date: July 2015
Completion Date: June 2016

Expenditures to Date: \$ 48,000	FY15-16 Budget Request: \$ 302,000
Future Cost: \$ 302,000	
Total Project: \$ 350,000	

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Construction	\$ 302,000					\$ 302,000
						\$ 302,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Park bond	\$ 150,000					\$ 150,000
Fundraising	\$ 52,000					\$ 52,000
Book sale escrow	\$ 100,000					\$ 100,000
						\$ 302,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Interactive learning supplies		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
Groundskeeping		\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000
Security system	\$ 25,000	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 29,800
						\$ 81,800

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Roof Replacements

Department: Property Management

Description: This project will replace the roof area covering six departments in the Government Center and all of the North East Library. Roofs will be labeled cool roofs by industry standards insuring energy efficiency.

Justification: Non-functional roof systems are the primary source of water intrusion in a facility, major contributors to faulty indoor air quality in the work environment, hinder productivity, and promote bad health for a facility's occupants. Deterioration and/or age beyond life cycle of a system minimizes it's effectiveness in conserving energy and reducing costs. Replacement of these roofs enhances the County's ability to provide space for citizens and employees to do business and work easily.

Project Start Date: July 2015

Completion Date: June 2017

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ 13,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design	\$ 13,000					\$ 13,000
Government Center		\$ 255,000				\$ 255,000
NE Library		\$ 200,000				\$ 200,000
						\$ 468,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues	\$ 13,000	\$ 455,000				\$ 468,000
						\$ 468,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: HVAC Replacement

Department: Property Management

Description: This project will replace two large HVAC units at the Main Library and one large unit at the North East Library. All of these units are over fifteen years of age and have functioned, especially the North East Library, in extreme environmental conditions.

Justification: The purpose of this project is to replace units that are nearing the end of their life cycle, have been operating in a humid environment, which impacts maintenance and energy efficiency, and have a high utility cost. The longer these units remain the more inefficient they become. Because of the aging equipment the County must rely on outside contractors almost exclusively for service. More efficient and modern units will allow us to use in-house technicians for preventative maintenance.

Project Start Date: July 2015

Completion Date: June 2017

Expenditures to Date: \$ - **FY15-16 Budget Request:** \$ 253,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design	\$ 3,000					\$ 3,000
NE Library	\$ 250,000					\$ 250,000
Main Library		\$ 500,000				\$ 500,000
						\$ 753,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues	\$ 253,000	\$ 500,000				\$ 753,000
						\$ 753,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Hwy 421 Water and Sewer Expansion

Department: Economic Development

Description: To provide water and sewer to property owners on Highway 421.

Justification: This project will attract new business and expansion of existing business in New Hanover County. Boring has begun under the Cape Fear River that will provide the necessary tie-in to CFPUA lines.

Project Start Date: July 2015

Completion Date: June 2020

Expenditures to Date: \$ - **FY15-16 Budget Request:** \$ 100,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design	\$ 100,000					\$ 100,000
Construction		\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 11,900,000
						\$ 12,000,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General Fund operating	\$ 100,000					\$ 100,000
Loan proceeds (1)		\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 2,975,000	\$ 11,900,000
						\$ 12,000,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

(1) Estimated cash flow. Full \$11.9M will be borrowed at one time.

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Health Building Renovation Phase 2

Department: Health

Description: This project is to renovate first floor of health department building, 28,000 square feet, in two phases (2A and 2B) of approximately 14,000 square feet each. A two-step process for Phase 2 is recommended by architects to permit continuous operations with minimal disruption of activities.

Justification: This project will enhance delivery of service to Health Department programs and services in accordance with a 2012 space needs assessment, as well as address any Functional Collaboration and/or other directives that result from the Health and Human Services Study.

Project Start Date: July 2015

Completion Date: June 2017

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ 400,200

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Architect/engineer/testing (1)	\$ 400,200					\$ 400,200
Construction (1)		\$ 3,902,000				\$ 3,902,000
						\$ 4,302,200

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Medicaid Maximization Funds	\$ 400,200	\$ 382,124				\$ 782,324
General gov't revenues		\$ 3,519,876				\$ 3,519,876
						\$ 4,302,200

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

(1) Estimated cost provided by LS3P in preliminary work (October 2012)

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Health Building Renovation Phase 3

Department: Health

Description: This project will complete the Health Building renovations. Phase 3 will renovate the second floor of health department building, which is approximately 10,000 square feet.

Justification: This project will enhance delivery of service to Health Department programs and services in accordance with 2012 space needs assessment, as well as address any Functional Collaboration and/or other directives that result from the Health and Human Services Study. This is the third and last phase of the recommended Health Department overall renovation project.

Project Start Date: July 2015

Completion Date: June 2017

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ 13,500

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Architect/engineer/fees (1)	\$ 13,500					\$ 13,500
Building renovation (1)		\$ 135,000				\$ 135,000
						\$ 148,500

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Medicaid Maximization Funds	\$ 13,500					\$ 13,500
General gov't revenues		\$ 135,000				\$ 135,000
						\$ 148,500

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

(1) Estimated cost provided by LS3P in preliminary work (October 2012)

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Drainage Improvements

Department: Engineering

Description: This project is to make drainage improvements and emergency repairs in the unincorporated areas of the County.

Justification: This project is for making drainage repairs that are outside of the property owners capability. The projects improve community drainage and correct known drainage deficiencies. The work is primarily done in unowned right-of-ways. Usually these projects require US Army Corps of Engineers permits.

Project Start Date: July 1, 2009

Completion Date: on-going

Expenditures to Date: \$ 544,353

FY15-16 Budget Request: \$ 140,000

Future Cost: \$ 700,000

Total Project: \$ 1,244,353

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Improvements	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 350,000
Emergency repairs	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 350,000
						\$ 700,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 700,000
						\$ 700,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Government Center Physical Plant

Department: Property Management

Description: This project's goal is to build a physical plant on site at the Government Center that will house a central, efficient and controls driven HVAC system. This plant will replace the twenty plus roof top units that have varying life cycle ages.

Justification: This project's purpose is a comprehensive plan to centralize the HVAC function for the common and work areas in the Government Center. Centralization will improve efficiency, indoor air quality and comfort for the citizens and employees in the facility. Due to the age of the equipment, not funding this project will increase maintenance cost. Currently the facility has twenty rooftop units which require separate preventative maintenance procedures and various life cycle dates and minimize the County's ability to manage the facility's energy consumption.

Project Start Date: July 2016

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Installation		\$ 1,000,000	\$ 1,000,000			\$ 2,000,000
						\$ 2,000,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues		\$ 1,000,000	\$ 1,000,000			\$ 2,000,000
						\$ 2,000,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Castle Hayne/Northern Regional Park Phase 2

Department: Parks and Gardens

Description: The construction of Phase 2 of Castle Hayne/Northern Regional Park includes completion of multi-purpose trail, dog park, tennis court rehab, playground improvements, four additional lighted multi-purpose fields, restrooms, maintenance facility and parking and roadway improvements. This will complete the build-out of the park.

Justification: The County has identified a need for additional multi-purpose fields, as well as an appropriate "regional" facility in the northern area of the County. This completed park will be similar to Veteran's Park in the southern area of the County and Ogden in the central area of the County.

Project Start Date: July 2016

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/permitting		\$ 60,000				\$ 60,000
Construction			\$ 2,925,000			\$ 2,925,000
						\$ 2,985,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Possible PARTF Grant			\$ 350,000			\$ 350,000
General gov't revenues		\$ 60,000	\$ 2,575,000			\$ 2,635,000
						\$ 2,985,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General maintenance				\$ 7,000	\$ 7,000	\$ 14,000
Salaries & benefits				\$ 18,435	\$ 36,871	\$ 55,306
Utilities				\$ 18,000	\$ 18,000	\$ 36,000
Equipment					\$ 15,000	\$ 15,000
						\$ 120,306

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Ogden Park Walking Trail

Department: Parks and Gardens

Description: Currently, the off-road walking trail at Ogden Park is .3 miles. This project will extend the trail 1 mile.

Justification: One of the most popular activities in our parks is walking. We currently have a lot of walkers at Ogden Park but only have a .3 mile walking trail available. Since obesity is one of the nation's largest epidemics, any opportunity to provide fitness opportunities for our citizens should be considered.

Project Start Date: July 2016

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/permitting		\$ 10,000				\$ 10,000
Construction			\$ 350,000			\$ 350,000
						\$ 360,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues		\$ 10,000	\$ 350,000			\$ 360,000
						\$ 360,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Myrtle Grove Branch Library

Department: Library

Description: The purpose of this project is to replace the Myrtle Grove Branch Library. The need for a larger facility was first identified in Library's 2005-2010 Strategic Plan as a priority project and has since been reaffirmed as a priority need in the library's 2010-2015 Strategy Map and Plan. The enlargement of the 6,800 sq. ft. to a 20,000 sq. ft. facility would provide enough space to house an adequate and useful collection of new materials, a children's room with its own programming space for story time and other activities, a community meeting room with a capacity of 200-plus, and enough study and computer space to meet a variety of service demands.

Justification: The Myrtle Grove Branch Library was constructed in 1992 and was designed to meet the needs of the Monkey Junction area. Since that time, the service population has more than doubled (area population in 1990 was 31,227; in 2010 it was 73,256) and the growth is expected to continue to increase. By 2020 county planners project a population of almost 95,000 in a 5 mile radius of the branch. The original 6,800 sq. ft. of library space is no longer adequate to meet the growing needs of that community. Circulation for the last ten years has gone up 30.7%, visits to the library are up 35.5% and use of public access computers has risen over 200%. We are currently averaging around 200 children for Wednesday story times (three half-hour programs: lap sit, toddler time and preschool) which creates serious parking and space problems. If this project is not funded, the entire southern portion of the county will lack the services and facilities necessary to meet citizen needs. This will create large disparities between the services offered to resident's downtown and northeast sections of the county and those living in the southern sections of the county.

Project Start Date: July 2016

Completion Date: June 2019

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Architecture/design/fees		\$ 300,000				\$ 300,000
Construction			\$ 2,164,680	\$ 1,180,840		\$ 3,345,520
Furniture/fixtures/equipment			\$ 300,000	\$ 150,000		\$ 450,000
						\$ 4,095,520

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Sale of property				\$ 1,200,000		\$ 1,200,000
General gov't revenues		\$ 300,000	\$ 2,314,680	\$ 130,840		\$ 2,745,520
Fund raising			\$ 150,000			\$ 150,000
						\$ 4,095,520

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Salaries & benefits				\$ 86,456	\$ 89,906	\$ 176,362
						\$ 176,362

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Bike and Pedestrian South Smith Creek Trail

Department: Planning and Inspections

Description: Design and construct 1 mile of the Smith Creek Greenway connecting Ogden and Smith Creek Park. The Smith Creek Greenway is the number one ranked project for New Hanover County as scored in the Wilmington/New Hanover Comprehensive Greenway Plan adopted in 2013. Annually, the Wilmington Metropolitan Planning Organization receives approximately \$2.5m in federal funds to be used predominately for bicycle/pedestrian projects. The allocation of these funds is a competitive process in which member jurisdictions apply and must supply a minimum 20% local cash match to be eligible for funding. The Planning & Inspections Department would like to fund the entire construction of this trail but would submit grant applications for Smith Creek Trail. The Parks and Gardens Department would provide recurring maintenance.

Justification: The Smith Creek Trail connects Ogden Park and Smith Creek Park. This one mile trail would provide active recreation, physical fitness, and non-motorized transportation opportunities for approximately 2,100 households/4,800 residents. Nationwide studies and surveys ranging from the National Association of Home Realtors/National Association of Home Builders to the National Parks Service have shown that greenways, trails, and parks generate positive economic benefits to local government, home owners, and businesses through higher property values and corresponding higher tax assessments. Greenways can also improve the health of a community by providing safe and accessible areas for active living. Active living can positively influence the obesity rates which have risen dramatically over the past 25 years.

Project Start Date: July 2016

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/permitting		\$ 90,000				\$ 90,000
Construction		\$ 255,000	\$ 255,000			\$ 510,000
						\$ 600,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Possible NCDOT grant		\$ 276,000	\$ 204,000			\$ 480,000
General gov't revenues		\$ 69,000	\$ 51,000			\$ 120,000
						\$ 600,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General maintenance			\$ 1,000	\$ 1,000	\$ 1,000	\$ 3,000
						\$ 3,000

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Bike and Pedestrian Middle Sound Loop Road Widening Project

Department: Planning and Inspections

Description: Middle Sound Loop Road is scheduled to be widened through NCDOT's Highway Improvement Program from Market Street to Darden Road. New Hanover County is currently constructing a multi-use path along Middle Sound Loop Road from Red Cedar Road to Kenmore Road and Oyster Drive. Expand the scope of the widening project to include a multi-use path along Middle Sound Loop Road from Market Street that would connect to New Hanover County's project. The proposed project is approximately .47 miles. The Parks and Gardens Department would provide recurring maintenance.

Justification: Recent enabling legislation and NCDOT's Complete Streets Policy provides North Carolina counties the opportunity to participate in roadway improvements that align with local goals and priorities. NCDOT's 5-Year Highway Improvement Plan outlines the schedule for the resurfacing and widening of primary and secondary roads in NC counties. Moreover, this program provides an opportunity for New Hanover County to influence the design of a resurfacing or widening project and incorporate Complete Street elements by contributing 20% cash match to the total project costs. Nationwide studies and surveys ranging from the National Association of Home Realtors/National Association of Home Builders to the National Parks Service have shown that greenways, trails, and parks generate positive economic benefits to local government, home owners, and businesses through higher property values and corresponding higher tax assessments. Greenways can also improve the health of a community by providing safe and accessible areas for active living. Active living can positively influence the obesity rates which have risen dramatically over the past 25 years.

Project Start Date: July 2016

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/permitting		\$ 45,000				\$ 45,000
Construction		\$ 127,500	\$ 127,500			\$ 255,000
						\$ 300,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Possible NCDOT grant		\$ 138,000	\$ 102,000			\$ 240,000
General gov't revenues		\$ 34,500	\$ 25,500			\$ 60,000
						\$ 300,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General maintenance			\$ 1,000	\$ 1,000	\$ 1,000	\$ 3,000
						\$ 3,000

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Olsen Park Phase 2

Department: Parks and Gardens

Description: This project is Phase 2 of the City/County Olsen Park developments. The City of Wilmington will take the lead on the project and funding will be a 50/50 split as identified in the Olsen Park Contract. Phase 2 of the project includes two multi-purpose athletic fields and associated parking and roadway improvements. The City of Wilmington is responsible for the operation of the park.

Justification: This project is a result of the 2006 Parks Bond Referendum. The City and County split project costs and the phases of development are identified in the signed agreement between the parties.

Project Start Date: July 2017

Completion Date: June 2019

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
*Design & permitting			\$ 180,000			\$ 180,000
*Construction				\$ 854,050		\$ 854,050
						\$ 1,034,050

* Cost provided by the City of Wilmington

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
County credit			\$ 180,000	\$ 229,670		\$ 409,670
General gov't revenues				\$ 624,380		\$ 624,380
						\$ 1,034,050

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Smith Creek Park Phase 2A

Department: Parks and Gardens

Description: Construction of Phase 2A of Smith Creek Park will include a new entry road, stormwater improvements, multi-purpose trails, equestrian ring, restrooms and picnic facilities.

Justification: Smith Creek is one of the County's most heavily used parks. We have identified a need for equestrian facilities, including trails (currently no public trails in NHC) and Smith Creek is one of the few parks that could accommodate such use.

Project Start Date: July 2017

Completion Date: June 2019

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design & permitting			\$ 80,000			\$ 80,000
Construction				\$ 1,000,000		\$ 1,000,000
						\$ 1,080,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Possible PARTF Grant				\$ 500,000		\$ 500,000
General gov't revenues			\$ 80,000	\$ 250,000		\$ 330,000
Fund raising for equestrian				\$ 250,000		\$ 250,000
						\$ 1,080,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General maintenance				\$ 5,000	\$ 5,000	\$ 10,000
Salaries & benefits (2)				\$ 73,741	\$ 73,741	\$ 147,482
Utilities - electric/water/sewer				\$ 5,000	\$ 5,000	\$ 10,000
Equipment				\$ 45,000		\$ 45,000
						\$ 212,482

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Detention Expansion

Department: Sheriff's Office

Description: Construction of a stand along detention facility to accommodate 500 beds. This construction project will bring the total bed count to 1172 for the two detention facilities. The project would add 14 housing units and eight control rooms, five program rooms, attorney visitation rooms, kitchen, medical clinic and laundry-warehouse space. Video visitation is also included in this project.

Justification: The New Hanover County Sheriff's Office is mandated by law to comply with State standards regarding the housing of inmates within our facility. This Capital Improvement Project and the additional space it provides, is imperative for the life safety and protection of the inmates, citizens and staff that serve within the facility. There is a correlation between the overcrowding of jails and assaultive behavior. If this project is not funded, the safety of all within the facility could be greatly compromised. Another consideration for the construction of the facility is potential civil litigation as it relates to the objective classification of inmates. Concerns such as keeping separate adult inmates from juveniles, or housing inmates with mental health and substance abuse issues, provides a daily challenge as we navigate civil liability concerns. Also, as a result of the Justice Reinvestment Act of 2011, inmates serving sentences within our facility has risen over the past three years. The current male population is 498 with only 384 general population male beds available. The Legislature passed Senate Bill 744, which directs all misdemeanants after Oct. 01, 2014, to serve sentences in local confinement facilities with the exception of Driving While Impaired offenses, which begin serving sentences in local facilities on or after Jan. 01, 2015. Another concern is complying with PREA (Prison Rape Elimination Act) of 2003. We currently have 101 potential inmates being monitored electronically and 103 without monitoring, which if not continually funded would cause those monitored to be confined within our facility.

Project Start Date: July 2017

Completion Date: June 2019

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/inspections/fees			\$ 3,612,787			\$ 3,612,787
Construction				\$ 27,975,336		\$ 27,975,336
						\$ 31,588,123

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Loan proceeds			\$ 3,612,787	\$ 27,975,336		\$ 31,588,123
						\$ 31,588,123

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Salaries & benefits				\$ 10,689,136	\$ 10,902,919	\$ 21,592,055
						\$ 21,592,055

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Kings Grant Park Improvements

Department: Parks and Gardens

Description: This park is located in Kings Grant subdivision and was constructed in the 1980. To maintain the usefulness of the park, renovations are needed. The renovations will include adding fitness elements to the park that would provide an outdoor gym. Upgrades will be made to the traditional elements, such as picnic facilities and playground, in hopes of providing this diverse neighborhood a community gathering place.

Justification: This is one of the last NHC parks built in the 1980's to receive a much needed facelift. The neighborhood is very diverse with new residents as well as long term residents residing in the area and we hope to create a community gathering place for them. We have also spoken with Corning (due to its proximity) and they are interested in utilizing the outdoor gym concept as part of their wellness program.

Project Start Date: July 2017

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/permitting			\$ 25,000			\$ 25,000
Construction			\$ 250,000			\$ 250,000
						\$ 275,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues			\$ 275,000			\$ 275,000
						\$ 275,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General maintenance			\$ 500	\$ 500	\$ 500	\$ 1,500
						\$ 1,500

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Precinct Equipment Replacement

Department: Elections

Description: Precinct voting equipment for New Hanover is a combination of electronic pollbooks and vote tabulation equipment. Only equipment certified by the State Board of Elections and subject to all applicable federal regulations governing these systems are valid for procurement by county agencies. The purpose of this CIP is to comply with the Voter Information Verification Act 2013 (VIVA) requiring new certification standards for all equipment used after January 1, 2018.

Justification: As the number of registered voters and required elections increase, the current equipment will continue to accelerate the overall annual operating costs. While the timeline for implementation is flexible until 2018, there are many factors that places New Hanover County on a current track for replacement. Voting equipment carries a lifespan of about 10 years. The current voting equipment for New Hanover was purchased in 1996, . Also, the introduction of laptops in 2011 have served as electronic pollbooks allowing Precinct independency and the migration from manual to automated election day processes. And, while the success of this technology has shown time reduction, increased accuracy and eliminated wasted expenses, there is also a need to evaluate the future demands of this equipment. With technology exceeding the current laptops age, the gradual migration to a dual, all-in-one system of Express Voting (Pollbook and voting system) will enhance the County Strategic Objective for leveraging technology and information to maximize performance. This project's cost may vary as Federal regulations are subject to change.

Project Start Date: July 2017

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Express pollbooks			\$ 341,000			\$ 341,000
Tabulation hardware			\$ 930,000			\$ 930,000
						\$ 1,271,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues			\$ 1,271,000			\$ 1,271,000
						\$ 1,271,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Express pollbooks			\$ 16,000	\$ 16,000	\$ 16,000	\$ 48,000
Tabulation hardware			\$ 55,000	\$ 55,000	\$ 55,000	\$ 165,000
Coding & conversion			\$ 30,000	\$ 10,000	\$ 40,000	\$ 80,000
Printing & supplies			\$ 14,000	\$ 13,000	\$ 20,000	\$ 47,000
						\$ 340,000

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Bike and Pedestrian Laney High School Greenway

Department: Planning and Inspections

Description: Design and construct 2.5 mile of Greenway along N. College Road centering on Laney High School and connecting the Cape Fear Community College North Campus with Murrayville Apartments. The Greenway is the highest ranking project in the fiscally constrained improvements list to be included in the MPO's Long Range Transportation plan. The greenway is also included in the Wilmington/New Hanover Comprehensive Greenway Plan adopted in 2013. The project will be eligible for grant funding. Annually, the Wilmington Metropolitan Planning Organization receives approximately \$2.5m in federal funds to be used predominately for bicycle/pedestrian projects. The allocation of these funds is a competitive process in which member jurisdictions apply and must supply a minimum 20% local cash match to be eligible for funding. The Planning & Inspections Department would like to fund the entire construction of this trail but would submit grant applications for this project. The Parks and Gardens Department would provide recurring maintenance.

Justification: The Laney High School greenway connects Cape Fear Community College with the Murrayville area and provides access to Laney High School and Trask Middle School for school children and adults in Northchase and Murrayville. This 2.5 mile trail would provide a safe route to school and active recreation, physical fitness, and non-motorized transportation opportunities for over 2000 households in proximate to the school. Nationwide studies and surveys ranging from the National Association of Home Realtors/National Association of Home Builders to the National Parks Service have shown that greenways, trails, and parks generate positive economic benefits to local government, home owners, and businesses through higher property values and corresponding higher tax assessments. Greenways can also improve the health of a community by providing safe and accessible areas for active living. Active living can positively influence the obesity rates which have risen dramatically over the past 25 years.

Project Start Date: July 2017

Completion Date: June 2020

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/permitting			\$ 567,941			\$ 567,941
Construction			\$ 1,072,778	\$ 1,072,777	\$ 1,072,777	\$ 3,218,332
						\$ 3,786,273

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Possible NCDOT grant			\$ 1,312,575	\$ 858,222	\$ 858,222	\$ 3,029,019
General gov't revenues			\$ 328,144	\$ 214,555	\$ 214,555	\$ 757,254
						\$ 3,786,273

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General maintenance					\$ 1,000	\$ 1,000
						\$ 1,000

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Bike and Pedestrian Market Street Multi-Use

Department: Planning and Inspections

Description: This 2.5 mile segment of Market Street is scheduled to receive access management treatment including medians through NCDOT's Highway Improvement Program from Military Cutoff to Marsh Oaks Drive. Plans for the road improvements include a multi use path. The path would connect to the existing cross city trail and would extend the trail along Market Street to allow access to existing multi use path sections near Marsh Oaks. DOT requires local contribution for the construction of multi use paths. As this project is broken into several phases including the Military Cutoff Extension project, funding sources may be available to augment any match the County can provide. At this time it is not clear if the required match will be 20% or 50%. Both the Market Street Corridor Plan and the Greenway plan identify a multi use path on this road segment. The Parks and Gardens Department would provide recurring maintenance.

Justification: Recent enabling legislation and NCDOT's Complete Streets Policy requires North Carolina counties to contribute where roadway improvements include bike and pedestrian facilities. Nationwide studies and surveys ranging from the National Association of Home Realtors/National Association of Home Builders to the National Parks Service have shown that greenways, trails, and parks generate positive economic benefits to local government, home owners, and businesses through higher property values and corresponding higher tax assessments. Greenways also improve the health of a community by providing safe and accessible areas for active living. Active living can positively influence the obesity rates which have risen dramatically over the past 25 years and are a critical concern in New Hanover County.

Project Start Date: July 2017

Completion Date: June 2020

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design/permitting			\$ 225,000			\$ 225,000
Construction			\$ 425,000	\$ 425,000	\$ 425,000	\$ 1,275,000
						\$ 1,500,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Possible NCDOT grant			\$ 520,000	\$ 340,000	\$ 340,000	\$ 1,200,000
General gov't revenues			\$ 130,000	\$ 85,000	\$ 85,000	\$ 300,000
						\$ 1,500,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General maintenance					\$ 1,000	\$ 1,000
						\$ 1,000

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Synthetic Turf Field

Department: Parks and Gardens

Description: This project will convert one natural turf field to a synthetic turf field. The location of the new turf is still under consideration.

Justification: The demand for athletic field space is so high that we can't meet those demands and balance the health of the turf. We would like to convert one athletic field as a pilot. Most communities are moving to some synthetic fields to allow for play in various weather conditions. We have to close many of our northern park fields for several days following a rain event as the soils in that area do not drain well. This in turn increases play at Veteran's Park (sand based land) and causes major field loss there due to overuse. Having a turf field would help us balance the amount of play on well draining fields and provide a dry alternative to those who play in the northern district.

Project Start Date: July 2019

Completion Date: June 2020

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design & construction					\$ 900,000	\$ 900,000
						\$ 900,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues					\$ 900,000	\$ 900,000
						\$ 900,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

4.0 Current Capital Improvement Projects – Fire Services

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Ogden Fire Station 16 Replacement	650,000	100,000	2,100,000		
Roof Replacement Plan - Station 14 & Station 18	70,000	111,780			
TOTAL EXPENDITURE	720,000	211,780	2,100,000	-	-

SOURCE OF REVENUE

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Fire district revenue	70,000	211,780		-	-
Loan proceeds	650,000		2,100,000	-	-
TOTAL REVENUE	720,000	211,780	2,100,000	-	-

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Ogden Fire Station 16 Replacement

Department: Fire Services

Description: Replacement of the Ogden Fire Station #16.

Justification: The Ogden Fire Station #16 was constructed in 1961 as an all-volunteer fire station. The 8,800 square foot station has been modified several times over the years to accommodate increasing staff and response demands. Post consolidation, NHCFR leases this facility from the Ogden Volunteer Fire Department Association. There are significant concerns related to maintenance, public access, staff facilities, safety and efficiency. In its current state, staff has endured having only one shower which does not adequately accommodate female staff. The building is not sprinklered and is not fully NFPA compliant. The current configuration is not conducive to firefighter health and safety and is not ADA compliant. The facility becomes more maintenance intensive each year. In the 2009 Fire Protection Master Plan, Fire Station 16 was identified as first priority for station replacement.

Project Start Date: July 2015

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ 650,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Land purchase	\$ 650,000					\$ 650,000
Design		\$ 100,000				\$ 100,000
Construction			\$ 2,100,000			\$ 2,100,000
						\$ 2,850,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Fire district revenue		\$ 100,000				\$ 100,000
Loan proceeds	\$ 650,000		\$ 2,100,000			\$ 2,750,000
						\$ 2,850,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Utilities			\$ 19,500	\$ 19,500	\$ 19,500	\$ 58,500
Building maintenance			\$ 9,400	\$ 9,400	\$ 9,400	\$ 28,200
Equipment maintenance			\$ 5,800	\$ 5,800	\$ 5,800	\$ 17,400
						\$ 104,100

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Fire Station Roof Replacement

Department: Fire Services

Description: Replace roofs on Station 14 (Porter's Neck) and Station 18 (Myrtle Grove)

Justification: The current roof systems for station 14 and station 18 have been examined by NHC Property Management as well as NHC Fire Services staff members and it has been determined that both roofs need replacement. Station 14 has consistently developed leaks despite prompt repairs. These leaks throughout the building cause discoloration in tiles, replacements of lights, and safety concerns on the apparatus bay floors. These leaks have the potential to cause mold growth. Replacing the roof would restore building envelope integrity and reduce maintenance costs. Station 18's roof has several standing water issues causing leaks throughout the building as well as several documented cases of mold inside of the fire station. Repeated attempts to repair the roof have been unsuccessful. A new roof for station 18 will provide protection to the interior portions of the building and help to cut down the overall cost of building maintenance.

Project Start Date: July 2015

Completion Date: June 2017

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ 70,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Myrtle Grove roof	\$ 70,000					\$ 70,000
Porter's Neck roof		\$ 111,780				\$ 111,780
						\$ 181,780

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Fire district revenue	\$ 70,000	\$ 111,780				\$ 181,780
						\$ 181,780

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

5.0 Current Capital Improvement Projects – Environmental Management

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Landfill South End Partial Closure Cell 5B & 6A	1,960,000				
Leachate Treatment Systems Upgrade	750,000	700,000			
Landfill West Side Partial Closure Cells 6D & 6E			2,093,000		
Southern Property Construction Cells 7 & 8			785,000	4,407,000	
Landfill North & East Side Partial Closure Cells 6E & 2				2,540,700	
Landfill Final Closure over Vertical Cells 4,5,6 Partial					4,180,190
TOTAL EXPENDITURE	2,710,000	700,000	2,878,000	6,947,700	4,180,190

REVENUE SOURCE	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Environmental Management revenue	2,710,000	700,000	2,878,000	6,947,700	4,180,190

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Landfill South End Partial Closure Cells 5B and 6A

Department: Environmental Management

Description: When landfill waste is filled to final elevations, state law requires closure to begin within 180 days. Closure also helps reduce the volume of leachate at the site, which would otherwise have a negative environmental impact and increased cost. Included in this project are Cells 5B (4.1 acres) and 6A (2.7 acres), covering a total of 6.8 acres. The cost projection has increased due to the depletion of on-site soil resources and the resulting need to purchase soil.

Justification: The project closes landfill cells no longer being used to receive solid waste. If this request is not funded, environmental concerns would quickly develop and we would be in violation of state law, along with negative environmental impact through increased leachate and potential risk of groundwater contamination. Costs would increase due to delayed closure.

Project Start Date: July 2015

Completion Date: June 2016

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ 1,960,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design	\$ 218,000					\$ 218,000
Construction	\$ 1,742,000					\$ 1,742,000
						\$ 1,960,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Envir Mgt revenue	\$ 1,960,000					\$ 1,960,000
						\$ 1,960,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Leachate Treatment System Upgrade
Department: Environmental Management

Description: Upgrade to the landfill's leachate treatment system as required by the National Pollutant Discharge Elimination System (NPDES) Permit. The Environmental Protection Agency (EPA) has established new, more restrictive limits for metal discharge. Changes in the existing leachate treatment system will be necessary in order to protect the environment and meet the EPA's new NPDES permit requirements. □

The capital project fund was initiated in November, 2013 with \$500,000 in funding. The total project estimate is currently \$3,700,000, including Engineering services, equipment acquisition, an irrigation system for land application, and construction implementation. This amount may change dependent upon the cost of the irrigation system, currently estimated at \$700,000 of the total project cost (in FY17). Of the \$3,700,000, \$500,000 was included in the FY14 adopted budget, \$1,750,000 was included in the FY15 adopted budget, \$750,000 is planned for FY16 and \$700,000 is estimated for FY17.

Justification: Environmental impact via leachate discharge of metals exceeding NPDES permit levels, resulting in receipt of notice of violation and required payment of fines and/or consent orders. Potential groundwater contamination and associated safety issues.

Project Start Date: November 2013
Completion Date: June 2017

Expenditures to Date: \$ 2,250,000 **FY15-16 Budget Request:** \$ 750,000
Future Cost: \$ 1,450,000
Project Total: \$ 3,700,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Construction	\$ 750,000	\$ 600,000				\$ 1,350,000
Design		\$ 100,000				\$ 100,000
						\$ 1,450,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Envir Mgt revenue	\$ 750,000	\$ 700,000				\$ 1,450,000
						\$ 1,450,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Chemicals	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275	\$ 265,456
Contracted services	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275	\$ 265,456
Equipment maintenance	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 530,914
						\$ 1,061,826

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Landfill West Side Partial Closure Cells 6D and 6E

Department: Environmental Management

Description: When landfill waste is filled to final elevations, state law requires closure to begin within 180 days. Closure also helps reduce the volume of leachate at the site, which would otherwise have a negative environmental impact and increased cost. Included in this project are Cells 6D (4.4 acres) and 6E (2.7 acres), covering a total of 7.1 acres. Costs are projected to increase based on the need to purchase soil due to the depletion of on-site soil reserves.

Justification: The project is needed to comply with state law and avoid environmental safety issues. If not funded, environmental safety concerns would quickly develop and we would be in violation of state laws, along with negative environmental impact through increased leachate and potential risk of groundwater contamination. Costs would increase due to delayed closure.

Project Start Date: July 2017

Completion Date: June 2018

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design			\$ 242,000			\$ 242,000
Construction			\$ 1,851,000			\$ 1,851,000
						\$ 2,093,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Envir Mgt revenue			\$ 2,093,000			\$ 2,093,000
						\$ 2,093,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Southern Property Construction Cells 7 and 8

Department: Environmental Management

Description: Construction services required for landfill Cells 7 & 8 (previously labeled Southern Property Cells 1 & 2) on the Southern Property. The project was initiated in FY15 with \$50,000 for Engineering services (initial design). The construction phase of this project is anticipated to begin with Engineering design services (for the entire 20 acres) in FY17-18, followed by Cell 7 (10 acres) Engineering bidding/CQA and actual construction in FY18-19. The Engineering bidding/CQA services and actual construction of Cell 8 will follow in future years as capacity is needed. □

ive (5) layers of liner will be installed to very strict specifications per state and federal regulations. This includes a Geosynthetic clay liner (GCL), Primary, Secondary, Biplaner and Triplaner liners. Each portion of this is contingent upon environmental and weather conditions, which may affect the schedule for completion. Each roll installed must be documented fully for fusion and thickness, sent to an outside laboratory for verification of specifications, monitored and dated. Project will also include new leachate transmission lines, roadways and stormwater control systems. Staff will assist with testing and documentation to save costs.

Justification: If the project is not funded, we would be unable to continue using the landfill for solid waste once there is no remaining disposal capacity in other cells.

Project Start Date: July 2015

Completion Date: June 2019

Expenditures to Date: \$ 50,000

FY15-16 Budget Request: \$ -

Future Cost: \$ 5,192,000

Project Total: \$ 5,242,000

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design			\$ 785,000	\$ 350,097		\$ 1,135,097
Construction				\$ 4,056,903		\$ 4,056,903
						\$ 5,192,000

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Envir Mgt revenue			\$ 785,000	\$ 4,407,000		\$ 5,192,000
						\$ 5,192,000

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Landfill North and East Side Partial Closure Cells 6E and 2

Department: Environmental Management

Description: When landfill waste is filled to final elevations, state law requires closure to begin within 180 days. Closure also helps reduce the volume of leachate at the site, which would otherwise have a negative environmental impact and increased cost. Included in this project are Cells 6E (1.4 acres) and Cell 2 (7.0 acres), covering a total of 8.4 acres. Costs have increased over initial projections based upon the need to purchase soil due to the depletion of on-site soil reserves.

Justification: The project is needed to comply with state law and avoid environmental safety issues. If not funded, environmental safety concerns would quickly develop and we would be in violation of state laws, along with experiencing a negative environmental impact through increased leachate and potential risk of groundwater contamination. Costs would increase due to delayed closure.

Project Start Date: July 2018

Completion Date: June 2019

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design				\$ 294,000		\$ 294,000
Construction				\$ 2,246,700		\$ 4,787,400
						\$ 5,081,400

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Envir Mgt revenue				\$ 2,540,700		\$ 2,540,700
						\$ 2,540,700

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Project Title: Landfill Final Closure over Vertical Cells 4, 5, 6 Partial

Department: Environmental Management

Description: When landfill waste is filled to final elevations, state law requires closure to begin within 180 days. Closure also helps reduce the volume of leachate at the site, which would otherwise have a negative environmental impact and increased cost. Included in this project is the vertical expansion covering Cells 4A (3.5 acres), 4B (3.6 acres), 5A (3.4 acres), 5B (0.4 acres), 6A (1.2 acres), 6B (1.3 acres), covering a total of 13.4 acres. Initial estimates have been increased based upon the need to purchase soil due to the depletion of onsite soil reserves.

Justification: The project is needed to comply with state law and avoid environmental safety issues. If not funded, environmental safety concerns would quickly develop and we would be in violation of state laws, along with experiencing a negative environmental impact through increased leachate and potential risk of groundwater contamination. Costs would increase due to delayed closure.

Project Start Date: July 2019

Completion Date: June 2020

Expenditures to Date: \$ -

FY15-16 Budget Request: \$ -

Annual Capital Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Design					\$ 481,010	\$ 481,010
Construction					\$ 3,699,180	\$ 3,699,180
						\$ 4,180,190

Funding Source

Source	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
Envir Mgt revenue					\$ 4,180,190	\$ 4,180,190
						\$ 4,180,190

Increase in Annual Operating Costs by Activity

Activity	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
No additional cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ -

CAPITAL IMPROVEMENT PLAN FY16-20 CONTINUED

Five-Year CIP Summary

CAPITAL PROJECT EXPENDITURES

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General Government	4,712,777	10,464,500	17,946,686	35,773,003	5,512,777	74,409,743
Fire Services	720,000	211,780	2,100,000			3,031,780
Environmental Management	2,710,000	700,000	2,878,000	6,947,700	4,180,190	17,415,890
TOTAL EXPENDITURE	8,142,777	11,376,280	22,924,686	42,720,703	9,692,967	94,857,413

CAPITAL PROJECT SOURCES OF REVENUE

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	Total
General gov't revenues (trans to CP fund)	1,046,000	6,693,376	8,540,324	1,444,775	1,339,555	19,064,030
General gov't revenues (gen fund expense)	100,000					100,000
911 fund balance	716,434					716,434
Fire Services revenues	70,000	211,780				281,780
Environmental Management revenues	2,710,000	700,000	2,878,000	6,947,700	4,180,190	17,415,890
911 monthly surcharge distribution revenues	47,879					47,879
Loan proceeds	650,000	2,975,000	8,687,787	30,950,336	2,975,000	46,238,123
Grants	2,086,764	414,000	2,488,575	1,698,222	1,198,222	7,885,783
Fundraising	152,000		150,000	250,000		552,000
County credit			180,000	229,670		409,670
Park Bond	150,000					150,000
Sale of property				1,200,000		1,200,000
Escrow - Medicaid Maximization Funds	413,700	382,124				795,824
TOTAL REVENUE	8,142,777	11,376,280	22,924,686	42,720,703	9,692,967	94,857,413

DEBT MANAGEMENT

The County issues bonds for major capital projects. Borrowing has the advantages of spreading the cost of projects over their useful lives and allowing capital needs to be met more quickly than if annual revenues or reserves were used to finance the projects. North Carolina law requires that a majority of those voting on the issue must approve all general obligation debt (debt secured by a pledge of the County's taxing power) except: (1) refunding bonds issued for the purpose of retiring current general obligation bonds, (2) revenue deficiencies bonds, (3) tax anticipation bonds, (4) riots and insurrections bonds, (5) emergency bonds, and (6) two-thirds limitation bonds. Two-thirds limitation bonds allow the issuance of debt for any authorized purpose in an amount not exceeding two-thirds of the amount by which the outstanding general obligation indebtedness was reduced in the preceding fiscal year.

The outstanding debt affects the operating budgets for the various funds by requiring the debt service payments to be budgeted each year. Debt service payments are considered a general obligation of the County and by law their payment is mandatory.

The County maintains a strong bond rating of Aaa with Moody's and AAA with Standard and Poor's rating services.

The County had bonded debt outstanding of \$283,589,998 as of June 30, 2015 and estimates \$259,174,998 will be outstanding as of June 30, 2016. Of the total bonded debt amounts on the following page, \$146,106,822 is the General Fund general obligation debt as of June 30, 2015 and \$12,182,119 is general obligation debt estimated as of June 30, 2016. General obligation bonds are collateralized by the full faith, credit and taxing power of the County. Detailed information on bonded debt is found in the schedule of bonded debt outstanding.

In addition to bonded debt, the County also has installment debt outstanding of \$83,361,484 as of June 30, 2015 and estimates \$71,984,981 will be outstanding as of June 30, 2016. Detailed information on installment debt is found in the schedule of installment debt outstanding.

Principal and interest requirements for bonded and installment debt are provided by appropriation in the year in which they are due as outlined in the schedule of debt service for five years.

The North Carolina Local Government Commission oversees local government bonded debt and assists North Carolina cities and counties in all areas of fiscal management. The Commission conducts all bond sales and ensures that local governments have sufficient fiscal capacity to repay debt.

Net general bonded debt is compared to assessed value in the debt coverage chart within this section. A graph highlighting net bonded debt per capita is shown. Net bonded debt is defined for this purpose as the gross bonded debt less the debt payable from enterprise revenues.

New Hanover County's legal debt margin is calculated on the following page.

LEGAL DEBT MARGIN

North Carolina General Statutes limit the amount of general obligation debt that a unit of government can issue to 8% of the total assessed value of taxable property located within that government's boundaries. The legal debt margin is the difference between the debt limit and the County's net debt outstanding applicable to the limit and represents the County's legal borrowing authority.

Computation of Legal Debt Margin June 30, 2015 (Actual)

Total Assessed Valuation:	\$ 29,745,736,443
Legal Debt Limit (8% of Assessed Valuation):	\$ 2,379,658,915
Gross Debt:	
Total Bonded Debt:	\$ 283,589,998
Total Installment Debt:	83,361,484
Authorized and Unissued Bonds (1):	
CFCC General Obligation	40,000,000
Total Gross Debt:	\$ 406,951,482
Deductions from Gross Debt in computing net debt (as per G.S. 159-55(a)(2):	
Authorized and Unissued Bonds	\$40,000,000
Installment (Water and Sewer)	15,609,000
Total Deductions from Gross Debt:	\$ 55,609,000
Total Amount of Debt Applicable to Debt Limit (Net Debt):	\$ 351,342,482
Legal Debt Margin for New Hanover County as of June 30, 2015 (Actual):	\$ 2,028,316,433

Computation of Legal Debt Margin June 30, 2016 (Estimated)

Total Assessed Valuation:	\$ 30,187,418,000
Legal Debt Limit (8% of Assessed Valuation):	\$ 2,414,993,440
Gross Debt:	
Total Bonded Debt:	\$ 259,174,998
Total Installment Debt:	71,984,981
Authorized and Unissued Bonds (1):	
CFCC General Obligation	40,000,000
Total Gross Debt:	\$ 371,159,979
Deductions from Gross Debt in computing net debt (as per G.S. 159-55(a)(2):	
Authorized and Unissued Bonds	\$ 3,802,000
Installment (Water and Sewer)	13,679,800
Total Deductions from Gross Debt:	\$ 17,481,800
Total Amount of Debt Applicable to Debt Limit (Net Debt):	\$ 353,678,179
Legal Debt Margin for New Hanover County as of June 30, 2016 (Estimated):	\$ 2,061,315,261

NEW HANOVER COUNTY BONDED DEBT OUTSTANDING

BONDED DEBT OUTSTANDING	ACTUAL JUNE 30, 2015	ESTIMATED JUNE 30, 2016
GENERAL FUND:		
CFCC 2005 General Obligation Bonds (Refunding)	3,690,609	2,772,275
CFCC 2009A General Obligation Bonds (Refunding)	5,536,213	4,614,844
CFCC 2010 General Obligation Bonds (\$36.715 million issued)	23,365,000	0
CFCC 2010 General Obligation Bonds RZEDB (\$30 million issued)	30,000,000	0
2008 Parks and Recreation Bonds (\$18 million issued)	13,500,000	0
2010 Parks and Recreation Bonds (\$16.315 million issued)	13,055,000	0
CFCC 2013A General Obligation Bonds (\$54 million issued)	51,250,000	0
CFCC 2013C General Obligation Bonds (refunding)	5,710,000	4,795,000
TOTAL BONDED DEBT -- GENERAL FUND	\$ 146,106,822	\$ 12,182,119
DEBT SERVICE FUND:¹		
CFCC 2010 General Obligation Bonds (\$36.715 million issued)	0	20,030,000
CFCC 2010 General Obligation Bonds RZEDB (\$30 million issued)	0	30,000,000
2008 Parks and Recreation Bonds (\$18 million issued)	0	12,750,000
2010 Parks and Recreation Bonds (\$16.315 million issued)	0	12,240,000
CFCC 2013A General Obligation Bonds (\$54 million issued)	0	48,500,000
TOTAL BONDED DEBT -- DEBT SERVICE FUND	\$ 0	\$ 123,520,000
PUBLIC SCHOOLS FUND:		
2005 General Obligation Bonds (Refunding)	2,719,391	2,042,725
2006 General Obligation Bonds (\$30 million issued)	9,000,000	7,500,000
2007 General Obligation Bonds (\$50 million issued)	12,500,000	10,000,000
2009 General Obligation Bonds (\$43 million issued)	35,500,000	34,000,000
2009A General Obligation Bonds (Refunding)	25,618,785	21,355,154
2013B General Obligation Bonds (Refunding)	30,480,000	30,075,000
2013C General Obligation Bonds (Refunding)	21,665,000	18,500,000
TOTAL BONDED DEBT -- PUBLIC SCHOOLS FUND	\$ 137,483,176	\$ 123,472,879
TOTAL BONDED DEBT	\$ 283,589,998	\$ 259,174,998

¹ Debt Service Fund created July 1, 2015

NEW HANOVER COUNTY INSTALLMENT DEBT OUTSTANDING

INSTALLMENT DEBT OUTSTANDING	ACTUAL JUNE 30, 2015	ESTIMATED JUNE 30, 2016
GENERAL FUND:		
COPS Refunding 2005A-1997 COPS	\$ 1,188,000	\$ 807,600
COPS Refunding 2005A-1997 COPS	1,089,000	740,300
COPS Refunding 2005B-2001 COPS	12,890,000	9,635,000
138 N. 4th Street	207,746	127,690
2010 Limited Obligation Bonds Refunding-2000 COPS	5,986,197	4,974,863
2010 Limited Obligation Bonds Refunding-2001 COPS	12,617,239	12,617,239
2010 Limited Obligation Bonds Refunding-Airport Customs Building	1,182,890	983,047
2010 Limited Obligation Bonds Refunding-PSTC	888,177	775,920
2010 Limited Obligation Bonds Refunding-Jail Land	2,881,677	2,593,652
2010 Limited Obligation Bonds Refunding-Government Center	1,273,901	757,349
2010 Limited Obligation Bonds Refunding-800 mhz	857,447	49,195
COPS Refunding 2005A-1997 COPS ^{1, 2}	2,574,000	1,749,800
2012 Limited Obligation Bonds Refunding-Admin Annex	2,465,000	2,135,000
2012 Limited Obligation Bonds (Brookfield/Brierwood, Middle Sound, Kings Grant) ^{1, 2}	13,035,000	11,930,000
2014A Limited Obligation Bonds-320 Chestnut Street	8,475,000	8,030,000
2014A Limited Obligation Bonds-Cobb Annex	3,515,000	3,330,000
2014B Limited Obligation Bonds-Airport Rental Car Facility	4,270,000	3,965,000
TOTAL INSTALLMENT DEBT -- GENERAL FUND	\$ 75,396,275	\$ 65,201,656
PUBLIC SCHOOLS FUND:		
2010 Qualified School Construction Bonds	3,448,021	3,119,638
TOTAL INSTALLMENT DEBT -- PUBLIC SCHOOLS FUND	\$ 3,448,021	\$ 3,119,638
SPECIAL FIRE DISTRICT:		
2010 Limited Obligation Bonds Refunding-Murrayville Fire Station	\$ 1,898,602	\$ 1,708,835
2010 Limited Obligation Bonds Refunding-PSTC	888,177	775,920
2012 Limited Obligation Bonds Refunding-Federal Point Fire Station	495,000	430,000
TOTAL INSTALLMENT DEBT -- SPECIAL FIRE DISTRICT	\$ 3,281,779	\$ 2,914,755
ENVIRONMENTAL MANAGEMENT FUND:		
COPS Refunding 2005A-1997 COPS	\$ 99,000	\$ 67,300
2010 Limited Obligation Bonds Refunding-2000 COPS	335,692	278,979
Compactor & Articulated Truck	122,228	61,523
Bulldozer, Loader, Roll-Off Truck	678,489	341,129
TOTAL INSTALLMENT DEBT -- ENVIRONMENT. MGT. FUND	\$ 1,235,410	\$ 748,932
TOTAL INSTALLMENT DEBT	\$ 83,361,484	\$ 71,984,981

¹ Includes the Water and Sewer debt service that was transferred to the General Fund as part of the change to the Cape Fear Public Utility Authority.

² Installment Debt deducted from Gross Debt in computing Net Debt as per G.S. 159-55(a)(2).



NEW HANOVER COUNTY DEBT SERVICE FOR NEXT FIVE YEARS

GENERAL FUND

BONDED:

CFCC 2005 General Obligation Bonds (Refunding)
CFCC 2009A General Obligation Bonds (Refunding)
CFCC 2013 General Obligation Bonds (Refunding)
Total Bonded Debt Service - General Fund-CFCC

Principal portion of General Fund Bonded Debt
Interest portion of General Fund Bonded Debt

Total Bonded Debt Service - General Fund

FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
1,100,613	1,530,244	1,460,425	0	0
1,163,062	774,901	746,647	717,526	1,301,912
989,586	1,254,605	1,232,671	1,483,856	956,745
3,253,261	3,559,749	3,439,743	2,201,382	2,258,657
2,754,703	3,146,558	3,140,883	2,018,863	2,135,252
498,558	413,192	298,860	182,519	123,405
3,253,261	3,559,750	3,439,743	2,201,382	2,258,657
\$3,253,261	\$3,559,749	\$3,439,743	\$2,201,382	\$2,258,657

INSTALLMENT:

2005A Certificates of Participation - Refunding-Library/Admin Bldg, LE Facility, School/Park Land Purchase
2005B Certificates of Participation - Refunding-Airlie Gardens, Judicial Building, Wilmington-Hanby Beach
138 North Fourth Street
2010 Refunding LOBS-2000 COPS-Airlie Gardens, Judicial Building, Wilmington-Hanby Beach
2010 Refunding LOBS-2001 COPS-Jail, Parking Deck, Library
2010 Refunding LOBS-Airport Customs Building
2010 Refunding LOBS-Public Safety Training Center
2010 Refunding LOBS-Jail Expansion Land
2010 Refunding LOBS-Government Center
2010 Refunding LOBS-800 mhz System
2012 Refunding LOBS-COPS2003-Administration Annex Building
320 Chestnut Street Renovation
Cobb Judicial Annex Repair
Marquis Hills
Heritage Park
Airport Rental Car Facility
Capital Improvements and Equipment-Not borrowed in FY2015
2005A Certificates of Participation - Refunding-Sewer Projects²
2012 Refunding LOBS-COPS2003-Water/Sewer
Total Installment Debt Service - General Fund

Principal portion of General Fund Installment Debt
Interest portion of General Fund Installment Debt

Total Debt Service - General Fund (excludes Public Schools Debt Service)

806,702	808,264	806,654	0	0
3,818,125	3,645,625	3,473,625	3,233,875	0
89,700	89,700	44,598	0	0
1,288,624	1,221,711	1,159,812	1,094,053	1,095,089
620,037	626,016	630,912	634,682	3,728,266
246,815	235,328	224,874	213,690	215,736
147,474	141,152	135,395	129,212	130,376
413,360	397,476	382,982	367,331	370,195
564,062	533,658	255,712	0	0
834,158	50,194	0	0	0
412,350	394,250	379,725	358,900	346,700
769,088	760,188	746,838	729,038	711,238
320,282	316,582	311,032	303,632	296,232
P 0	571,842	647,274	637,893	628,513
P 388,254	395,078	389,352	383,626	377,900
432,236	430,124	426,366	420,912	414,086
0	0	0	0	0
911,924	913,689	911,869	0	0
1,610,050	1,557,800	1,500,775	1,439,350	1,383,450
\$13,673,243	\$13,088,676	\$12,427,795	\$9,946,194	\$9,697,781
10,480,925	10,174,444	9,831,798	7,718,013	7,804,216
3,192,318	2,914,233	2,595,997	2,228,181	1,893,565
\$13,673,243	\$13,088,676	\$12,427,795	\$9,946,194	\$9,697,781
\$16,926,503	\$16,648,426	\$15,867,538	\$12,147,577	\$11,956,438

PUBLIC SCHOOLS FUND

BONDED:

2005 General Obligation Bonds (Refunding)
2006 General Obligation Bonds (\$15 million fixed issued)
2006 General Obligation Bonds (\$15 million variable issued)
2007 General Obligation Bonds (\$50 million fixed issue)
2009 General Obligation Bonds (Refunding)
2009 General Obligation Bonds (\$43 million issued)
2013 General Obligation Bonds (Refunding)
2013 General Obligation Bonds (Refunding)
2015 General Obligation Bonds (\$52 million) Issue July 2015
2018 General Obligation Bonds (\$37 million) Issue 2018
2019 General Obligation Bonds (\$49 million) Issue 2019
2020 General Obligation Bonds (\$22 million) Issue 2020
Total Bonded Debt Service - Public Schools Fund

Principal portion of Public Schools Fund Bonded Debt
Interest portion of Public Schools Fund Bonded Debt

INSTALLMENT:

2010 QSCB's
Capital Improvements and Equipment-Not borrowed in FY2015
Total Installment Debt Service - Public Schools Fund

Principal portion of Public Schools Fund Installment Debt
Interest portion of Public Schools Fund Installment Debt

Total Debt Service - Public Schools Fund

FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
810,976	1,127,547	1,076,102	0	0
780,000	0	0	0	0
1,070,000	1,040,000	1,010,000	980,000	950,000
3,025,000	2,925,000	2,825,000	2,700,000	2,600,000
5,382,063	3,585,849	3,455,103	3,320,349	6,024,588
2,955,000	2,910,000	2,865,000	2,820,000	2,745,000
981,765	1,733,272	1,698,355	1,663,694	1,643,355
3,450,172	4,561,957	4,624,584	5,976,205	3,862,229
P 1,014,075	4,498,150	4,448,750	4,404,350	4,330,100
P 0	0	652,854	3,163,739	3,138,214
P 0	0	0	888,004	4,233,931
P 0	0	0	0	411,840
\$19,469,050	\$22,381,775	\$22,655,747	\$25,916,341	\$29,939,256
14,010,297	16,363,442	16,459,117	18,701,137	22,029,748
5,458,753	6,018,333	6,196,629	7,215,204	7,909,509
\$19,469,050	\$22,381,775	\$22,655,747	\$25,916,341	\$29,939,256
\$517,885	\$499,397	\$480,909	\$462,421	\$443,933
\$0	\$0	\$0	\$0	\$0
\$517,885	\$499,397	\$480,909	\$462,421	\$443,933
328,383	328,383	328,383	328,383	328,383
189,502	171,014	152,526	134,038	115,550
\$517,885	\$499,397	\$480,909	\$462,421	\$443,933
\$19,986,934	\$22,881,172	\$23,136,656	\$26,378,761	\$30,383,189

NEW HANOVER COUNTY DEBT SERVICE FOR NEXT FIVE YEARS

DEBT SERVICE FUND

BONDED:

CFCC 2010 General Obligation Bonds (\$70 million issued)
 CFCC 2013A General Obligation Bonds (\$54 million issued)
 CFCC General Obligation Bonds (\$40 million authorized) July 2015
 Total Bonded Debt Service - Debt Service Fund-CFCC

Principal portion of Debt Service Fund - CFCC
 Interest portion of Debt Service Fund - CFCC

Parks and Recreation Bonds 2008 (\$18 million issued)
 Parks and Recreation Bonds 2010 (\$17.5 million issued)
 Total Bonded Debt Service - Debt Service Fund-Parks

Principal portion of Debt Service Fund - Parks
 Interest portion of Debt Service Fund - Parks

Total Bonded Debt Service - Debt Service Fund

Principal portion of Debt Service Fund
 Interest portion of Debt Service Fund

	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
	5,924,286	5,799,022	5,673,776	5,522,619	5,374,488
	4,992,500	4,882,500	4,745,000	4,607,500	4,470,000
P	778,450	3,456,900	3,418,900	3,380,900	3,323,900
	<u>11,695,236</u>	<u>14,138,422</u>	<u>13,837,676</u>	<u>13,511,019</u>	<u>13,168,388</u>
	6,085,000	7,985,000	7,990,000	7,985,000	7,990,000
	5,610,235	6,153,422	5,847,676	5,526,019	5,178,388
	<u>11,695,235</u>	<u>14,138,422</u>	<u>13,837,676</u>	<u>13,511,019</u>	<u>13,168,388</u>
	1,290,825	1,262,700	1,234,575	1,204,575	1,174,575
	1,417,853	1,387,241	1,355,437	1,319,744	1,282,350
	<u>2,708,678</u>	<u>2,649,941</u>	<u>2,590,012</u>	<u>2,524,319</u>	<u>2,456,925</u>
	1,565,000	1,565,000	1,565,000	1,565,000	1,565,000
	1,143,678	1,084,941	1,025,012	959,319	891,925
	<u>2,708,678</u>	<u>2,649,941</u>	<u>2,590,012</u>	<u>2,524,319</u>	<u>2,456,925</u>
	<u>14,403,913</u>	<u>16,788,363</u>	<u>16,427,688</u>	<u>16,035,338</u>	<u>15,625,313</u>
	7,650,000	9,550,000	9,555,000	9,550,000	9,555,000
	6,753,913	7,238,363	6,872,688	6,485,338	6,070,313
	<u>14,403,913</u>	<u>16,788,363</u>	<u>16,427,688</u>	<u>16,035,338</u>	<u>15,625,313</u>

SPECIAL FIRE DISTRICT

INSTALLMENT:

2010 Refunding LOBS-Public Safety Training Center
 2010 Refunding LOBS-Murrayville Fire Station
 2012 Refunding LOBS-COPS2003
 Capital Improvements and Equipment-Not borrowed in FY2015
 Ogden Station - Land
 Capital Equipment - Fire Engine
 Capital Equipment - Breathing App
 Ogden Station - Construction
 Capital Equipment - Radios

Total Debt Service - Special Fire District

Principal portion of Special Fire District Installment Debt
 Interest portion of Special Fire District Installment Debt

	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
	147,474	141,152	135,395	129,212	130,376
	272,344	261,878	252,329	242,017	243,904
	81,550	79,925	77,975	70,800	68,400
	0	0	0	0	0
P	32,347	64,695	64,695	64,695	64,695
P	56,586	113,172	113,172	113,172	113,172
P	0	159,996	319,992	319,992	159,996
P	0	0	90,572	181,145	181,145
P	0	0	81,619	163,238	163,238
	<u>\$590,301</u>	<u>\$820,818</u>	<u>\$1,135,748</u>	<u>\$1,284,272</u>	<u>\$1,124,926</u>
	433,819	641,684	920,344	1,060,468	942,965
	156,482	179,134	215,405	223,804	181,961
	<u>\$590,301</u>	<u>\$820,818</u>	<u>\$1,135,748</u>	<u>\$1,284,272</u>	<u>\$1,124,926</u>

ENVIRONMENTAL MANAGEMENT

INSTALLMENT:

2005A Certificates of Participation - Refunding - Scraper Pan-Landfill
 2010 Refunding LOBS-2000 COPS-Baghouses-WASTEC
 Compactor 826G-Landfill
 Articulated Dump Truck-Landfill
 Bulldozer, Loader, and Roll-Off Truck
 Total Installment Debt Service - Environmental Management Fund

Principal portion of Environmental Management Installment Debt
 Interest portion of Environmental Management Installment Debt

Total Debt Service - Environmental Management Fund

Total Debt Service - All Funds

	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
	35,074	35,142	35,072	0	0
	72,263	68,511	65,040	61,352	61,411
	0	0	0	0	0
	62,086	62,086	0	0	0
	343,984	343,982	0	0	0
	<u>\$513,407</u>	<u>\$509,721</u>	<u>\$100,112</u>	<u>\$61,352</u>	<u>\$61,411</u>
	486,479	491,318	89,271	54,117	57,085
	26,928	18,403	10,841	7,235	4,326
	<u>\$513,407</u>	<u>\$509,721</u>	<u>\$100,112</u>	<u>\$61,352</u>	<u>\$61,411</u>
	<u>\$513,407</u>	<u>\$509,721</u>	<u>\$100,112</u>	<u>\$61,352</u>	<u>\$61,411</u>
	<u>\$52,421,059</u>	<u>\$57,648,499</u>	<u>\$56,667,742</u>	<u>\$55,907,300</u>	<u>\$59,151,277</u>

P = Pending further action

1. On July 1, 2008, Water and Sewer Debt Service was transferred to General Fund as part of the change to the Cape Fear Public Utility Authority

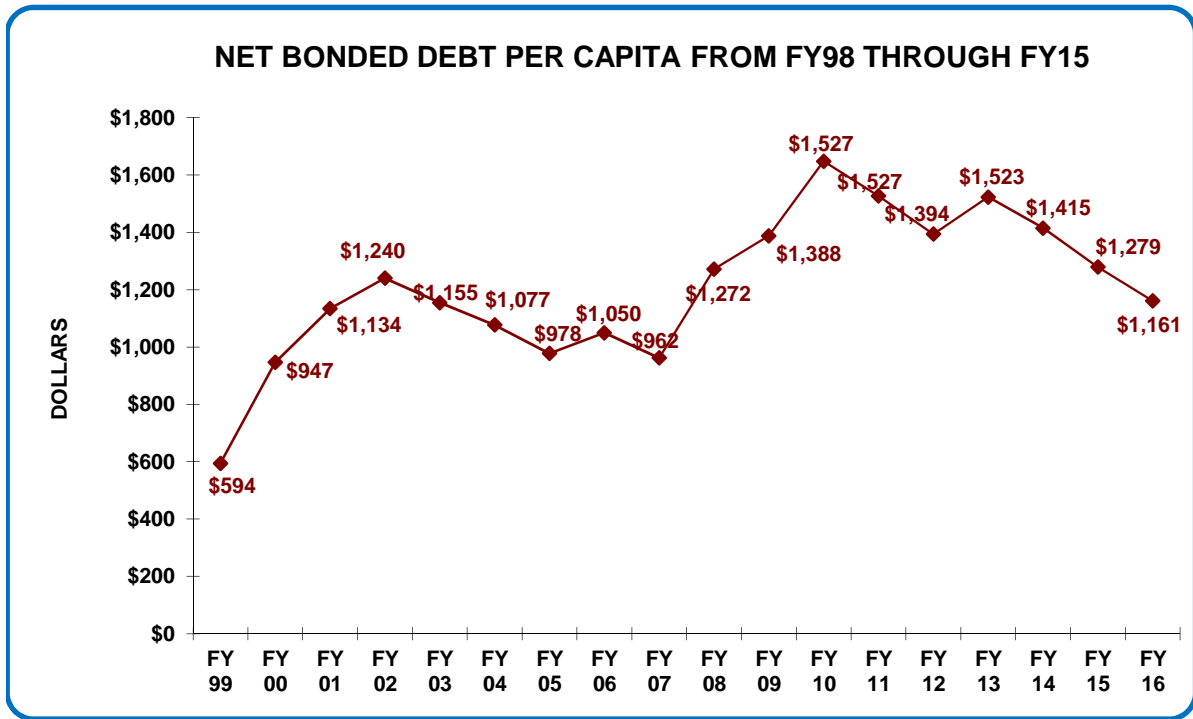
**NEW HANOVER COUNTY RATIO OF NET GENERAL BONDED DEBT
TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA**

Fiscal Year Ended June 30	¹Population Estimate	Taxable Property Assessed Value	Gross Bonded Debt	Debt Payable from Enterprise Revenues	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Value	Net Bonded Debt per Capita
1994	134,912	\$7,814,763,042	\$58,305,000	\$31,895,000	\$26,410,000	0.34%	\$196
1995	139,500	8,191,563,111	58,565,000	29,785,000	28,780,000	0.35%	206
1996	143,234	8,646,082,828	78,520,000	27,390,000	51,130,000	0.59%	357
1997	147,761	9,274,126,204	88,225,000	24,935,000	63,290,000	0.68%	428
1998	148,370	9,975,023,536	82,060,000	22,465,000	59,595,000	0.60%	402
1999	148,822	10,561,590,950	109,045,000	20,690,000	88,355,000	0.84%	594
2000	160,327	15,447,985,673	170,675,000	18,845,000	151,830,000	0.98%	947
2001	163,828	15,990,342,660	202,655,000	16,930,000	185,725,000	1.16%	1,134
2002	166,017	16,524,186,222	220,855,000	14,940,000	205,915,000	1.25%	1,240
2003	169,050	16,976,210,211	207,610,000	12,285,000	195,325,000	1.15%	1,155
2004	174,302	17,363,984,377	197,810,000	10,040,000	187,770,000	1.08%	1,077
2005	179,553	17,896,300,639	183,510,000	7,880,000	175,630,000	0.98%	978
2006	185,222	18,754,771,006	200,150,000	5,625,000	194,525,000	1.04%	1,050
2007	189,922	19,499,335,347	185,895,000	3,255,000	182,640,000	0.94%	962
2008	192,279	32,862,470,391	245,440,000	780,000	244,660,000	0.74%	1,272
2009	195,085	33,424,361,562	271,170,000	355,000	270,815,000	0.81%	1,388
2010	202,667	33,674,505,469	334,244,997	175,000	334,069,997	0.99%	1,648
2011	206,286	33,807,896,708	315,039,997	-	315,039,997	0.93%	1,527
2012	209,964	33,969,990,000	292,639,997	-	292,639,997	0.86%	1,394
2013	213,785	28,874,594,604	325,564,997	-	325,564,997	1.13%	1,523
2014 ²	217,844	29,714,634,628	308,179,997	-	308,179,997	1.04%	1,415
2015	221,812	29,745,736,443	283,589,997	-	283,589,997	0.95%	1,279
2016	223,245	30,187,418,000	259,174,998	-	259,174,998	0.86%	1,161

¹North Carolina Office of State Budget and Management

²Taxable Property Assessed Value larger due to Tax and Tag Program

NEW HANOVER COUNTY
NET BONDED DEBT PER CAPITA





NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
GENERAL FUND						
ADMINISTRATION:						
Administrative Support Specialist	2	2.00	2	2.00	1	1.00
Assistant County Manager	2	2.00	2	2.00	2	2.00
County Manager	1	1.00	1	1.00	1	1.00
County Manager, Executive Assistant	1	1.00	1	1.00	1	1.00
Strategy/Policy Development Coordinator	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	7	7.00	7	7.00	6	6.00
BOARD OF ELECTIONS:						
Elections Compliance Specialist	n/a	n/a	1	1.00	1	1.00
Elections Director	1	1.00	1	1.00	1	1.00
Elections Program Coordinator	1	1.00	1	1.00	1	1.00
Elections System Specialist	1	1.00	1	1.00	1	1.00
Elections Specialist	<u>3</u>	<u>3.00</u>	<u>2</u>	<u>1.75</u>	<u>2</u>	<u>2.00</u>
	6	6.00	6	5.75	6	6.00
BUDGET:						
Budget Analyst	1	1.00	1	1.00	1	1.00
Budget Analyst, Senior	1	1.00	1	1.00	1	1.00
Budget Director	1	1.00	1	1.00	1	1.00
Budget Specialist	1	1.00	1	1.00	1	1.00
Special Projects Officer	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	5	5.00	5	5.00	5	5.00
COMMUNITY JUSTICE SERVICES:						
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Administrative Support Technician	1	1.00	1	1.00	1	1.00
Director	1	1.00	1	1.00	1	1.00
Family Therapist	1	1.00	1	1.00	n/a	n/a
Intervention Specialist	1	1.00	1	1.00	n/a	n/a
Support Services Coordinator	1	1.00	1	1.00	1	1.00
Drug Treatment Court Coordinator	n/a	n/a	n/a	n/a	1	1.00
Drug Treatment Court Specialist	1	1.00	1	1.00	1	1.00
DWI Treatment Court Coordinator	1	1.00	1	1.00	1	1.00
License Clinical Therapist - Zone 1	1	1.00	1	1.00	1	1.00
License Clinical Therapist - Zone 2	2	2.00	2	2.00	2	2.00
Pretrial Release Coordinator	3	3.00	4	4.00	4	4.00
Program Assistant	4	4.00	4	4.00	4	4.00
Program Coordinator	2	2.00	2	2.00	2	2.00
Program Manager	3	3.00	3	3.00	1	1.00
Youth Empowerment Services Program Manager	<u>1</u>	<u>1.00</u>	<u>n/a</u>	<u>n/a</u>	<u>1</u>	<u>1.00</u>
	24	24.00	24	24.00	22	22.00
DEVELOPMENT SERVICES:						
Development Services Director	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Supervisor	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Technician	<u>8</u>	<u>8.00</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
	10	10.00	n/a	n/a	n/a	n/a
EMERGENCY MANAGEMENT & 911 COMMUNICATIONS:						
Emergency Management:						
911 Quality Specialist	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Emergency Management/911 Director	1	1.00	1	1.00	1	1.00
Emergency Management Manger	n/a	n/a	n/a	n/a	1	1.00
Emergency Management Specialist, Sr.	1	1.00	1	1.00	n/a	n/a
Emergency Management Specialist	1	1.00	1	1.00	1	1.00
Emergency Management Communications Coordinator	n/a	n/a	n/a	n/a	1	1.00
Public Safety Communications:						
911 Quality Control Specialist	n/a	n/a	1	1.00	n/a	n/a
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Public Safety Data Analyst	1	1.00	1	1.00	1	1.00
Telecommunicator	68	68.00	68	67.60	n/a	n/a
Telecommunicator, Zone 1	n/a	n/a	n/a	n/a	63	62.60
Telecommunicator, Zone 2	n/a	n/a	n/a	n/a	5	5.00
Telecommunications Manager	1	1.00	1	1.00	1	1.00
Telecommunications Supervisor	4	4.00	4	4.00	4	4.00
Telecommunications Trainer	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	81	81.00	81	80.60	81	80.60

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
ENGINEERING & PUBLIC SERVICES:						
Engineering:						
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Construction Project Coordinator	1	1.00	1	1.00	1	1.00
County Engineer	1	1.00	1	1.00	1	1.00
Engineering CAD Specialist	1	1.00	1	1.00	1	1.00
Engineering Construction Inspector	1	1.00	1	1.00	1	1.00
Engineering Specialist	2	2.00	2	2.00	2	2.00
Project Engineer, Chief	1	1.00	1	1.00	1	1.00
Project Manager, Senior	1	1.00	1	1.00	n/a	n/a
Shore Protection Coordinator	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	10	10.00	10	10.00	9	9.00
FINANCE:						
Accountant	n/a	n/a	n/a	n/a	2	2.00
Business Officer	n/a	n/a	n/a	n/a	1	1.00
Financial Analyst	2	2.00	2	2.00	2	2.00
Finance Director, Assistant	1	1.00	1	1.00	2	2.00
Finance Director	1	1.00	1	1.00	1	1.00
Fiscal Support Specialist	1	1.00	2	2.00	6	6.00
Fiscal Support Supervisor	2	2.00	1	1.00	2	2.00
Fiscal Support Technician	6	6.00	6	6.00	12	12.00
Grants & Project Analyst	1	1.00	1	1.00	1	1.00
Investment Officer	1	1.00	1	1.00	1	1.00
Payroll Administration Specialist	1	1.00	1	1.00	1	1.00
Property Auditor	1	1.00	1	1.00	n/a	n/a
Purchasing Supervisor	1	1.00	1	1.00	1	1.00
Purchasing Agent	1	1.00	1	1.00	1	1.00
Social Services Business Specialist	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>1</u>	<u>1.00</u>
	19	19.00	19	19.00	34	34.00
GOVERNING BODY:						
Administrative Support Specialist	n/a	n/a	n/a	n/a	1	1.00
Commission Chairperson	1	1.00	1	1.00	1	1.00
Commissioners	4	4.00	4	4.00	4	4.00
Clerk to the Board	1	1.00	1	1.00	1	1.00
Clerk, Deputy	<u>2</u>	<u>2.00</u>	<u>2</u>	<u>2.00</u>	<u>1</u>	<u>1.00</u>
	8	8.00	8	8.00	8	8.00
HEALTH:						
Accountant	2	2.00	2	2.00	n/a	n/a
Administrative Support Manager	1	1.00	1	1.00	1	1.00
Administrative Support Specialist	2	2.00	2	2.00	2	2.00
Administrative Support Supervisor	2	2.00	2	2.00	2	2.00
Administrative Support Technician	22	22.00	20	20.00	16	16.00
Audiologist	1	1.00	1	0.65	1	0.65
Community Health Assistant	3	3.00	3	3.00	3	3.00
Dental Assistant	3	2.40	3	2.40	n/a	n/a
Dental Assistant, Zone 1	n/a	n/a	n/a	n/a	2	1.60
Dental Assistant, Zone 2	n/a	n/a	n/a	n/a	1	0.80
Dietitian	1	1.00	1	1.00	1	1.00
Environmental Health Specialist, Sr	1	1.00	1	1.00	n/a	n/a
Environmental Health Program Specialist	3	3.00	3	3.00	3	3.00
Environmental Health Specialist	11	11.00	11	11.00	11	11.00
Environmental Health Service Manager	1	1.00	1	1.00	1	1.00
Environmental Health Services Specialist, Sr	3	3.00	3	3.00	n/a	n/a
Environmental Health Supervisor	n/a	n/a	n/a	n/a	4	4.00
Fiscal Support Technician	8	7.55	8	7.55	n/a	n/a
Fiscal Support Specialist	1	1.00	1	1.00	n/a	n/a
Fiscal Support Supervisor	1	1.00	1	1.00	n/a	n/a
Health Director	1	1.00	1	1.00	1	1.00
Health Director, Assistant	1	1.00	1	1.00	1	1.00
Health Education, Supervisor	1	1.00	1	1.00	1	1.00
Health Educator	3	3.00	3	3.00	2	2.00
Health Planner	1	1.00	1	1.00	1	1.00
Human Resources Representative	1	1.00	1	1.00	1	1.00
Licensed Clinical Therapist	14	14.00	14	14.00	n/a	n/a
Licensed Clinical Therapist, Zone 1	n/a	n/a	n/a	n/a	14	14.00
Licensed Clinical Therapist Supervisor	1	1.00	1	1.00	1	1.00
Licensed Practical Nurse	3	2.50	3	2.50	3	2.50
Medical Lab Assistant	3	3.00	3	3.00	3	3.00
Medical Lab Supervisor	1	1.00	1	1.00	1	1.00
Medical Lab Technologist	2	2.00	2	2.00	1	1.00
Nutritionist	5	4.50	5	4.50	n/a	n/a

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
Nutritionist Services Supervisor	1	1.00	1	1.00	1	1.00
Nutritionist, Zone 1	n/a	n/a	n/a	n/a	4	3.50
Nutritionist, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Personal Health Services Manager	1	1.00	1	1.00	1	1.00
Physician	n/a	n/a	n/a	n/a	n/a	n/a
Physician Extender	2	2.00	2	2.00	2	2.00
Program Assistant	5	4.50	5	4.50	5	4.50
Program Coordinator	2	1.50	2	1.50	2	1.50
Public Health Nurse	59	54.90	60	57.45	n/a	n/a
Public Health Nurse, Zone 1	n/a	n/a	n/a	n/a	48	44.95
Public Health Nurse, Zone 2	n/a	n/a	n/a	n/a	11	11.00
Public Health Nurse, Zone 3	n/a	n/a	n/a	n/a	2	2.00
Public Health Nurse Supervisor	4	4.00	4	4.00	4	4.00
Social Work Supervisor	1	1.00	1	1.00	1	1.00
Social Worker	6	5.80	5	4.80	n/a	n/a
Social Worker, Zone 1	n/a	n/a	n/a	n/a	5	4.80
Vector Control Operator	2	2.00	2	2.00	2	2.00
Vector Control Operator, Senior	1	<u>1.00</u>	1	<u>1.00</u>	1	<u>1.00</u>
	187	179.65	185	178.85	168	161.80

HUMAN RESOURCES:

Administrative Support Technician	1	0.50	1	1.00	n/a	n/a
Administrative Support Specialist	n/a	n/a	n/a	n/a	1	1.00
Human Resources Analyst	1	1.00	2	2.00	n/a	n/a
Human Resources Analyst, Zone 1	n/a	n/a	n/a	n/a	3	3.00
Human Resources Analyst, Zone 2	n/a	n/a	n/a	n/a	2	2.00
Human Resources Analyst, Senior	2	2.00	1	1.00	n/a	n/a
Human Resources Director	1	1.00	1	1.00	1	1.00
Human Resources Technician	n/a	n/a	n/a	n/a	n/a	n/a
Human Resources Specialist	3	3.00	3	3.00	2	2.00
Human Resources/Community Relations Manager	1	<u>1.00</u>	1	<u>1.00</u>	<u>n/a</u>	<u>n/a</u>
	9	8.50	9	9.00	9	9.00

INFORMATION TECHNOLOGY:

Administrative Support Technician	1	1.00	1	1.00	1	1.00
Computer Operations Coordinator	n/a	n/a	n/a	n/a	n/a	n/a
Information Systems Service Coordinator	1	1.00	1	1.00	1	1.00
Information Systems Support Analyst	12	12.00	13	13.00	n/a	n/a
Information Systems Support Specialist	7	7.00	6	6.00	n/a	n/a
Information Systems Support Specialist, Sr	1	1.00	1	1.00	n/a	n/a
Information Technology Analyst, Zone 1	n/a	n/a	n/a	n/a	5	5.00
Information Technology Analyst, Zone 2	n/a	n/a	n/a	n/a	3	3.00
Information Technology Support Specialist, Zone 1	n/a	n/a	n/a	n/a	5	5.00
Information Technology Support Specialist, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Information Technology Support Specialist, Zone 3	n/a	n/a	n/a	n/a	1	1.00
Information Tech Procurement & Admin Specialist	1	1.00	1	1.00	1	1.00
Information Technology Assistant Director	n/a	n/a	n/a	n/a	1	1.00
Information Technology Director	1	1.00	1	1.00	1	1.00
Information Technology Manager	n/a	n/a	1	1.00	n/a	n/a
Information Technology Supervisor	3	3.00	3	3.00	4	4.00
Network Administrator	3	3.00	4	4.00	n/a	n/a
Network Administrator, Zone 1	n/a	n/a	n/a	n/a	5	5.00
Network Administrator, Zone 2	n/a	n/a	n/a	n/a	2	2.00
Network Administrator, Zone 3	n/a	n/a	n/a	n/a	1	1.00
Systems Analyst, Sr.	4	4.00	2	2.00	2	2.00
Web Administrator	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	1	<u>1.00</u>
	34	34.00	34	34.00	35	35.00

LEGAL:

Administrative Support Assistant	1	1.00	1	1.00	n/a	n/a
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Administrative Support Technician	1	1.00	1	1.00	n/a	n/a
County Attorney	1	1.00	1	1.00	1	1.00
County Attorney, Assistant	1	1.00	1	1.00	n/a	n/a
County Attorney, Deputy	1	1.00	1	1.00	2	2.00
Paralegal	2	2.00	2	2.00	n/a	n/a
Paralegal, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Paralegal, Zone 3	n/a	n/a	n/a	n/a	1	1.00
Risk Management Coordinator	1	1.00	1	1.00	n/a	n/a
Risk Management Manager	n/a	n/a	n/a	n/a	1	1.00
Risk Management Specialist	1	1.00	1	1.00	1	1.00
Risk Management Technician	n/a	n/a	n/a	n/a	1	1.00
Safety Officer	1	<u>1.00</u>	1	<u>1.00</u>	1	<u>1.00</u>
	11	11.00	11	11.00	10	10.00

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
LIBRARY:						
Administrative Support Specialist	1	1	1	1.00	1	1.00
Administrative Support Technician	1	1	n/a	n/a	n/a	n/a
Librarian	8	8	9	9.00	9	9.00
Librarian, Senior	3	3	3	3.00	3	3.00
Librarian, Supervisor	4	4	4	4.00	4	4.00
Library Assistant	15	13.50	16	14.50	15	13.50
Library Associate	13	11.63	12	11.60	13	12.35
Library Director	1	1	1	1.00	1	1.00
Library Director, Assistant	1	1	1	1.00	1	1.00
Program Manager	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.80</u>	<u>1</u>	<u>0.80</u>
	48	44.76	48	45.90	48	45.65
MUSEUM:						
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Administrative Support Technician	n/a	n/a	1	0.75	1	0.75
Collections Assistant	1	1.00	n/a	n/a	n/a	n/a
Development Coordinator	1	1.00	1	1.00	1	1.00
Graphics Specialist	1	1.00	1	1.00	1	1.00
Museum Curator	1	1.00	1	1.00	1	1.00
Museum Director	1	1.00	1	1.00	1	1.00
Museum Education Coordinator	1	1.00	1	1.00	1	1.00
Museum Educator	3	3.00	3	3.00	3	3.00
Museum Exhibit Coordinator	1	1.00	1	1.00	1	1.00
Museum Exhibit Designer	1	1.00	1	1.00	1	1.00
Museum Historian	1	1.00	1	1.00	1	1.00
Museum Registrar	1	1.00	1	1.00	1	1.00
Public Relations Specialist	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	15	15.00	15	14.75	15	14.75
NC STATE UNIVERSITY EXTENSION SERVICE: (formerly known as Cooperative Extension)						
Administrative Support Assistant	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>0.63</u>	<u>1</u>	<u>0.63</u>
	1	1.00	1	0.63	1	0.63
NHC-TV & PUBLIC AFFAIRS:						
Media Productions Coordinator	1	1.00	1	1.00	1	1.00
Media Productions Specialist	2	2.00	2	2.00	2	2.00
Public Affairs Manager	1	1.00	1	1.00	n/a	n/a
Public Information Officer	1	1.00	1	1.00	1	1.00
Web Administrator	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>n/a</u>	<u>n/a</u>
	6	6.00	6	6.00	4	4.00
PARKS, GARDENS, SENIOR RESOURCE CENTER: (new dept created 2009)						
Administrative Support Assistant	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Coordinator	n/a	n/a	1	1.00	1	1.00
Administrative Support Supervisor	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Technician	2	1.63	1	1.00	1	1.00
Development Coordinator	1	1.00	1	1.00	1	1.00
Equipment Operator	1	1.00	n/a	n/a	n/a	n/a
Ground Maintenance Supervisor	6	6.00	6	6.00	6	6.00
Grounds Maintenance Worker	38	38.00	38	38.00	n/a	n/a
Grounds Maintenance Worker, Zone 1	n/a	n/a	n/a	n/a	23	23.00
Grounds Maintenance Worker, Zone 2	n/a	n/a	n/a	n/a	15	15.00
Landscape Technician	8	8.00	8	8.00	8	8.00
Mechanic	1	1.00	1	1.00	1	1.00
Parks Superintendent	1	1.00	1	1.00	1	1.00
Parks/Gardens Assistant Director	n/a	n/a	1	1.00	1	1.00
Parks/Gardens Director	1	1.00	1	1.00	1	1.00
Parks/Gardens Manager	1	1.00	n/a	n/a	n/a	n/a
Program Assistant	n/a	n/a	1	1.00	1	1.00
Program Coordinator	2	2.00	2	2.00	3	3.00
Program Manager	1	1.00	2	2.00	1	1.00
Social Worker	n/a	n/a	n/a	n/a	n/a	n/a
Ticket Agent	1	1.00	1	1.00	1	1.00
Trades Specialist	1	1.00	2	2.00	n/a	n/a
Trades Specialist, Zone 2	n/a	n/a	n/a	n/a	2	2.00
Trades Supervisor	1	1.00	1	1.00	1	1.00
Trades Technician	<u>4</u>	<u>4.00</u>	<u>4</u>	<u>4.00</u>	<u>4</u>	<u>4.00</u>
	72	71.63	72	72.00	72	72.00

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
PLANNING & INSPECTIONS:						
Administrative Support Specialist	2	2.00	2	2.00	2	2.00
Administrative Support Supervisor	n/a	n/a	1	1.00	n/a	n/a
Administrative Support Technician	1	1.00	9	9.00	1	1.00
Code Enforcement Official	19	19.00	19	19.00	n/a	n/a
Code Enforcement Official, Chief	3	3.00	3	3.00	3	3.00
Code Enforcement Official, Senior	8	8.00	8	8.00	4	4.00
Code Enforcement Official, Senior, Zone 1	n/a	n/a	n/a	n/a	2	2.00
Code Enforcement Official, Senior, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Code Enforcement Official, Zone 1	n/a	n/a	n/a	n/a	2	2.00
Code Enforcement Official, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Code Enforcement Official, Zone 3	n/a	n/a	n/a	n/a	15	15.00
Development Services Manager	n/a	n/a	1	1.00	n/a	n/a
Development Services Project Coordinator	n/a	n/a	n/a	n/a	1	1.00
Development Services Specialist, Zone 1	n/a	n/a	n/a	n/a	6	6.00
Development Services Specialist, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Development Services Supervisor	n/a	n/a	n/a	n/a	1	1.00
GIS Technician	1	1.00	n/a	n/a	n/a	n/a
Inspections Manager	1	1.00	1	1.00	1	1.00
Planner	3	3.00	3	3.00	3	3.00
Planner Community Development	1	1.00	1	1.00	1	1.00
Planner, Senior	1	1.00	1	1.00	1	1.00
Planning/Inspections Director	1	1.00	1	1.00	1	1.00
Planning/Zoning Manager	2	2.00	2	2.00	1	1.00
Planning Specialist	1	1.00	2	2.00	1	1.00
Planning Supervisor	n/a	n/a	1	1.00	1	1.00
Zoning Compliance Official	4	4.00	4	4.00	3	3.00
Zoning Compliance, Senior	<u>1</u>	<u>1.00</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
	49	49.00	59	59.00	53	53.00
PROPERTY MANAGEMENT:						
Administrative Support Assistant	1	1.00	1	1.00	n/a	n/a
Administrative Support Specialist	1	1.00	1	1.00	n/a	n/a
Administrative Supervisor	n/a	n/a	n/a	n/a	1	1.00
Administrative Support Technician	1	1.00	1	1.00	2	2.00
Custodial Crew Leader	5	5.00	5	5.00	5	5.00
Custodial Superintendent	1	1.00	1	1.00	1	1.00
Custodial Supervisor	2	2.00	2	2.00	2	2.00
Custodian	25	25.00	24	24.00	27	27.00
Energy Tech	1	1.00	1	1.00	1	1.00
Equipment Shop Superintendent	1	1.00	1	1.00	1	1.00
Equipment Shop Supervisor	1	1.00	1	1.00	1	1.00
Facilities Project Coordinator	n/a	n/a	n/a	n/a	1	1.00
Fiscal Support Technician	1	1.00	1	1.00	1	1.00
Inventory Control Specialist	n/a	n/a	n/a	n/a	1	1.00
Maintenance Assistant	1	1.00	1	1.00	n/a	n/a
Maintenance Supervisor	1	1.00	1	1.00	1	1.00
Materials Control Specialist	1	1.00	1	1.00	n/a	n/a
Materials Control Technician	n/a	n/a	n/a	n/a	n/a	n/a
Mechanic	4	4.00	4	4.00	5	5.00
Property Management Director	1	1.00	1	1.00	1	1.00
Property Management Manager	1	1.00	1	1.00	1	1.00
Trades Specialist	13	13.00	14	14.00	n/a	n/a
Trades Specialist, Zone 1	n/a	n/a	n/a	n/a	11	11.00
Trades Specialist, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Trades Specialist, Zone 3	n/a	n/a	n/a	n/a	2	2.00
Trades Superintendent	1	1.00	1	1.00	1	1.00
Trades Supervisor	1	1.00	1	1.00	1	1.00
Trades Technician	<u>9</u>	<u>9.00</u>	<u>9</u>	<u>9.00</u>	<u>10</u>	<u>10.00</u>
	73	73.00	73	73.00	78	78.00
REGISTER OF DEEDS:						
Register of Deeds	1	1.00	1	1.00	1	1.00
Register of Deeds, Deputy	13	13.00	12	13.00	n/a	n/a
Register of Deeds, Deputy, Zone 1	n/a	n/a	n/a	n/a	10	10.00
Register of Deeds, Deputy, Zone 2	n/a	n/a	n/a	n/a	2	2.00
Register of Deeds, Assistant	2	2.00	3	2.00	n/a	n/a
Register of Deeds, Assistant, Zone 1	n/a	n/a	n/a	n/a	3	3.00
Register of Deeds, Assistant, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Administrative Support Specialist	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>n/a</u>	<u>n/a</u>
	17	17.00	17	17.00	17	17.00

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
SENIOR RESOURCE CENTER:						
Administrative Support Specialist	2	2.00	2	2.00	1	1.00
Delivery Meal Coordinator	1	1.00	n/a	n/a	n/a	n/a
Economic Services Case Worker	1	1.00	1	1.00	1	1.00
Home Delivered Meals Driver	1	0.63	n/a	n/a	n/a	n/a
Nutritionist	1	1.00	1	1.00	n/a	n/a
Program Assistant	2	2.00	6	4.75	7	5.38
Program Coordinator	5	4.50	4	4.00	3	3.00
Program Manager	2	2.00	2	2.00	3	3.00
Social Work Supervisor	1	1.00	1	1.00	1	1.00
Senior Resource Center Manager	1	1.00	1	1.00	1	1.00
Social Worker	2	2.00	2	2.00	n/a	n/a
Social Worker, Zone 1	n/a	n/a	n/a	n/a	2	2.00
Transportation Coordinator	1	1.00	1	1.00	1	1.00
Van Driver	1	0.63	n/a	n/a	n/a	n/a
	21	19.76	21	19.75	20	18.38
SHERIFF:						
Administrative Support Assistant	1	1.00	1	1.00	n/a	n/a
Administrative Support Coordinator	1	1.00	1	1.00	1	1.00
Administrative Support Specialist	3	3.00	3	3.00	1	1.00
Administrative Support Supervisor	2	2.00	2	2.00	2	2.00
Administrative Support Technician	23	23.00	22	22.00	23	23.00
Animal Control Officer	7	7.00	7	7.00	4	4.00
Animal Control Services Supervisor	1	1.00	1	1.00	1	1.00
Animal Control Manager	n/a	n/a	n/a	n/a	1	1.00
Business Officer	1	1.00	n/a	n/a	1	1.00
Crimes Analyst	1	1.00	1	1.00	2	2.00
Custodial Crew Leader	1	1.00	1	1.00	1	1.00
Deputy Sheriff	191	191.00	206	206.00	167	167.00
Deputy Sheriff, Zone 2	n/a	n/a	n/a	n/a	34	34.00
Deputy Sheriff, Captain	7	7.00	7	7.00	7	7.00
Deputy Sheriff, Chief	1	1.00	1	1.00	1	1.00
Deputy Sheriff, Colonel	1	1.00	1	1.00	n/a	n/a
Deputy Sheriff, Corporal	24	24.00	26	26.00	29	29.00
Deputy Sheriff, Detective	45	45.00	47	47.00	50	50.00
Deputy Sheriff, Lieutenant	27	27.00	27	27.00	19	19.00
Deputy Sheriff, Lieutenant, Zone 2	n/a	n/a	n/a	n/a	7	7.00
Deputy Sheriff, Major	2	2.00	2	2.00	3	3.00
Deputy Sheriff, Sergeant	39	39.00	41	41.00	42	42.00
Detention Officer	57	57.00	57	57.00	61	61.00
Detention Officer, Corporal	4	4.00	4	4.00	6	6.00
Detention Officer, Lieutenant	n/a	n/a	n/a	n/a	1	1.00
Detention Officer, Sergeant	3	3.00	3	3.00	5	5.00
Fiscal Support Specialist	1	1.00	1	1.00	1	1.00
Fiscal Support Technician	2	2.00	2	2.00	3	3.00
Gang Prevention & Intervention Case Manager	2	2.00	1	1.00	n/a	n/a
Human Resources Representative	1	1.00	1	1.00	1	1.00
Inventory Control Technician	n/a	n/a	n/a	n/a	1	1.00
Licensed Clinical Therapist	1	1.00	n/a	n/a	n/a	n/a
Materials Control Specialist	1	1.00	1	1.00	n/a	n/a
Program Coordinator	n/a	n/a	1	1.00	1	1.00
Shelter Attendant	3	3.00	3	3.00	3	3.00
Shelter Supervisor	1	1.00	1	1.00	n/a	n/a
Sheriff	1	1.00	1	1.00	1	1.00
Youth Violence Intervention Specialist	n/a	n/a	n/a	n/a	2	2.00
	455	455.00	473	473.00	482	482.00
SOCIAL SERVICES:						
Administrative Support Assistant	4	4.00	5	5.00	5	5.00
Administrative Support Coordinator	1	1.00	1	1.00	1	1.00
Administrative Support Specialist	2	2.00	2	2.00	2	2.00
Administrative Support Supervisor	2	2.00	2	2.00	2	2.00
Administrative Support Technician	13	12.26	13	13.00	11	11.00
Attorney 2		2.00	2	2.00	2	2.00
Attorney, Senior	1	1.00	1	1.00	1	1.00
Business Officer	2	2.00	2	2.00	1	1.00
Business Specialist	1	1.00	1	1.00	n/a	n/a
Community Services Assistant	7	7.00	7	7.00	7	7.00
Community Service Coordinator	1	1.00	1	1.00	1	1.00
Economic Services Caseworker	101	101.00	n/a	n/a	n/a	n/a
Economic Services Manager	2	2.00	2	2.00	2	2.00
Economic Services Supervisor	10	10.00	11	11.00	n/a	n/a
Fiscal Support Specialist	3	3.00	3	3.00	n/a	n/a
Fiscal Support Technician	2	2.00	2	2.00	n/a	n/a

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED POSITIONS FTE's		FY14-15 ADOPTED POSITIONS FTE's		FY15-16 ADOPTED POSITIONS FTE's	
Human Services Universal Caseworker	n/a	n/a	110	110.00	n/a	n/a
Human Services Universal Caseworker, Zone 1	n/a	n/a	n/a	n/a	116	116.00
Human Services Universal Caseworker, Zone 2	n/a	n/a	n/a	n/a	3	3.00
Human Services Universal Caseworker Supervisor	n/a	n/a	n/a	n/a	16	16.00
Information Systems Technician	1	1.00	1	1.00	n/a	n/a
Information Systems Technician, Zone 2	n/a	n/a	n/a	n/a	1	1.00
Paralegal	3	3.00	3	3.00	n/a	n/a
Paralegal, Zone 1	n/a	n/a	n/a	n/a	3	3.00
Planning/Business Manager	n/a	n/a	n/a	n/a	n/a	n/a
Program Assistant	1	1.00	1	1.00	1	1.00
Social Services Business Analyst	1	1.00	1	1.00	1	1.00
Social Services Director	1	1.00	1	1.00	1	1.00
Social Services Director, Assistant	2	2.00	2	2.00	2	2.00
Social Services Manager	3	3.00	3	3.00	3	3.00
Social Services Supervisor	16	16.00	16	16.00	16	16.00
Social Worker	101	101.00	100	100.00	n/a	n/a
Social Worker, Exempt	n/a	n/a	n/a	n/a	2	2.00
Social Worker, Zone 1	n/a	n/a	n/a	n/a	11	11.00
Social Worker, Zone 2	n/a	n/a	n/a	n/a	87	87.00
Transportation Coordinator	4	4.00	5	5.00	5	5.00
Veteran Services Officer	1	1.00	1	1.00	1	1.00
Veteran Services Specialist	1	1.00	1	1.00	1	1.00
	289	288.26	300	300.00	305	305.00
SOIL & WATER:	n/a	n/a	n/a	n/a	1	1.00
Program Coordinator	n/a	n/a	n/a	n/a	1	1.00
Program Manager	n/a	n/a	n/a	n/a	2	2.00
TAX:						
Administrative Support Coordinator	1	1.00	1	1.00	1	1.00
Administrative Support Technician	8	8.00	8	8.00	5	5.00
Appraisal Supervisor	1	1.00	1	1.00	1	1.00
Appraiser	10	10.00	10	10.00	n/a	n/a
Appraiser, Zone 1	n/a	n/a	n/a	n/a	7	7.00
Appraiser, Zone 2	n/a	n/a	n/a	n/a	2	2.00
Appraiser, Zone 3	n/a	n/a	n/a	n/a	1	1.00
Collector of Revenue	1	1.00	1	1.00	1	1.00
Collector, Deputy	4	4.00	4	4.00	4	4.00
Fiscal Support Specialist	1	1.00	1	1.00	1	1.00
Fiscal Support Supervisor	2	2.00	2	2.00	2	2.00
Fiscal Support Technician	11	11.00	11	11.00	14	14.00
Revaluation Coordinator	1	1.00	1	1.00	1	1.00
Tax Administrator	1	1.00	1	1.00	1	1.00
Tax Administrator, Assistant	1	1.00	1	1.00	1	1.00
Tax Business Analyst	n/a	n/a	n/a	n/a	n/a	n/a
Tax Listing Supervisor	1	1.00	1	1.00	1	1.00
Tax Mapper	3	3.00	3	3.00	3	3.00
Tax Mapper, Senior	1	1.00	1	1.00	1	1.00
Tax Mapping Supervisor	1	1.00	1	1.00	1	1.00
	48	48.00	48	48.00	48	48.00
GENERAL FUND TOTAL	1505	1491.56	1532	1521.23	1538	1526.81
ENVIRONMENTAL MANAGEMENT FUND						
ADMINISTRATION:						
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Business Officer	1	1.00	1	1.00	1	1.00
Environmental Management Director	1	1.00	1	1.00	1	1.00
Plant Shift Supervisor	1	1.00	1	1.00	n/a	n/a
	4	4.00	4	4.00	3	3.00
RECYCLING:						
Equipment Operator	6	6.00	6	6.00	4	4.00
Equipment Operator Supervisor	n/a	n/a	n/a	n/a	2	2.00
Hazard Waste Coordinator	n/a	n/a	n/a	n/a	1	1.00
Program Assistant	n/a	n/a	n/a	n/a	1	1.00
Solid Waste Planner	1	1.00	1	1.00	1	1.00
	7	7.00	7	7.00	9	9.00
LANDFILL:						
Environmental Specialist	1	1.00	1	1.00	1	1.00
Environmental Technician	1	1.00	1	1.00	2	2.00
Equipment Operator	7	7.00	7	7.00	7	7.00
Equipment Operator, Zone 2	n/a	n/a	n/a	n/a	2	2.00

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

	FY13-14 ADOPTED		FY14-15 ADOPTED		FY15-16 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
Fiscal Support Assistant	3	3.00	3	3.00	n/a	n/a
Landfill Manager	1	1.00	1	1.00	1	1.00
Landfill Supervisor	1	1.00	1	1.00	n/a	n/a
Landfill Weighmaster	n/a	n/a	n/a	n/a	3	3.00
Maintenance Assistant	<u>6</u>	<u>6.00</u>	<u>6</u>	<u>6.00</u>	<u>4</u>	<u>4.00</u>
	20	20.00	20	20.00	20	20.00
ENVIRONMENTAL MANAGEMENT FUND TOTAL	31	31.00	31	31.00	32	32.00
SPECIAL FIRE SERVICE DISTRICT FUND						
ADMINISTRATION:						
Administrative Support Specialist	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Technician	1	1.00	n/a	n/a	n/a	n/a
Fire Battalion Chief	1	1.00	n/a	n/a	n/a	n/a
Fire Captain	n/a	n/a	n/a	n/a	n/a	n/a
Fire Chief	1	1.00	n/a	n/a	n/a	n/a
Fire Chief, Deputy	3	3.00	n/a	n/a	n/a	n/a
Fire Marshal, Deputy	3	3.00	n/a	n/a	n/a	n/a
Fire Systems Data Specialist	1	1.00	n/a	n/a	n/a	n/a
Program Assistant	2	1.50	n/a	n/a	n/a	n/a
Program Coordinator	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
	13	12.50	n/a	n/a	n/a	n/a
OPERATIONS:						
Administrative Support Coordinator	n/a	n/a	1	1.00	1	1.00
Administrative Support Technician	n/a	n/a	1	1.00	n/a	n/a
Fire Battalion Chief	3	3.00	4	4.00	4	4.00
Fire Captain	3	3.00	3	3.00	n/a	n/a
Fire Captain, Zone 1	n/a	n/a	n/a	n/a	30	30.00
Fire Captain, Zone 2	n/a	n/a	n/a	n/a	3	3.00
Fire Captain, Zone 3	n/a	n/a	n/a	n/a	3	3.00
Fire Chief	n/a	n/a	1	1.00	1	1.00
Fire Chief, Deputy	n/a	n/a	3	3.00	3	3.00
Fire Fighter	69	69.00	75	75.00	18	18.00
Fire Fighter/ Apparatus Operator	n/a	n/a	n/a	n/a	57	57.00
Fire Hydrant Technician	n/a	n/a	2	1.50	2	1.50
Fire Lieutenant	30	30.00	33	33.00	n/a	n/a
Fire Marshall, Deputy	n/a	n/a	3	3.00	3	3.00
Fire Systems Data Specialist	n/a	n/a	1	1.00	1	1.00
Fiscal Support Technician	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>1</u>	<u>1.00</u>
	105	105.00	127	126.50	127	126.50
SPECIAL FIRE SERVICE DISTRICT FUND TOTAL	118	117.50	127	126.50	127	126.50
TOTAL ALL FUNDS	1654	1640.06	1690	1678.73	1697	1685.31



FY 2015 – 2016 CAPITAL EXPENDITURES

Introduction

In order to ensure that quality services continue to be delivered to the citizens of New Hanover County in a timely and efficient manner, the County routinely invests in new and existing capital facilities, equipment and other fixed assets. These investments fall into two broad categories: *capital outlay* and *capital improvement projects*. For information on capital improvement projects please see the Capital Improvement Program section.

Capital Outlay

Capital outlay items are land, buildings, machinery, furniture, fixtures and equipment that have a value of \$5,000 or more and have a useful economic life of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. Capital assets are also called fixed assets. These expenditures are budgeted in the various funds' operating budgets.

NEW HANOVER COUNTY CAPITAL OUTLAY REQUESTS FY15-16

DEPARTMENT	TYPE	DESCRIPTION	COMMENTS	ADOPTED
Information Technology	Equipment	APC Data Center	Monitors Computer Room	\$9,000
	Equipment	Replace EOL Phones - NWN		50,000
	Equipment	Replace SAN NETAPP Storage	Due to EOL/Support	100,000
	Equipment	SCC Video Camera Consolidation	Video solution for multiple departments	125,000
	Equipment	Replace CISCO Equipment - NWN	Support ends for CISCO equipment	200,000
	Equipment	Replace 6 EOL Servers		25,000
	Computer & Other	Replace Vector Control Tablets & Purchase Software		35,000
	Computer & Other	Standard Cultural Management Software Solution for Multiple Agencies		50,000
	Computer & Other	NHCTV Digital Asset Management Software		15,000
	Computer & Other	Sheriff Intelligence & Narcotics Module		10,000
	Computer & Other	Sheriff K-9 Module		10,000
	Computer & Other	eSkills Assessment Testing		6,000
				\$ 635,000
Register of Deeds	Equipment	Moveable Shelving for Record Books		\$200,000
				\$ 200,000
Property Management	Building	Vector Control Lab Renovations		\$125,000
	Building	SRC Nutrition Site Renovations		125,310
	Building	Carolina Beach Library		10,000
	Building	911 Back-Up Location		50,000
	Vehicles	4 County Vehicles	3 Replacement, 1 New Additional for Parks (Castle Hayne)	93,484
	Vehicles	25 Sheriff's Office vehicles	21 Sedans, 2 Vans, & 2 Trucks	638,541
	Equipment	2 Van cages for Sheriff's Office		19,560
				\$ 1,061,895
Sheriff's Office	Vehicle	1 Vehicle (Funded through ABC funds)		\$25,000
				\$ 25,000
Cooperative Ext.	Equipment	Replace Utility Vehicle	Vehicle 14-years old; is used at Arboretum	\$7,500
				\$ 7,500
Health	Equipment	3 Handheld GPS Units for Environmental Health	Used to locate sewers and wells	\$23,760
	Equipment	Sprayer with Smart Flow box and pump	Replaces Old Equipment	9,500
	Equipment	Outboard engine for John boat	Replaces Old Equipment	7,500
				\$ 40,760
DSS	Vehicle	2 Vans	Replacement vehicles	\$42,644
	Equipment	Security Camera System		8,246
				\$ 50,890
Parks & Gardens	Equipment	Ball field Groomer	Purchased in FY01/02	\$15,000
	Equipment	Gator	Purchased in FY05/06	6,000
	Equipment	2 Golf Carts	Purchased in FY08/09	16,000
	Equipment	Top Dresser	New	15,000
	Other Improvements	Airline Equipment Storage Shed		11,000
				\$63,000
Total General Fund				\$2,084,045
Fire Services	Computer & Other	FH Medic and FH Mobile Inspections & Occupancies		\$54,000
	Equipment	Thermal Imaging Camera Replacement	1 camera at \$9,330	9,330
	Equipment	Intake Valve Replacement		16,800
	Equipment	E-draulic Rescue Tools		24,000
	Equipment	AED Replacement Plan Year 2 of 2		44,750
	Equipment	K Saw Replacements	2 saws	3,400
	Equipment	Positive Pressure Fans		14,400
	Vehicle	Fire Engine		\$615,000
	Vehicle	Staff Vehicle		32,000
	Other Improvements	Fire Hydrant Program		10,000
				\$823,680
Environmental Management	Equipment	Bulldozer - Rebuilt		\$615,000
	Equipment	Recycling Baler		375,000
	Other Improvements	White Goods Capital Purchases		50,000
				\$1,040,000
Total Other Funds				\$1,863,680
				TOTAL ALL FUNDS \$3,947,725



NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
ENTERPRISE & TOTAL FOR ALL BUDGETED FUNDS

	TOTAL FOR ALL BUDGETED FUNDS		
	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED
Revenues:			
Ad Valorem Taxes	\$ 174,408,534	\$ 173,661,705	\$ 180,339,588
Sales Taxes	55,390,901	60,672,864	65,159,664
Other Taxes	8,459,517	9,569,615	8,535,917
Intergovernmental ¹	44,692,926	45,072,766	47,618,567
Special Assessments	2,894,325	405,711	228,317
Charges for Services	23,168,685	23,631,085	22,779,796
Interest on Investments	290,578	358,625	189,500
Miscellaneous ¹	2,056,075	1,205,404	1,452,056
Total Estimated Financial Sources	<u>\$ 311,361,541</u>	<u>\$ 314,577,775</u>	<u>\$ 326,303,405</u>
Expenditures:			
General Government	\$ 32,535,630	\$ 33,646,446	\$ 35,257,030
Human Services	54,528,181	55,251,042	59,198,752
Public Safety	76,335,315	80,813,926	85,456,063
Economic & Physical Dev'l	5,427,845	4,976,715	16,149,971
Cultural & Recreational	10,848,571	11,803,352	11,544,369
Contingencies	-	-	-
Education	75,539,163	81,254,714	83,986,530
Stormwater Drainage	-	-	-
Debt Service	50,382,377	50,321,746	51,407,969
Total Expenditures	<u>\$ 305,597,082</u>	<u>\$ 318,067,941</u>	<u>343,000,684</u>
Adjustments: ²			
Other Adjustments	-	-	-
Adjustment for Rounding	-	-	-
Total Adjustments	<u>-</u>	<u>-</u>	<u>-</u>
Other Financing Source (uses):			
Long-Term Debt Issued	\$ 1,012,122	\$ -	\$ 1,265,000
Transfers From Other Funds	87,075,529	88,121,904	93,598,424
Transfers to Other Funds	(87,630,497)	(92,192,762)	(95,870,109)
Appropriated Fund Balance	-	-	17,663,964
Proceeds of Refunding Bonds	-	-	-
Proceeds to Refunded Bond Escrow	-	-	-
Insurance Proceeds	206,111	100,092	40,000
Total Other Financing Source(uses)	<u>\$ 663,265</u>	<u>\$ (3,970,766)</u>	<u>\$ 16,697,279</u>
Net Increase (Decrease) in Fund Balance	\$ 6,427,724	\$ (7,460,932)	\$ -
Fund Balance - July 1	\$ 152,121,549	\$ 158,549,273	\$ 151,088,341
Fund Balance - June 30	<u>\$ 158,549,273</u>	<u>\$ 151,088,341</u>	<u>\$ 151,088,341</u>
Percent Change in Fund Balance	19.25%	5.94%	0.00%

¹ The Environmental Management Enterprise Fund is budgeted on a modified accrual basis, but reported in the financial statements using the full accrual bases for Generally Accepted Accounting Principles (GAAP) purposes. For comparability, Environmental Management is shown in this schedule using the modified accrual basis. The values for the Environmental Management fund will differ from those reported in the change of net assets due to accounting adjustments that are required to bring it from a modified accrual basis to the full accrual basis required by GAAP.

² Adjustments for non-budgeted funds not included in the budget document.

³For a detailed explanation of changes in fund balance, please see pages 71 and 72.



NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
MAJOR GOVERNMENTAL FUNDS

	GENERAL FUND			PUBLIC SCHOOLS FUND		
	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED
Revenues:						
Ad Valorem Taxes	\$ 165,307,926	\$ 164,665,972	\$ 166,428,721			
Sales Taxes	52,960,484	57,992,719	62,267,210			
Other Taxes	3,419,130	4,192,233	3,352,479			
Intergovernmental	42,028,288	43,953,842	40,505,820	\$ 210,171	\$ 192,806	\$ 175,668
Special Assessments	5,269					
Charges for Services	10,371,854	10,561,373	10,620,822			
Interest on Investments	189,017	224,194	180,000	4,364	3,629	
Miscellaneous	1,507,049	701,293	1,045,056			
Total Estimated Financial Sources	<u>\$ 275,789,017</u>	<u>\$ 282,291,626</u>	<u>\$ 284,400,108</u>	<u>\$ 214,535</u>	<u>\$ 196,435</u>	<u>\$ 175,668</u>
Expenditures:						
General Government	\$ 32,535,630	\$ 33,646,446	\$ 35,257,030			
Human Services	54,528,181	55,251,042	59,198,752			
Public Safety	51,383,847	52,669,432	55,362,190			
Economic & Physical Dev'l	1,087,198	1,237,853	1,943,354			
Cultural & Recreational	10,848,571	11,803,352	11,544,369			
Contingencies	0		0			
Education - Community College	8,674,377	10,625,605	10,376,430			
Education - Schools Operating				\$ 66,864,786	\$ 70,629,109	\$ 73,610,100
Stormwater Drainage						
Debt Service	27,415,445	31,002,596	16,940,063	22,966,932	19,319,150	20,063,992
Total Expenditures	<u>\$ 186,473,249</u>	<u>\$ 196,236,326</u>	<u>\$ 190,622,188</u>	<u>\$ 89,831,718</u>	<u>\$ 89,948,259</u>	<u>\$ 93,674,092</u>
Adjustments: ¹						
Other Adjustments						
Adjustment for Rounding						
Total Adjustments	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Other Financing Source (uses):						
Long-Term Debt Issued						
Sales of Fixed Assets						
Insurance Claim Proceeds	\$ 46,288	\$ 100,092	40,000			
Transfers From Other Funds	539,752	0	100,000	\$ 86,373,093	\$ 88,121,904	\$ 93,498,424
Transfers to Other Funds	(87,630,497)	(90,952,762)	(102,356,787)		(1,000,000)	
Appropriated Fund Balance			8,438,867			
Proceeds of Refunding Bonds						
Proceeds to Refunded Bond Escrow						
Premium Refunding Bonds						
Total Other Financing Source(uses)	<u>\$ (87,044,457)</u>	<u>\$ (90,852,670)</u>	<u>\$ (93,777,920)</u>	<u>\$ 86,373,093</u>	<u>\$ 87,121,904</u>	<u>\$ 93,498,424</u>
Net Increase (Decrease) in Fund Balance	\$ 2,271,311	\$ (4,797,370)	\$ 0	\$ (3,244,090)	\$ (2,629,920)	\$ 0
Fund Balance - July 1	\$ 97,367,192	\$ 99,638,503	\$ 94,841,133	\$ 5,580,627	\$ 2,336,537	\$ (293,383)
Fund Balance - June 30	<u>\$ 99,638,503</u>	<u>\$ 94,841,133</u>	<u>\$ 94,841,133</u>	<u>\$ 2,336,537</u>	<u>\$ (293,383)</u>	<u>\$ (293,383)</u>
Percent Change in Fund Balance	2.33%	-4.81%	0.00%	-58.13%	-112.56%	0.00%

¹ Adjustments for non-budgeted funds not included in the budget document.

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
MAJOR GOVERNMENTAL FUNDS

ROOM OCCUPANCY TAX FUND			DEBT SERVICE FUND			TOTAL MAJOR GOVERNMENTAL FUNDS		
FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED
					\$ 5,946,921	\$ 165,307,926	\$ 164,665,972	\$ 172,375,642
						52,960,484	57,992,719	62,267,210
\$ 4,416,767	\$ 4,818,906	\$ 4,681,084				7,835,897	9,011,139	8,033,563
1,802,000	403,427	2,473,000			1,970,315	44,040,459	44,550,075	45,124,803
2,889,056	405,711	228,317				2,894,325	405,711	228,317
						10,371,854	10,561,373	10,620,822
73,272	95,635					266,653	323,458	180,000
						1,507,049	701,293	1,045,056
<u>\$ 9,181,095</u>	<u>\$ 5,723,679</u>	<u>\$ 7,382,401</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 7,917,236</u>	<u>\$ 285,184,647</u>	<u>\$ 288,211,740</u>	<u>\$ 299,875,413</u>
						\$ 32,535,630	\$ 33,646,446	\$ 35,257,030
						54,528,181	55,251,042	59,198,752
						51,383,847	52,669,432	55,362,190
\$ 4,340,647	\$ 3,738,862	\$ 14,206,617				5,427,845	4,976,715	16,149,971
						10,848,571	11,803,352	11,544,369
						8,674,377	10,625,605	10,376,430
						66,864,786	70,629,109	73,610,100
					14,403,914	50,382,377	50,321,746	51,407,969
<u>\$ 4,340,647</u>	<u>\$ 3,738,862</u>	<u>\$ 14,206,617</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 14,403,914</u>	<u>\$ 280,645,614</u>	<u>\$ 289,923,447</u>	<u>\$ 312,906,811</u>
<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
								\$
						\$ 46,288	\$ 100,092	40,000
						86,912,845	88,121,904	93,598,424
\$ (240,000)					\$ 6,486,678	(87,630,497)	(92,192,762)	(95,870,109)
	6,824,216							15,263,083
<u>\$ 0</u>	<u>\$ (240,000)</u>	<u>\$ 6,824,216</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 6,486,678</u>	<u>\$ (671,364)</u>	<u>\$ (3,970,766)</u>	<u>\$ 13,031,398</u>
\$ 4,840,448	\$ 1,744,817	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,867,669	\$ (5,682,473)	\$ 0
\$ 36,571,186	\$ 41,411,634	\$ 43,156,451	\$ 0	\$ 0	\$ 0	\$ 139,519,005	\$ 143,386,674	\$ 137,704,201
<u>\$ 41,411,634</u>	<u>\$ 43,156,451</u>	<u>\$ 43,156,451</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 143,386,674</u>	<u>\$ 137,704,201</u>	<u>\$ 137,704,201</u>
13.24%	4.21%	0.00%	0.00%	0.00%	0.00%	2.77%	-3.96%	0.00%

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
NON-MAJOR SPECIAL REVENUE FUNDS

	SPECIAL FIRE DISTRICT			EMERGENCY TELEPHONE SYSTEM - Article 3		
	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED
Revenues:						
Ad Valorem Taxes	\$ 9,100,608	\$ 8,995,733	\$ 7,963,946			
Sales Taxes	2,430,417	2,680,145	2,892,454			
Other Taxes				\$ 623,620	\$ 558,476	\$ 502,354
Intergovernmental 85,938		26,392				2,086,764
Special Assessments						
Charges for Services	107,451	143,447	111,474			
Interest on Investments	9,754	11,207	9,500	1,947	2,426	
Miscellaneous	80,490	20,643				
Total Estimated Financial Sources	<u>\$ 11,814,658</u>	<u>\$ 11,877,567</u>	<u>\$ 10,977,374</u>	<u>\$ 625,567</u>	<u>\$ 560,902</u>	<u>\$ 2,589,118</u>
Expenditures:						
General Government						
Human Services						
Public Safety	11,400,239	12,815,694	13,780,088	\$ 381,986	\$ 581,874	\$ 3,452,285
Economic & Physical Dev'l						
Cultural & Recreational						
Education						
Stormwater Drainage						
Debt Service						
Total Expenditures	<u>\$ 11,400,239</u>	<u>\$ 12,815,694</u>	<u>\$ 13,780,088</u>	<u>\$ 381,986</u>	<u>\$ 581,874</u>	<u>\$ 3,452,285</u>
Adjustments: ¹						
Other Adjustments						
Adjustment for Rounding						
Total Adjustments	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Other Financing Source (uses):						
Long Term Debt Issued			\$ 1,265,000			
Sale of Fixed Assets						
Transfers From Other Funds	\$ 162,684					
Transfers to Other Funds						
Appropriated Fund Balance			1,537,714			863,167
Proceeds of Refunding Bonds						
Proceeds to Refunded Bond Escrow						
Total Other Financing Source(uses)	<u>\$ 162,684</u>	<u>\$ 0</u>	<u>\$ 2,802,714</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 863,167</u>
Net Increase (Decrease) in Fund Balance 577,103	\$	\$ (938,127)	\$ 0	\$ 243,581	\$ (20,972)	\$ 0
Fund Balance - July 1	\$ 4,200,812	\$ 4,777,915	\$ 3,839,788	\$ 927,003	\$ 1,170,584	\$ 1,149,612
Fund Balance - June 30	<u>\$ 4,777,915</u>	<u>\$ 3,839,788</u>	<u>\$ 3,839,788</u>	<u>\$ 1,170,584</u>	<u>\$ 1,149,612</u>	<u>\$ 1,149,612</u>
Percent Change in Fund Balance	13.74%	-19.63%	0.00%	26.28%	-1.79%	0.00%

¹ Adjustments for non-budgeted funds not included in the budget document.

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
NON-MAJOR SPECIAL REVENUE FUNDS

TOTAL NON-MAJOR GOVERNMENTAL FUNDS		
FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED
\$ 9,100,608	\$ 8,995,733	\$ 7,963,946
2,430,417	2,680,145	2,892,454
623,620	558,476	502,354
85,938	26,392	2,086,764
107,451	143,447	111,474
11,701	13,633	9,500
80,490	20,643	
<u>\$ 12,440,225</u>	<u>\$ 12,438,469</u>	<u>\$ 13,566,492</u>
\$ 11,782,225	\$ 13,397,568	\$ 17,232,373
<u>\$ 11,782,225</u>	<u>\$ 13,397,568</u>	<u>\$ 17,232,373</u>
<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
		\$ 1,265,000
-		
162,684	\$ -	
\$ -		
		2,400,881
<u>\$ 162,684</u>	<u>\$</u>	<u>\$ 3,665,881</u>
\$ 820,684	\$ (959,099)	\$ 0
\$ 5,127,815	\$ 5,948,499	\$ 4,989,400
<u>\$ 5,948,499</u>	<u>\$ 4,989,400</u>	<u>\$ 4,989,400</u>
16.00%	-16.12%	0.00%

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
ENTERPRISE & TOTAL FOR ALL BUDGETED FUNDS

	ENTERPRISE FUND ENVIRONMENTAL MANAGEMENT			TOTAL FOR ALL BUDGETED FUNDS		
	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED	FY13-14 ACTUAL	FY14-15 ESTIMATED	FY15-16 ADOPTED
Revenues:						
Ad Valorem Taxes				\$ 174,408,534	\$ 173,661,705	\$ 180,339,588
Sales Taxes				55,390,901	60,672,864	65,159,664
Other Taxes				8,459,517	9,569,615	8,535,917
Intergovernmental ¹	\$ 566,529	\$ 496,299	407,000	44,692,926	45,072,766	47,618,567
Special Assessments				2,894,325	405,711	228,317
Charges for Services	12,689,380	12,926,265	12,047,500	23,168,685	23,631,085	22,779,796
Interest on Investments	12,224	21,534		290,578	358,625	189,500
Miscellaneous ¹	468,536	483,468	407,000	2,056,075	1,205,404	1,452,056
Total Estimated Financial Sources	<u>\$ 13,736,669</u>	<u>\$ 13,927,566</u>	<u>\$ 12,861,500</u>	<u>\$ 311,361,541</u>	<u>\$ 314,577,775</u>	<u>\$ 326,303,405</u>
Expenditures:						
General Government				\$ 32,535,630	\$ 33,646,446	\$ 35,257,030
Human Services				54,528,181	55,251,042	59,198,752
Public Safety	13,169,243	14,746,926	12,861,500	76,335,315	80,813,926	85,456,063
Economic & Physical Dev'l				5,427,845	4,976,715	16,149,971
Cultural & Recreational				10,848,571	11,803,352	11,544,369
Contingencies				0	0	0
Education				75,539,163	81,254,714	83,986,530
Stormwater Drainage				0	0	0
Debt Service				50,382,377	50,321,746	51,407,969
Total Expenditures	<u>\$ 13,169,243</u>	<u>\$ 14,746,926</u>	<u>\$ 12,861,500</u>	<u>\$ 305,597,082</u>	<u>\$ 318,067,941</u>	<u>\$ 343,000,684</u>
Adjustments: ²						
Other Adjustments				\$ 0	\$ 0	\$ 0
Adjustment for Rounding				0	0	0
Total Adjustments	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Other Financing Source (uses):						
Long-Term Debt Issued	\$ 1,012,122			\$ 1,012,122	\$ 0	\$ 1,265,000
Transfers From Other Funds				87,075,529	88,121,904	93,598,424
Transfers to Other Funds				(87,630,497)	(92,192,762)	(95,870,109)
Appropriated Fund Balance				0	0	17,663,964
Proceeds of Refunding Bonds				0	0	0
Proceeds to Refunded Bond Escrow				0	0	0
Insurance Claims Proceeds	159,823			206,111	100,092	40,000
Total Other Financing Source(uses)	<u>\$ 1,171,945</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 663,265</u>	<u>\$ (3,970,766)</u>	<u>\$ 16,697,279</u>
Net Increase (Decrease) in Fund Balance	\$ 1,739,371	\$ (819,360)	\$ 0	\$ 6,427,724	\$ (7,460,932)	\$ 0
Fund Balance - July 1	\$ 7,474,729	\$ 9,214,100	\$ 8,394,740	\$ 152,121,549	\$ 158,549,273	\$ 151,088,341
Fund Balance - June 30	<u>\$ 9,214,100</u>	<u>\$ 8,394,740</u>	<u>\$ 8,394,740</u>	<u>\$ 158,549,273</u>	<u>\$ 151,088,341</u>	<u>\$ 151,088,341</u>
Percent Change in Fund Balance	23.27%	-8.89%	0.00%	4.23%	-4.71%	0.00%

¹ The Environmental Management Enterprise Fund is budgeted on a modified accrual basis, but reported in the financial statements using the full accrual bases for Generally Accepted Accounting Principles (GAAP) purposes. For comparability, Environmental Management is shown in this schedule using the modified accrual basis. The values for the Environmental Management fund will differ from those reported in the change of net assets due to accounting adjustments that are required to bring it from a modified accrual basis to the full accrual basis required by GAAP.

² Adjustments for non-budgeted funds not included in the budget document.

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION
ENTERPRISE FUNDS

	ENVIRONMENTAL MANAGEMENT	
	FY13-14 ACTUAL	FY14-15 ESTIMATE
Operating Revenues:		
Charges for Service	\$ 12,689,379	\$ 12,926,265
Other	402,893	483,468
Total Operating Revenues	\$ 13,092,272	\$ 13,409,733
Operating Expenses:		
Personnel	\$ 1,881,329	\$ 1,778,148
System Maintenance	9,748,396	18,266,779
Landfill Closure & Postclosure Costs		
Depreciation	1,389,909	1,333,974
Total Operating Expenses	\$ 13,019,634	\$ 21,378,901
Operating Income	\$ 72,638	\$ (7,969,168)
Non-Operating Revenues (expenses):		
Interest Earned on Investments	\$ 15,852	\$ 29,094
Intergovernmental Revenue	566,530	496,299
Interest and Fees	(29,336)	(32,760)
Amortization of Bond Issuance Costs		
Sale of Capital Assets		
Net Non-Operating (expenses)	\$ 553,046	\$ 492,633
Income (loss) Before Operating Transfers and Capital Contributions	\$ 625,684	\$ (7,476,535)
Special Item - Transfer to CPFUA		
Contributed Capital		
Long Term Debt Issued		
Transfer From Other Funds		
Transfers To Other Funds	(231,000)	-
Change in Net Assets	\$ 394,684	\$ (7,476,535)
Total Net Position Beginning of Year	\$ 10,074,005	\$ 10,468,689
Total Net Position End of Year	\$ 10,468,689	\$ 2,992,154
Percent Change in Fund Balance	3.92%	-71.42%

NEW HANOVER COUNTY
INTERFUND TRANSFERS DETAILED ANALYSIS

<i>FUND</i>	FY12-13 ACTUAL	FY13-14 ACTUAL	FY14-15 ADOPTED	FY15-16 ADOPTED
GENERAL FUND				
Budget Before Transfers	\$ 267,173,397	\$ 273,863,993	\$ 290,762,090	\$ 292,978,975
Transfers In:				
From Environmental Management Fund	482,457	231,000	0	0
From Fire Services	843,688		0	0
From Emergency Telephone System Fund- Art. 3	367,560		0	0
From Room Occupancy Tax	76,304		0	0
From Other Funds (Non-Budgeted Funds)	28,050	8,752	0	0
TOTAL BUDGET	\$ 268,971,456	\$ 274,103,746	\$ 290,762,090	\$ 292,978,975
Transfers Out:				
To New Hanover County Schools Fund	(83,123,154)	(85,524,978)	(86,672,895)	(93,498,424)
To Environmental Management Fund	0		0	0
To Debt Service Fund	0	0	0	(6,486,678)
To Other Funds (Non-Budgeted Funds)	(4,336,468)	(2,718,010)	(2,059,663)	(2,685,385)
Total Transfers Out	(87,459,622)	(88,242,988)	(88,732,558)	(102,670,487)
NET GENERAL FUND	\$ 181,511,834	\$ 185,860,757	\$ 202,029,532	\$ 190,308,488
DEBT SERVICE FUND				
Budget Before Transfers	\$ 0	\$ 0	\$ 0	\$ 7,917,236
Transfers In:				
From General Fund				6,486,678
TOTAL BUDGET	\$	\$	\$	\$ 14,403,914
Transfers Out:				
To General Fund				
Total Transfers Out	0	0	0	0
NET DEBT SERVICE FUND	\$ 0	\$ 0	\$ 0	\$ 14,403,914
NEW HANOVER COUNTY SCHOOLS FUND				
Budget Before Transfers	\$ 0	\$ 214,535	\$ 3,943,014	\$ 175,668
Transfers In:				
From General Fund - One-Half Cent Sales Tax	9,884,184	10,185,698	10,549,932	12,124,851
From General Fund Portion	73,238,970	75,339,280	76,122,963	81,373,573
From General Fund - Medicaid Hold Harmless (ADM)	0		0	0
From Other Funds (Non-Budgeted Funds)	0	848,115	0	0
TOTAL BUDGET	\$ 83,123,154	\$ 86,587,628	\$ 90,615,909	\$ 93,674,092
Transfers Out:				
To General Fund	0	0	0	0
Total Transfers Out	0	0	0	0
NET NEW HANOVER COUNTY SCHOOLS FUND	\$ 83,123,154	\$ 86,587,628	\$ 90,615,909	\$ 93,674,092
EMERGENCY TELEPHONE SYSTEM FUND- ART. 3				
Budget Before Transfers	\$ 367,560	\$ 625,567	\$ 413,215	\$ 3,452,285
Transfers In:				
From Other Funds (Non-Budgeted Funds)	0		0	0
TOTAL BUDGET	\$ 367,560	\$ 625,567	\$ 413,215	\$ 3,452,285
Transfers Out:				
To General Fund	(367,560)		0	0
Total Transfers Out	(367,560)	0	0	0
NET EMERG. TELEPHONE SYSTEM FUND-ART. 3	\$ (0)	\$ 625,567	\$ 413,215	\$ 3,452,285
REVOLVING LOAN PROGRAM				
Budget Before Transfers	\$ 19,207	\$ 13,814	\$ 0	\$ 0
Transfers In:				
From Other Funds (Non-Budgeted Funds)	0	0	0	0
TOTAL BUDGET	\$ 19,207	\$ 13,814	\$ 0	\$ 0
Transfers Out:				
To Other Funds (Non-Budgeted Funds)	0	0	0	0
Total Transfers Out	0	0	0	0
NET REVOLVING LOAN PROGRAM FUND	\$ 19,207	\$ 13,814	\$ 0	\$ 0

NEW HANOVER COUNTY
INTERFUND TRANSFERS DETAILED ANALYSIS

<i>FUND</i>	FY12-13 ACTUAL	FY13-14 ACTUAL	FY14-15 ADOPTED	FY15-16 ADOPTED
ROOM OCCUPANCY TAX FUND				
Budget Before Transfers	\$ 14,905,868	\$ 9,181,095	\$ 4,118,144	\$ 14,206,617
Transfers In:				
From Other Funds (Non-Budgeted Funds)	0	0	0	0
TOTAL BUDGET	\$ 14,905,868	\$ 9,181,095	\$ 4,118,144	\$ 14,206,617
Transfers Out:				
To General Fund	(76,304)		0	0
To Other Funds (Non-Budgeted Funds)	(3,033,623)		(240,000)	(4,855,000)
Total Transfers Out	(3,109,927)	0	(240,000)	(4,855,000)
NET ROOM OCCUPANCY TAX FUND	\$ 11,795,941	\$ 9,181,095	\$ 3,878,144	\$ 9,351,617
SPECIAL FIRE SERVICE DISTRICT FUND				
Budget Before Transfers	\$ 11,582,001	\$ 11,814,659	\$ 12,784,346	\$ 13,780,088
Transfers In:				
From Other Funds (Non-Budgeted Funds)	0	162,684	0	0
TOTAL BUDGET	\$ 11,582,001	\$ 11,977,343	\$ 12,784,346	\$ 13,780,088
Transfers Out:				
To General Fund	(843,688)		0	0
To Other Funds (Non-Budgeted Funds)	(256,000)		0	720,000
Total Transfers Out	(1,099,688)	0	0	720,000
NET SPECIAL FIRE SERVICE DISTRICT FUND	\$ 10,482,313	\$ 11,977,343	\$ 12,784,346	\$ 14,500,088
ENVIRONMENTAL MANAGEMENT FUND				
Budget Before Transfers	\$ 8,982,734	\$ 14,908,615	\$ 15,346,651	\$ 12,861,500
Transfers In:				
From General Fund	0	0	0	0
From Other Funds (Non-Budgeted Funds)	0	0	0	0
TOTAL BUDGET	\$ 8,982,734	\$ 14,908,615	\$ 15,346,651	\$ 12,861,500
Transfers Out:				
To General Fund	(482,457)	(231,000)	0	0
To Other Funds (Non-Budgeted Funds)	(1,489,000)	(900,000)	(4,819,869)	(4,118,869)
Total Transfers Out	(1,971,457)	(1,131,000)	(4,819,869)	(4,118,869)
NET ENVIRONMENTAL MANAGEMENT FUND	\$ 7,011,277	\$ 13,777,615	\$ 10,526,782	\$ 8,742,631
NON-BUDGETED FUNDS				
Budget Before Transfers	\$ (9,115,091)	\$ (3,618,010)	\$ (7,119,532)	\$ (10,939,254)
Transfers In: (Non-Budgeted Funds)	9,115,091	3,618,010	7,119,532	10,939,254
TOTAL BUDGET	\$ 0	\$ 0	\$ 0	\$ 0
Transfers Out: (Non-Budgeted Funds)	(28,050)	(1,019,551)	0	0
NET NON-BUDGETED FUNDS	\$ (28,050)	\$ (1,019,551)	\$ 0	\$ 0
SUMMARY - ALL FUNDS				
Budget Before Transfers	\$ 293,915,676	\$ 307,004,268	\$ 320,247,928	\$ 334,433,115
Transfers In:	94,036,305	90,393,539	93,792,427	110,924,356
Adjustment for Rounding				
TOTAL BUDGET	\$ 387,951,980	\$ 397,397,807	\$ 414,040,355	\$ 445,357,471
Transfers Out:	(94,036,305)	(90,393,539)	(93,792,427)	(110,924,356)
NET BUDGET OPERATING TRANSFERS	\$ 293,915,676	\$ 307,004,268	\$ 320,247,928	\$ 334,433,115

¹ Transfers titled "Non-Budgeted Funds" are transfers to various funds not included in this budget document. These funds include Capital Improvement Project Funds and Trust and Agency Funds.

²During the FY13-14 budget cycle, the classification of several interfund transactions was changed from "Transfers" to "Operating Expense". These transactions are reimbursing the General Fund for services (i.e. Human Resources, Finance, Budget, and Information Technology) provided to these other funds. As this reimbursement cannot be accurately classified as "revenue" in the General Fund, an expense account titled "Inter-Department Services" was created. Since these would be expenses in the other funds if they had an HR, Finance, or IT Department, the Inter-Department Services account is charged the appropriate amount in the other funds. In the General Fund, reimbursement for the services provided is reflected by a credit in the Inter-Department Services account. This same accounting method is used with the Room Occupancy Tax Fund which provides reimbursement to the General Fund for Beach Renourishment costs. This change explains the decrease seen in "Transfers" in the Environmental Management, Fire Services, and Room Occupancy Tax funds and the increase in "Operational Expenses". This change also explains the decrease in "Transfers In" revenue and the decrease in "Operational Expenses" in the General Fund.



BUDGETING IN NORTH CAROLINA

Finance and budgeting in North Carolina is unique compared to other states due to the fact that it is controlled at the State level by the “Local Government Budget and Control Act.” The Local Government Commission (LGC) was established in 1931 by the North Carolina General Assembly to address the problems in local government finance caused by the depression. The North Carolina Treasurer’s website provides the following information on the LGC. “The primary mission of the LGC is focused in three areas of responsibility and authority. First, a unit of government must seek LGC approval before it can borrow money. Second, once a borrowing is approved, the LGC is responsible for selling the debt (or bonds) on the unit’s behalf. While state agencies in some other states are charged with approving local government debt; it is the combination of the power of approval with the power of sale that makes the LGC unique in the nation. Third, the LGC staff regulates annual financial reporting by oversight of the annual independent auditing of local governments, by monitoring the fiscal health of local governments and by offering broad assistance in financial administration to local governments.”

In North Carolina, the ad valorem (property) tax rate and charges for services are the only revenues over which local governments have control. The State has adopted a number of sales tax articles which local governments can enact by voter referendum or through Board of Commissioners’ resolution, but the State controls the goods and services taxed, the sales tax rate, and the redistribution methodology. The cumulative local sales tax rate is capped at 2.5%. Local governments cannot enact non-State approved articles of sales tax or change the sales tax rate charged within their jurisdiction. Sales tax is collected by the State on behalf of the counties. The State allocates sales tax proceeds on either a point of sale or per capita basis. Per State statute each article of sales tax is designated as point of sale or per capita. The process of collecting and allocation of sales tax creates a significant lag in the receipt of sales tax revenues. July “sales” are “collected” by the State in August and are processed and “allocated” in September, with a local government distribution made on or before October 15. The October payment is the first month’s sales tax distribution credited to the July-June fiscal year. Therefore, local government sales tax distributions in any given month reflect the actual sales made three months prior.

State control of local government revenue options makes not only annual revenue budgeting but also long-term financial forecasts extremely difficult. Despite the fact that the State has yet to pass its budget by July 1st, local governments have adopted theirs. While this may be a common occurrence, it is particularly risky this year due to several proposed legislative changes to sales and property tax revenues. Property and sales taxes are the two largest sources of local government revenue in North Carolina. For New Hanover County, in FY15-16, ad valorem comprises 57% and sales tax 21% of General Fund revenues.

The bill with the largest potential impact to New Hanover County revenues, and therefore financial sustainability, is the recommended change to the method of sales tax allocation by the State. This bill would change the designation of the existing articles of sales tax from predominately point of sale to predominately per capita. This is projected to decrease New Hanover County sales tax receipts by a minimum of six million dollars, or almost 10%, annually which is equivalent to two cents of current property tax rate. Two cents is a 3.5% percent property tax rate increase which would affect not only the unincorporated portion of the County, but all municipal residents as well and would be in addition to the municipal property tax increases necessitated by their loss of sales tax revenue. Analysis suggests that New Hanover County’s share of sales tax would continue to decrease on an on-going basis.

Even the normally stable property tax has been under the scrutiny of the legislature. Recently the legislature was unsuccessful in capping local increases in property tax rates. As stated above, the property tax rate is the only significant revenue source controlled by local governments. This would have significantly impeded local government’s ability to respond to unanticipated events such as the recent “great recession.” The current legislature passed a bill that will provide exemptions for up to three years for residential new construction and building improvements and up to five years for commercial. To illustrate the impact of this legislation, in 2014 approximately 875 single family homes were built in New Hanover County at an approximate value of over \$206 million. This would equate to a loss of over \$1 million in revenues for New Hanover County. This is a loss for any municipality where the exempted property is located as well.

BUDGETING IN NORTH CAROLINA CONTINUED

Even local government control of the property tax rate has statutory and practical limitations. Prior to 2002, local governments were prohibited from raising the property tax rate after budget adoption unless “ordered by a court of competent jurisdiction or by a State agency with legal authority.” The current State statute allows local governments to adjust their property tax rate after budget adoption “if after July 1 the local government receives revenues that are substantially more or less than the amount anticipated, the governing body may, before January 1 following the adoption of the budget, amend the budget ordinance to reduce or increase the property tax levy to account for the unanticipated increase or reduction in revenues.” This presents a logistical dilemma “because property taxes are legally due on September 1, this gives units of local government approximately two months to prepare and distribute tax bills to property owners.” Another complication to increasing the property tax rate in New Hanover County is that, within the county, sales tax is distributed according the ratio of local government property tax levies. Thus when one local government raises its rate, it changes the distribution ratio, so New Hanover County must also consider the sales tax impact to its municipalities when deciding whether to raise property tax rates.

GLOSSARY

A

Account: A basic component of the accounting ledger used to classify financial transactions that are similar in terms of a given frame of reference, such as purpose, object or source.

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem Tax: Commonly referred to as property taxes, ad valorem taxes are levied on both real and personal property according to the property's valuation and the tax rate.

Adopted Budget: The budget document formally approved by the Board of County Commissioners after the required public hearing and deliberations on the Recommended Budget. This document sets forth authorized expenditures and the means of financing those expenditures. This term is used interchangeably with the term, "Final Budget."

Agency Fund: A fund that is a type of Fiduciary Fund. Agency Funds are custodial in nature, used to account for funds held by the County for individuals, private organizations, other governmental units and other funds.

Allocation: A part of a lump-sum appropriation granted by the Board of Commissioners, which is designated for expenditure by function for specific organizational units and/or for special purposes, activities or objects.

Amended Budget: A budget that includes authorized changes by the County Board of Commissioners to the original adopted budget.

Annualize: Taking changes that occurred mid-year and calculating their cost for a full year for the purpose of preparing an annual budget.

Amortization: (1) The gradual reduction of a debt by means of equal periodic payments sufficient to meet current interest and liquidate the debt at maturity. (2) The process of spreading the costs of an intangible asset over the expected useful life of the asset. (3) The deduction of capital expenses over a specific period of time. Similar to depreciation, it is a method of measuring the "consumption" of the value of long-term assets like equipment and buildings.

Appropriated Fund Balance: Amount of fund balance designated as revenue for a given fiscal year.

Appropriation: A legal authorization to incur obligations and to make expenditures for specific purposes.

Asset: Resources owned or held by a government that have monetary value.

Assessed Valuation: The valuation set by the County upon real estate and certain personal property as a basis for levying property taxes.

Audit: The examination of some or all of the following items: documents, records, reports, systems of internal control, accounting procedures, and other evidence, for one or more of the following purposes: (a) determining the propriety, legality, and mathematical accuracy of proposed or completed transactions; (b) ascertaining whether all transactions have been recorded; and (c) determining whether transactions are accurately recorded in the accounts and in the statements drawn therefrom in accordance with accepted accounting principles.

GLOSSARY CONTINUED

Authorized Positions: Employee positions that are authorized in the adopted budget to be filled during the year.

Automation Enhancement and Preservation Fund: Effective January 1, 2002, the General Assembly of North Carolina mandated that 10% of fees collected pursuant to General Statute 161-10 and retained by the County shall be set aside annually and placed in a non-reverting fund, the proceeds of which shall be expended on computer and imaging technology in the office of the Register of Deeds. This is a sub-fund of the General Fund.

B

Balance Sheet: A formal statement of assets, liabilities and fund balance as of a specific date.

Balanced Budget: A budget in which planned revenues are equal to planned expenditures. All county budgets are required by the State of North Carolina to be balanced.

Benefits: Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security, retirement, medical and life insurance plans.

Best Management Practices: As related to Soil and Water, an action or a structure carried out by an individual to improve water quality.

Bond: A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Bond Premium: Additional amount of money an investor is willing to pay for a bond due to its rate of return. The investor is willing to pay more than the par value of the bond because it has a higher yield.

Bond Rating: The level of credit risk as evaluated by a bond rating agency associated with the County's bond issue. A bond rating ranges from AAA, the highest possible, to D, or default. The higher the County's bond rating, the lower the interest rate to the County on projects financed with bonds.

Bond Refinancing: The payoff and re-issuance of bonds to obtain better interest rates and/or bond terms.

Breakbulk: Loose cargo, such as cartons, stowed directly in the ship's hold as opposed to containerized or bulk cargo.

Budget: A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

Budget Calendar: The schedule of key dates that a government follows in the preparation and adoption of the budget.

Budget Manual: Instructions for each annual budget process to ensure the budget is prepared in a manner consistent with current County policies or restrictions that may be new to each budget year.

Budget Ordinance: The legal document adopted by the Board to estimate revenues, establish appropriations and levy taxes for a unit of government for the coming year. It has the full force and effect of law within the County boundaries unless it is in conflict with any higher form of law, such as a state statute or constitutional provision. It establishes the legal framework for the financial operations of the County for the current year.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget.

GLOSSARY CONTINUED

Budgetary Control: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

C

Capital Assets: Land, buildings, machinery, furniture, fixtures and equipment that have a value of \$5,000 or more and have a useful economic life of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. Capital assets are also called fixed assets.

Capital Improvements: Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plan that is sometimes referred to as infrastructure. A capital improvement can also be a capital project.

Capital Improvement Program/Plan (CIP): A plan for capital projects to be accomplished each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay: The expenditures for land, building, machinery, furniture, fixtures and equipment that have a value of \$5,000 or more, and have a useful economic life of more than one year.

Capital Project: Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase their useful life. These improvements have a cost of \$100,000 or more and generally take longer than one fiscal year to complete.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Certificates of Participation (COPS): A County obligation secured by relatively short-term leases on public facilities. Voter approval is not required.

Comprehensive Annual Financial Report (CAFR): The official annual financial report of the County. This report summarizes and discloses the financial activity of the County and its component units for the fiscal year. The County Finance Department produces this document.

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

Contractual Services: Services rendered to a government by private firms, individuals or other governmental agencies.

Cost Share Program: As related to Soil and Water Conservation, an incentive program that reimburses applicants a percentage of the cost to install a best management practice.

D

Debt Service: The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Department: A basic organizational unit of government that is functionally unique in its delivery of services. The department may be subdivided into divisions or programs.

Depreciation: The systematic allocation of the cost of an asset (less residual value if any) over the useful life of the asset. Depreciation recognizes the gradual exhaustion of the asset's service capacity.

Disbursement: The expenditure of monies from an account.

GLOSSARY CONTINUED

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

Division: A functioning group of related activities within a department. The department's unique function is further delineated into smaller functioning units (divisions) that focus on delivery of specific services.

E

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Entitlements: Payments to which local governmental units are entitled pursuant to an allocation formula determined by the agency providing the moneys, usually the state or the federal government.

Enterprise Fund: A fund that is a type of Proprietary Fund. An enterprise fund is established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the Board of County Commissioners is that the costs of providing services be fully or predominantly financed through user fees.

Expense: The amount of assets or services used during a period.

Expenses: The daily costs incurred in running and maintaining a business or governmental entity.

Expenditure: The payment of funds against appropriations that reduce cash balance. Expenditures are made for the purpose of acquiring an asset, service or settling a loss.

F

Fiduciary Fund: One of three Fund classifications established by the GAAP standards. Fiduciary Funds are used to account for assets held by the County in a trustee capacity, or as an agent for individuals, private organizations, other governmental units, and/or other funds. Since, by state statutes, these funds are not subject to appropriation by the Board of County Commissioners, these funds are not included in the annual budget ordinance or the budget document. However, these funds are reported in the Comprehensive Annual Financial Report. The Fiduciary Fund Classification includes two types: Agency and Trust Funds. See ***Agency Fund and Trust Fund***.

Fiscal Year (FY): A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. North Carolina State Statutes require local governments to begin the fiscal year on July 1 and end on June 30.

Fixed Assets: Land, buildings, machinery, furniture, fixtures and equipment that have a value of \$5,000 or more and have a useful economic life of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. Fixed assets are also called capital assets.

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

Full-Time Equivalent Positions (FTE): A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time position working for 20 hours per week would be the equivalent to .5 of a full-time position.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund: A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

GLOSSARY CONTINUED

Fund Accounting: Is a method of accounting and presentation whereby assets and liabilities are grouped by individual fund according to the purpose for which they are to be used. Generally used by government entities and not-for-profits.

Fund Balance: The excess of the assets of a fund over its liabilities.

G

General Fund: The general fund is used to account for the financial activities of the general government not required to be accounted for in another account.

General Obligation Bond: This type of bond is backed by the full faith, credit and taxing power of the government.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

Goal: A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

Governmental Funds: One of three Fund classifications established by the GAAP standards. Governmental funds are used to account for most typical governmental functions focusing on the acquisition, use, and balances of a local or state government's expendable financial resources and the related current liabilities. The accounting for governmental funds has a budget orientation using the current financial resources measurement focus and the modified accrual basis of accounting. The governmental fund types included in the New Hanover County Budget are the General Fund and Special Revenue Fund. See **General Fund** and **Special Revenue Fund** listings.

Grants: A contribution by a government or other organization to support a particular function.

H

Head-End: A master facility for receiving and distribution of signals over a cable television system.

I

Imprest Account/Fund: A bank account or fund dedicated to a specific purpose. It has a fixed balance that is maintained by regular replenishment.

Indirect Cost: A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure: The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interest: The cost for using money. The payment of interest is an expense to the County; the receipt of interest is revenue.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue: Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Investments: Securities held for the production of income. All investments made by the County must be in accordance with North Carolina General Statute 159-30.

J *(reserved for future use)*

GLOSSARY CONTINUED

K

Key Performance Indicators (KPIS): Defines data that documents how effectively or efficiently a Department is achieving its key strategic objectives.

L

Lease Purchase Agreement: Contracted agreements that are termed leases but apply the lease amount to the purchase.

M

Major Funds: Represent the significant activities of the County and include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

Mandated Service: A legal requirement usually imposed by state or federal law. This term is used to refer to County services that are provided to comply with state or federal laws.

Modified Accrual: A budgetary accounting technique whereby revenues are recognized when they become measurable and available as net current assets to pay liabilities of the current period. Expenditures are recorded when the liability is actually incurred.

N

Net County Cost: Net appropriation less program revenues (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary (general-purpose) revenues.

Non-Departmental Accounts: Items of expenditure essential to the operation of the County government that do not fall within the function of any department, or which provide for expenditures related to more than one department.

Non-Major Funds: Represent any fund that does not meet the requirements of a Major Fund.

O

Object: An expenditure classification, referring to the lowest and most detailed level of classification; such as, telephone expense, postage expense or departmental supplies.

Objective: Something to be accomplished in specific, well defined and measurable terms that is achievable within a specific time frame.

Obligations: Amounts that a government may be legally required to meet from its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Operating Revenue: Funds that the government receives as income to pay for on-going operations. It includes such items as taxes, fees from specific services, interest earning and grant revenues. Operating revenues are used to pay for day-to-day services.

GLOSSARY CONTINUED

Ordinance: A law set forth by a government authority, specifically, a County regulation or formal legislative enactment by the Board of Commissioners. It has the full force and effect of law within the County boundaries unless it is in conflict with any higher form of law; such as, a state statute or constitutional provision. An ordinance has higher legal standing than a resolution.

P

Pay-As-You-Go Basis: A term used to describe a financial policy by which capital outlays or capital projects are financed from current revenues rather than through borrowing.

Personnel: Expenditures made for salaries and wages for regular and temporary employees of the County.

Prior Year: The fiscal year immediately preceding the current year.

Property Tax: A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

Proprietary Fund: One of three Fund classifications established by the GAAP standards. This Fund is used to account for funds for County operations which are managed in a manner similar to private business. Unlike governmental funds, net income is determined in Proprietary Funds. The two types of Proprietary Funds are Enterprise and Internal Service Funds. Only the Enterprise Fund type is included in the New Hanover County Budget. The County does not use Internal Service Funds. See **Enterprise Fund** listing.

Program: A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Purchase Order: A written authorization for a vendor to supply goods or services at a specified price over a specified time period. Acceptance of the purchase order constitutes a purchase contract and is legally binding on all parties.

Q (*reserved for future use*)

R

Resolution: A formal decision of action or policy adopted by the County Board of Commissioners at a Board meeting.

Revaluation: A process by which all County property values are reviewed to assure they are true value. True value is a monetary value that a buyer and seller would agree on without being compelled to buy or sell. Every county in North Carolina is required to reappraise its real property at least every 8 years.

Revenue Bond: This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

Revenue Neutral: The revenue neutral property tax rate is the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred. Each year after a general reappraisal of property, the Budget Officer is required to include in the budget, for comparison purposes, a statement of the revenue neutral tax rate.

Revenues: Funds received as income to support the operations of government.

GLOSSARY CONTINUED

S

Salary Lag: Anticipated savings resulting from authorized positions being unfilled. Estimated vacancies are subtracted from the amount budgeted for salaries.

Sales Tax: A tax levied on the taxable sales of all final goods. The state of North Carolina levies a 4.75% sales tax and allows counties to levy up to a 2.25% sales tax. As of October 1, 2010, New Hanover County levies the full 2.25% sales tax and distributes the proceeds as required by existing legislation.

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

Special District: A unit of local government (other than a county or city) that is created for the performance of limited governmental functions and for the operation of a particular utility or public service enterprise.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than trusts for individuals, private organizations or other governments, or for major capital projects) that are legally restricted to expenditure for specific purposes.

State Appraised Properties: Property or assets of primary service companies that are state regulated (railroads, power lines, telephone lines/towers, tour bus companies etc.) and appraised by the state rather than county officials.

T

Tax Base: The total assessed value of real, personal and state appraised property within the County.

Tax Collection Rate: The percentage of the tax levy that is expected to be collected in a fiscal year. The budgeted collection rate cannot exceed the actual collection rate for the previous year.

Tax Levy: The resultant product when the tax rate per \$100 is multiplied by the tax base and adjusted for the rate of collection.

Tax Year: The calendar year in which tax bills are sent to property owners.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trust Fund: One of the two types of Fiduciary Funds. Trust Fund amounts are held by the County in a trustee capacity when the amounts are designated for a particular purpose.

U

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

User Charge: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

V (*reserved for future use*)

W (*reserved for future use*)

GLOSSARY CONTINUED

X (*reserved for future use*)

Y (*reserved for future use*)

Z (*reserved for future use*)



ACRONYMS

Acronyms are alphabetized by the acronym itself and not the full text name. **For example: GAAP** (Generally Accepted Accounting Principles) is listed before **GF** (General Fund) in the acronyms listing. If the order was based on the full text spelling of the acronym, GF would come before GAAP. This presentation is used to provide an efficient method for the reader to locate the acronym meaning.

A

ABC:	Alcohol Beverage Control
ACD:	Automation Call Distribution
ACH:	Automated Clearing House
ACS:	Animal Control Services
ADA:	Americans with Disabilities Act
ADC:	Assessment of Desired Competencies
ADM:	Average Daily Membership (Schools)
AES:	Adult Enhancement Services
AFDC:	Aid to Families with Dependent Children
AHICl:	Annual Health Insurance Cost Index
ALE:	Alcohol Law Enforcement
ASCLD/LAB	American Society of Crime Laboratory Directors/Lab Accreditation Board
A&T:	Agricultural and Technical

B

BMPs:	Best Management Practices
BOCC:	Board of County Commissioners

C

C&D:	Construction and Demolition
CAD:	Computer Aided Design
CAFR:	Comprehensive Annual Financial Report
CAMA:	Coastal Area Management Act
CASA:	Clinic Assessment Software Application
CC4C:	Care Coordination for Children
CDBG:	Community Development Block Grant
CDBG-ER:	Community Development Block Grant – Economic Recovery
CFCC:	Cape Fear Community College
CFL:	Compact Fluorescent Lamp or Compact Fluorescent Light
CFPUA:	Cape Fear Public Utility Authority
CIP:	Capital Improvement Program
CJS:	Community Justice Services
CLIA:	Clinical Laboratory Improvement Amendments
COLA:	Commission of Laboratory Accreditation
COOP:	Continuity of Operations Plan
COPS:	Certificates of Participation
COW:	City of Wilmington
CSR:	Community Service and Restitution
CSC:	Clerk of Superior Court
CSI:	Crime Scene Investigation
CY:	Calendar Year

D

DOD:	Department of Defense
DOT:	Department of Transportation
DPPR:	Domestic Preparedness and Readiness Region
DSS:	Department of Social Services
DWI:	Driving While Impaired

ACRONYMS CONTINUED

E

EAP:	Employee Assistance Program
EDC:	Executive Development Center
EDZD:	Exceptional Design Zoning District
EFNEP:	Expanded Foods and Nutrition Education Program
EFD:	Emergency Fire Dispatch
EFT:	Electronic Funds Transfer
EMD:	Emergency Medical Dispatch
EMS:	Emergency Medical Services
EOC:	Emergency Operations Center
EOD:	Explosives Ordinance Unit
EOP:	Emergency Operations Plan
EPA:	Environmental Protection Agency
ERT:	Emergency Response Team
ESC:	Employment Security Commission
ESF:	Emergency Support Function
ETF:	Emergency Telephone System Fund

F

FAA:	Federal Aviation Administration
FBI:	Federal Bureau of Investigation
FEMA:	Federal Emergency Management Agency
FGP:	Foster Grandparent Program
FSD:	Fire Service District
FTE:	Full-Time Equivalent Position
FY:	Fiscal Year

G

GAAP:	Generally Accepted Accounting Principles
GED:	General Equivalency Diploma
GF:	General Fund
GFOA:	Government Finance Officers Association
GIS:	Geographic Information System
GMTS:	Governmental Moneys Transfer System
GPA:	Global Positioning System
G.S.:	General Statute

H

HDM:	Home Delivered Meals
HHW:	Household Hazardous Waste
HIPAA:	Health Insurance Portability and Accountability Act
HIV:	Human Immunodeficiency Virus
HPA:	Health Programs Administrator
HR:	Human Resources
HUD:	Housing and Urban Development
HVAC:	Heating, Ventilation and Air Conditioning

I

ICC:	International Code Council
ILM:	Wilmington International Airport
INS:	Immigration & Naturalization Service
IRS:	Internal Revenue Service
IT:	Information Technology

J

(reserved for future use)

ACRONYMS CONTINUED

K

k:	Thousand
K-9 Unit:	Specially-Trained Dog who assists Sheriff Deputy
KPIS:	Key Performance Indicators
KWH:	Kilowatt Hour

L

LED:	Light-Emitting Diode
LEO:	Law Enforcement Officer's Retirement System
LEP:	Life Enrichment Program
LGERS:	Local Governmental Employees' Retirement System
LID:	Low Impact Development
LME:	Local Mental Health Entity
LSTA:	Library Services and Technology Act

M

M:	Million
MAT:	Multi-partisan Assistance Teams
MDU:	Mobile Dental Unit
MHz:	Megahertz
MSW:	Municipal Solid Waste

N

N/A:	Not Applicable
NACCHO:	National Association of County and City Health Officials
NC:	North Carolina
NC ALLIES:	A Local Link to Improve Effective Services
NC FAST:	North Carolina Families Accessing Services through Technology
NCACC:	North Carolina Association of County Commissioners
NCDENR:	North Carolina Department of Environmental and Natural Resources
NCDOT:	North Carolina Department of Transportation
NC ALLIES:	A Local Link to Improve Effective Community Justice Services
NCJOIN:	North Carolina Juvenile Online Information Network
NHC:	New Hanover County
NHC4Me:	New Hanover County Free Subscription-based Email Service
NHCPL:	New Hanover County Public Library
NHCPS:	New Hanover County Public Schools
NHC-TV:	New Hanover County Television
NHRMC:	New Hanover Regional Medical Center
NIMS:	National Incident Management System
NPDES:	National Pollutant Discharge Elimination System

O

OJJDP:	Office of Juvenile Justice and Delinquency Prevention
OPEB:	Other Post-Employment Benefits

P

PARTF:	Parks and Recreation Trust Fund
PATHS:	Promoting Alternative Thinking Strategies
PC:	Personal Computer
PCM:	Pregnancy Care Management
PEG:	Public, Education or Government Channel
PRA:	Pretrial Release Services
PSA's:	Prostate-Specific Antigen
PSC:	Private Sector Cost

ACRONYMS CONTINUED

PSTC: Public Safety Training Center

Q

QSCB: Qualified School Construction Bonds

R

RFP: Request for Proposal

RFQ: Request for Qualifications

RN: Registered Nurse

ROD: Register of Deeds

ROTS: Room Occupancy Tax Special Revenue Fund

RSVP: Retired Senior Volunteer Program

S

SABLE: Southeastern North Carolina Airborne Law Enforcement

SAFE: Sheriff's Alcohol Field Enforcement

SARA: Superfund Amendments and Reauthorization Act

SART: Sexual Assault Response Team

SDA: Succession Development Analysis

SDR: Succession Development Ratio

SEF: Sustainable Energy Facility

SERVE: Succession, Evolution, Retention, Viability, and Engagement

SHIIP: Senior Health Insurance Information Program

SLI: Sick Leave Index

SRC: Senior Resource Center

SRO: School Resource Officer

SSHP: Scattered Site Housing Program

STEM: Science, Technology, Engineering and Mathematics

T

TANF: Temporary Assistance to Needy Families

TB: Tuberculosis

TBD: To Be Determined

TDA: Tourism Development Authority

TDCI: Training Delivery Cost Index

TERT: Telecommunicator Emergency Response Team

TEU: 20-Foot Equivalent Units

TGFV: Too Good for Violence

TRACK: Kid's in Parks TRACK Trail Program; national grant funded

U

UNCW: University of North Carolina at Wilmington

V

VA: Veterans Administration

VIPR: Volunteer Intervention and Response Unit

VITA: Volunteer Income Tax Assistance

VIVA: Voter Information Verification Act

VOCAL: Volunteer Older Citizens Action League

VoIP: Voice-Over Internet Protocol

VSO: Veteran Services Officer

VSS: Veteran Services Specialist

ACRONYMS CONTINUED

W

WASTEC: Waste-to-Energy Conversion Facility
WAY: Wellness and You
WCCD: Wilmington Convention Center District
WF: Work First
WIC: Women, Infants and Children

X

(reserved for future use)

Y

YES: Youth Empowerment Services

Z

(reserved for future use)





New Hanover County

FY15-16