

2010-2011 Adopted Budget



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NEW HANOVER COUNTY ADOPTED BUDGET

FISCAL YEAR 2010-2011

County Commissioners

Jason R. Thompson, Chairman
Jonathan Barfield, Jr., Vice-Chairman
Robert G. Greer
William A. Caster
Ted Davis, Jr.

County Manager

Bruce T. Shell

Budget Department Staff

Cam Griffin, Budget Director
Elizabeth Schrader, Senior Budget Analyst
Donna G. Seal, Budget Analyst
Amy Akin, Special Projects Officer
Judith Seedorf, Budget Specialist

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

<http://www.nhcgov.com/AgnAndDpt/BUDG>

You may send comments or questions on this budget to
budget@nhcgov.com, or call Cam Griffin @ (910) 798-7170.

Mission Statement

*In partnership with our citizens,
the government of New Hanover County
is dedicated to promoting orderly growth,
while preserving the outstanding quality of life,
which has made our County
a desirable place to live and work.*

*The government of New Hanover County
will provide the necessary services
to protect the health, safety, welfare,
cultural resources, and environment of
citizens and business consistent with the
community's values, priorities, and
fiscal capacity.*

adopted by

The New Hanover County
Board of Commissioners

November 2001

NEW HANOVER COUNTY
BOARD OF COMMISSIONERS AND OTHER ELECTED OFFICIALS
JUNE 30, 2010

BOARD OF COMMISSIONERS



Jason R. Thompson, Jr.
Chairman



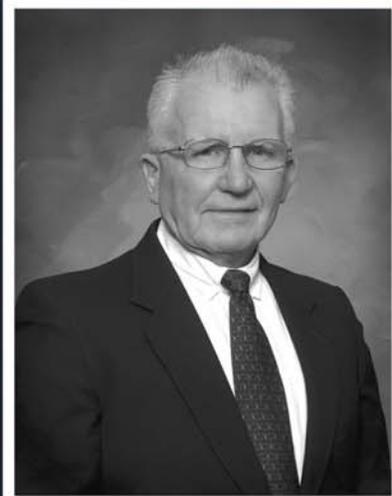
Jonathan Barfield, Jr.
Vice-Chairman



Robert G. Greer
Commissioner



Ted Davis, Jr.
Commissioner



William A. Caster
Commissioner

OTHER ELECTED OFFICIALS

Jennifer H. MacNeish
Registrar

Edward J. McMahon
Sheriff



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
New Hanover County
North Carolina

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2009

A handwritten signature in black ink, appearing to be 'H.R.' or similar initials.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Egan'.

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for distinguished Budget Presentation to New Hanover County for our annual budget for the fiscal year beginning July 1, 2009.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational 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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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

BRUCE T. SHELL, CPA
County Manager

ANDRE' R. MALLETTE
Assistant County Manager

CHRIS COUDRIET
Assistant County Manager

June 22, 2010

To the New Hanover County Board of Commissioners and Citizens

The Adopted Budget for Fiscal Year 2010–2011 is presented as follows:

The adopted tax rate is 46.55 cents, an increase of 1.3 cents above the FY09-10 tax rate. The FY10-11 budget is \$3.7 million, or 1.5%, more than the FY09-10 adopted budget. In addition to the County revenue being negatively impacted by current economic conditions, the demand for services has increased, especially in the Human Services agencies.

Chronology

Going into FY10-11, there was an estimated budget gap of \$11.4 million. In addition, the New Hanover County Board of Education requested an incremental \$1.8 million budget increase, which resulted in a total estimated gap of \$13.2 million.

On May 4, 2010, the voters approved an additional ¼ cent sales tax to protect the quality of life in the County. While the sales tax did not eliminate the need for a tax increase, it will fund services in FY10-11 and future budgets. This relieves some of the financial burden borne by New Hanover County residents and businesses. The sales tax is equitably applied. All individuals and businesses participate in the tax, including tourists, non-County residents, and non-County businesses.

Of the 1.3 cents ad valorem tax increase, 1.0 cent is allocated to cover the increase in debt service on the voter-approved bonds, primarily Parks \$1.7 million, Cape Fear Community College \$1.4 million, and Schools \$0.3 million. The remaining 0.3 cents is to partially make up for the decrease in local revenue due to current economic conditions.

“Underneath it All”

New Hanover County has undertaken a program to better educate the Community about the services the County provides and how they are made available. This is another effort to illustrate the customer service emphasis of the County government.

The program includes town hall meetings throughout the community, which will serve as an opportunity for the Commissioners to educate the Citizens about the services the County provides, and the Citizens to educate the Commissioners on the issues they feel are important, or concerns they have related to County government.

Greater emphasis is being placed on NHC-TV and technology, including social networking (Facebook and Twitter) and live stream TV, as a way to communicate with the citizens.

Reorganization

During FY09-10, the New Hanover County government was reorganized. The number of Assistant Managers was reduced from three to two. Parks, Airlie Gardens and the Senior Resource Center were combined into one department to more efficiently provide parks and garden services and to begin to redirect the focus of the Senior Resource Center towards a more active retiree.

Engineering, Public Services, Human Resources and Inspections were reconfigured. Planning and Inspections were combined creating efficiency for customers and development staff alike by linking more closely the planning, construction and use of our land resources. The realignment improves communication about development standards in New Hanover County. Development Services is an important component of this linkage.

Human Resources absorbed the Customer Service program and became Human Resources and Community Relations. This department, which includes the County's TV station, was charged with the major education and customer service initiative the County has undertaken.

Personnel Issues

The County employees continue to provide assistance in a customer service-focused and solution-driven manner. Five positions were requested in the General Fund, but none were recommended. Between the FY09-10 adopted and FY10-11 adopted budgets, there was a net reduction of seven positions in the General Fund.

As of June 30, 2010, grant funding ended for one position in the Sheriff's Office and two positions in the Health Department. Youth Empowerment Services (YES) eliminated three positions due to the Schools funding being discontinued. The Schools are now offering the Education component that YES previously provided. This change will enable YES to expand their Psychological Testing and Home-Based Services. (There was a net decrease of one position during FY09-10.)

In FY10-11, there will be four furlough days where County offices will be closed. An additional day will be added to July 4th, Labor Day, Easter and Memorial Day. Closing the County offices for four days will reduce utility usage, help with staffing of operations, allow all employees to participate in the furlough, and ease administration of the furlough.

All employees' salaries will be reduced 1.54% below their base salary. Pay reduction in FY09-10 was 3.85% below the base salary. The FY10-11 salary reduction of 1.54% will result in a net change in pay of 2.31% for FY10-11. (The base salary for the salary reduction includes the FY08-09 market adjustment and any other individual employee salary changes.)

Employee accrual rates have been restored to the July 1, 2008 rate.

Employees will be required to pay more for their health insurance. The total cost of the plan increased \$0.9 million. The County will absorb \$0.3 million of this increase and employees will absorb the balance through increased employee rates. The increase would have been greater without the HealthStat and Wellness Programs. HealthStat has kept the overall rate of increase down and helped limit the individual employee's out of pocket expenses.

The required employer contribution to the Local Governmental Employees' Retirement System (LGERS) increased by 1.55% of pay (from 4.8% of pay to 6.35% of pay). The impact on New Hanover County is \$1 million. The last increase in the (LGERS) base contribution rate was effective July 1, 1983.

GENERAL FUND

Public Schools:

Funding for the Schools provides \$61.8 million for current operations and \$22.7 million for debt service. This is a decrease of \$0.1 million in operating from FY09-10 and an increase of \$0.3 million in debt service. The Schools are concerned about the impact the state budget may have on their funding.

The City of Wilmington continues to work on implementing an improved Safe Light program, which should be operational during FY10-11. New Hanover County will share the funding of the Safe Light program. The Schools can use the revenue from the Safe Light program to fund operational expenses.

Cape Fear Community College (CFCC):

Funding of \$5.8 million is included for Cape Fear Community College's operations – no change from FY09-10. In addition to the direct contribution to Cape Fear Community College, \$5.3 million will be expended for debt service in FY10-11, for a total of \$11.1 million. Cape Fear Community College's debt service increased \$1.4 million between FY09-10 and FY10-11.

Contingencies:

The Contingency account is funded at \$0.5 million.

Revenues:

The FY10-11 tax base is estimated to be \$34.2 billion, an increase of 1.7% from the FY09-10 base. The value of a penny is projected to be \$3.4 million.

Revenue from sales tax, including the new ¼ cent sales tax, decreased \$1 million, or 2.4%, between the FY09-10 adopted budget and FY10-11 adopted budget. Without the new voter-approved ¼ cent sales tax, the sales tax revenue would have decreased \$5.1 million from FY09-10 to FY10-11 due to current economic conditions and the loss in sales tax due to the 2007 legislated Medicaid sales tax swap.

Other Revenue:

FY10-11 Inspections' revenue is anticipated to be \$0.6 million less than the FY09-10 adopted amount. A corresponding \$0.6 million decrease was made in staffing and operating expenditures.

Interest income is projected to be \$0.5 million less in FY10-11 than FY09-10 due to current economic conditions.

Airlie Gardens' revenue will continue to be primarily donated to the Airlie Foundation, with the County receiving \$0.1 million in revenue to fund the ticket takers, environmental education intern, and program assistant. It is estimated the Foundation will receive \$0.6 million in revenue from Airlie operations in FY10-11.

The County will not receive reimbursement for misdemeanants in FY10-11 due to action by the state. This is a loss of \$0.2 million from the FY09-10 adopted budget.

The revenue estimates in the budget are realistic, but not conservative. Major shifts in economic conditions or legislative actions will impact the budget.

While some are estimating the recession is over, it should be noted that local government revenue lags behind other economic indicators in a recovery. Local governments nationwide are facing another tough year of reduced revenue and increased needs for the public programs whose clients increase during poor economic times.

Fund Balance:

No fund balance is appropriated in the FY10-11 budget. This is a reduction of \$1.9 million appropriated for the FY09-10 adopted budget. The County is in good financial health, but current economic conditions have reduced the unreserved/undesignated fund balance below the County's goal of 16.67%.

The County has established as its goal to have no less than two months, or 16.67%, of expenditures in available fund balance – a goal that exceeds the North Carolina Local Government Commission's recommended minimum of 8%. The estimated available fund balance on June 30, 2010 is expected to exceed the 8% established by the Local Government Commission, but falls below the 16.67% level set by the Board of County Commissioners.

Moody's Rating Agency recently adjusted the County's bond rating from Aa1 to Aaa, the highest rating available. Standard and Poor's confirmed the County's rating at AA+, one step below their highest rating. This honor reflects the important role government plays in the growth of this vibrant community.

These ratings were based in part on the County's FY10-11 preliminary budget that did not include appropriated fund balance. Moody's noted that this allowed structural balance to be maintained in the General Fund without relying on fund balance as an operating revenue source as had been the case in recent years. Moody's also stated that, "our failure to restore structural balance and rebuild reserves going forward will have negative credit pressures."

It is critical that fund balance be conserved to protect this rating. The current rating will reduce the interest rate the County will pay to borrow funds in the future. New Hanover County currently has \$181.5 million authorized but unissued debt that will be impacted by this superior rating.

ENVIRONMENTAL MANAGEMENT FUND

Negotiations are underway with a private firm for waste disposal in the County. The tipping fee of \$55.65/ton is expected to remain constant in FY10-11.

SPECIAL FIRE SERVICE DISTRICT FUND

The tax rate of 6 cents is approved for the Fire Service District; no increase from the FY09-10 tax rate.

The ad valorem tax base in the Fire Service District is estimated to be \$12.7 billion, an increase of 1% from the FY09-10 base. The value of a penny is estimated to be \$1.3 million.

During FY09-10, the County Commissioners received a master plan to provide improved service to the Fire Service District, including improved response time. The proposal is that all fire services in the unincorporated part of the County will be consolidated under the direction of the NHC Fire Services Department. Volunteers would continue to be a valued partner and help augment paid staffing. There would be an elevated focus on training for the volunteers.

The next phase of implementing the proposed master plan would be the creation of two new insurance districts (north and south). Due to the centralized command, all assets within each district count toward the rating of the district. Discussions continue on adoption of a master plan.

Capital Improvement Program

There is no additional funding in this budget for capital projects due to fiscal constraints. Capital projects were funded in previous budget years, but the last time a new capital project was approved as part of a formal Capital Improvement Plan in the Adopted Budget was in fiscal year FY99-00.

ACCOMPLISHMENTS

Administration - County Manager

Reorganized County government, consolidating departments; eliminating funding for an Assistant County Manager position; and implementing a new "stand alone" Development Services Center, emphasizing a customer-centric, one-stop approach for services involving development and construction in New Hanover County.

Administration – County Manager (continued)

Received upgraded bond rating of Aaa with Moody's Investor Service and maintained a bond rating AA+ with Standard & Poor's.

Improved communications with citizens by advancing the use of Social Media to include Twitter and Facebook.

Budget Department

The Budget Department was awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 19th consecutive year.

Finance Department

The Finance Department was awarded the Certificate for Excellence in Financial Reporting from the Government Finance Officer Association (GFOA) for the 30th consecutive year.

Tax Department

Achieved a combined collection rate of 98.64%, which is the highest collection rate since 1994, and 4th in the state for collection rate based on population.

Health Department

Implemented North Carolina's historic smoke-free restaurant and bar law.

Information Technology

New Hanover County worked with public and private partners to be the first County in the nation to test the widespread use of white spaces applications. This new technology uses the spectrum that was left over during the conversion from analog to digital television, and New Hanover County's work will help to shape federal policy of the future use of this spectrum.

Department of Social Services (DSS)

DSS provided accurate benefits to a historically high number of eligible families. Food and Nutrition services were provided to 18,705 residents, an increase of 21% from June 2009. Family and Children's Medicaid increased to 17,752 residents, an increase of 9% from June 2009.

Planning

Received the North Carolina Marvin Collins Outstanding Planning Award for Comprehensive Plan Implementation for its Exceptional Design Zoning District.

Sheriff

Implemented the Gang Resistance Education and Training (G.R.E.A.T.) Program in Middle Schools to supplement the DARE Elementary School Training.

Certified 52 Deputies and Supervisors in Crisis Intervention Training (CIT). This program offers intensive practical training for Officers on how to deal with persons with mental illness.

Library

Transitioned to a new Integrated Library System, which reminds patrons via e-mail to renew library materials before they are overdue, and notifies them when items are available for pickup.

Museum

The American Association of Museums Accreditation Commission awarded the Cape Fear Museum subsequent accreditation.

Veteran Services

Counseled, assisted and advised 4,040 veterans, their dependents and survivors regarding Veterans Administration benefits. These benefits include, but are not limited to, disability compensation, pension, medical treatment, home loans, burial, education and insurance.

Future Concerns:

This budget is approved during uncertain times. There are a number of items that are not addressed in the budget which may impact the budget during FY10-11:

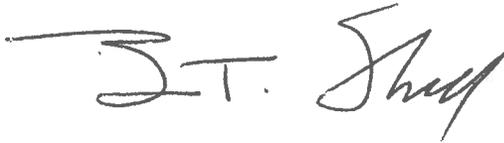
- Capital Improvement projects and maintenance of County facilities have been funded at less than the ideal amount.

FY10-11 Adopted Budget
Letter of Transmittal
June 22, 2010

- Funding is not available for economic development activities.
- The 10 replacement vehicles approved for the Sheriff's Office are not sufficient to replace all vehicles in the Sheriff's fleet with excessive age or mileage. The vehicle and personal computer replacement programs are not funded in the current budget.
- Short and long term proposals to address downtown space requirements (County-owned buildings and Court-related facilities) will be presented to you in the near future. Additional funding may be required.
- Serious concerns exist on how the state's FY09-10 and FY10-11 budget shortfalls will impact the County's revenues and operations. In FY09-10 the state adjusted revenues and reimbursements by over \$0.5 million after the budget was adopted. Negotiations continue on the state's budget.
- Revenue estimates are based on current economic data. Staff will continue to monitor the budget during FY10-11 to adjust for any modifications.

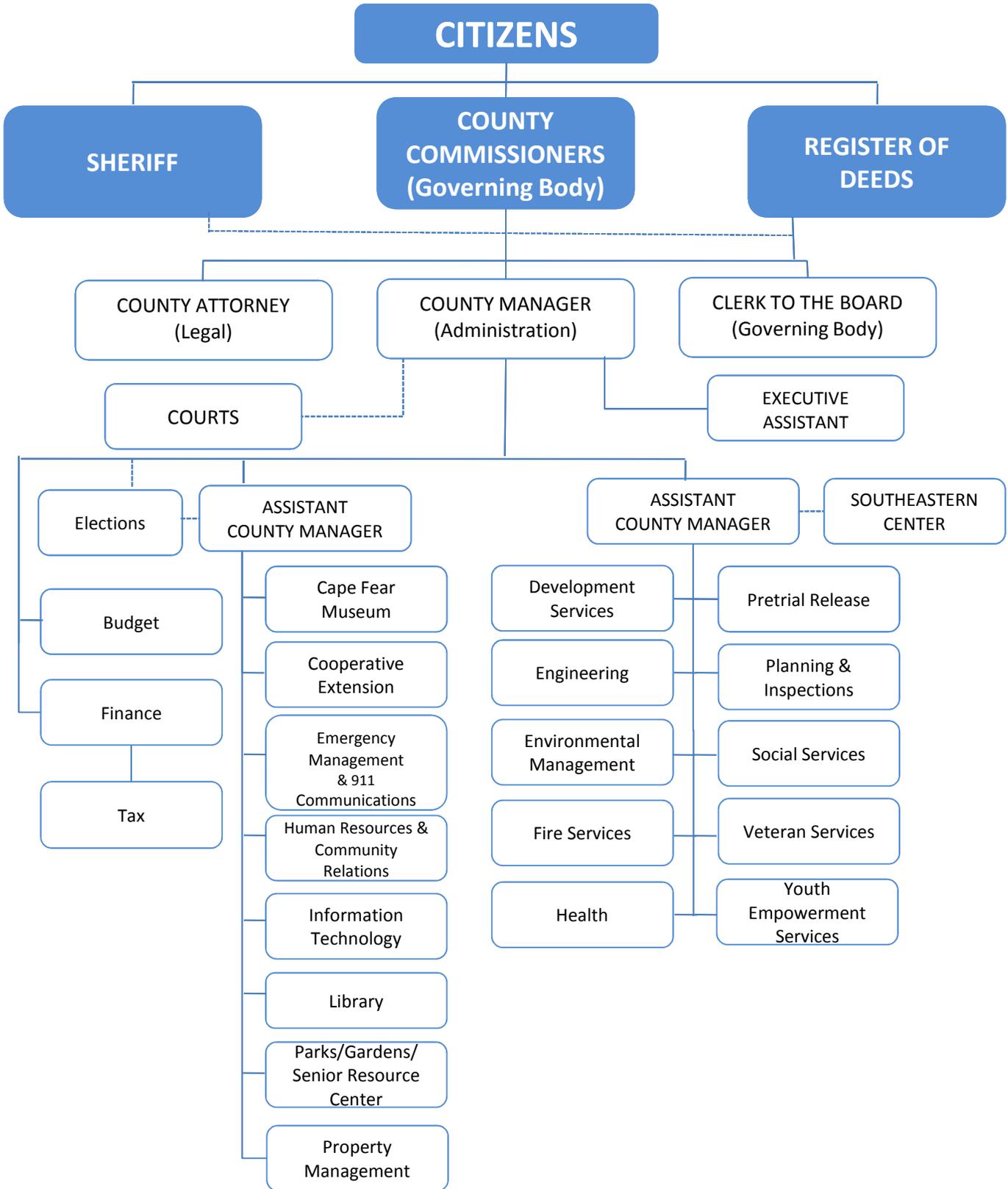
The staff and I look forward to working with you during FY10-11.

Sincerely,

A handwritten signature in black ink that reads "B.T. Shell". The signature is written in a cursive, slightly slanted style.

Bruce T. Shell
County Manager

NEW HANOVER COUNTY
ORGANIZATIONAL CHART



**NEW HANOVER COUNTY
POSITION SUMMARY BY FUNCTION**

| | ADOPTED FY06-07 | ADOPTED FY07-08 | ADOPTED FY08-09 | ADOPTED FY09-10 | ADOPTED FY10-11 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund: | | | | | |
| Cultural & Recreational | 110 | 115 | 117 | 117 | 123 |
| General Government | 243 | 248 | 263 | 276 | 268 |
| Human Services | 497 | 517 | 524 | 517 | 509 |
| Public Safety | 530 | 546 | 553 | 537 | 540 |
| Total General Fund | 1380 | 1426 | 1457 | 1447 | 1440 |
| Other Funds: | | | | | |
| Environmental Mgmt | 73 | 88 | 88 | 88 | 88 |
| Fire Service | 56 | 74 | 79 | 95 | 95 |
| Water & Sewer | 64 | 64 | 0 | 0 | 0 |
| Total Other Funds | 193 | 226 | 167 | 183 | 183 |
| TOTALS | 1573 | 1652 | 1624 | 1630 | 1623 |

Differences between FY09-10 Adopted and FY10-11 Adopted are primarily due to the reorganization plan that occurred during FY09-10. Two positions in the Sheriff's Office that are not reflected in the position count will be eliminated September 30, 2010 due to grant funds ending.

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. Following is an outline of the Budget Functions for FY10-11:

| | | |
|--|---|---|
| General Government | Human Services | Public Safety |
| Administration – County Manager Board of Elections Budget Development Services Engineering Finance Governing Body – Commissioners Human Resources & Community Relations Information Technology Legal - County Attorney Property Management Register of Deeds Tax | Health Non-County Agencies Parks, Gardens, Senior Resource Center Social Services Southeastern Center for Mental Health, Developmental Disabilities, and Substance Abuse Services Veteran Services | Courts Emergency Management & 911 Communications Youth Empowerment Services Juvenile Services Non-County Agencies Planning & Inspections Pretrial Release Sheriff's Office |
| Education | Cultural and Recreational | Economic and Physical Development |
| Cape Fear Community College New Hanover County Schools | Cooperative Extension Service Library Non-County Agencies Museum Parks, Gardens, Senior Resource Center | Non-County Agencies |
| Transfers | Other | Debt Service |
| Transfers Between Funds | Contingencies | Principal, Interest & Fees on Debt Installment Lease Payments |

**NEW HANOVER COUNTY
COUNTYWIDE GOALS**

- **Provide Prompt, Courteous, and Professional Services to the Citizens of New Hanover County.**
- **Educate the Citizens that New Hanover County is Underneath it All.**
- **Provide a Safe Community for All New Hanover County Citizens.**
- **Continue Investing in Technology for Citizens to Easily and Efficiently Conduct County Business.**
- **Protect the Environment and the Quality of Life Enjoyed by New Hanover County Citizens.**
- **Ensure the Health and Welfare of all New Hanover County Citizens.**
- **Ensure Equality for All New Hanover County Citizens.**
- **Provide for the Educational, Cultural, and Recreational Needs of the Community.**
- **Ensure the Financial Stability and Legal Protection of the County.**
- **Promote Sound Economic Growth.**
- **Strengthen Regional and Collaborative Partnerships to Address Regional Needs.**

BUDGET PROCESS AND PROCEDURES

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. The intended purpose of the adopted budget is to be a flexible document representing the appropriated revenue and expenditure data dependent on the phase of the budget cycle. 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 FY08-09; b) adopted budget figures for FY09-10; and c) requested, recommended and adopted budget figures for FY10-11.

SYNOPSIS OF FY10-11 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 FY10-11 Budget was adopted on June 21, 2010.

For FY10-11, the County Manager submitted a Recommended Budget with a tax rate of 46.55 cents. The FY10-11 proposed tax rate of 46.55 cents was 1.3 cents more than the adopted tax rate in the previous budget for FY09-10. 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: <http://www.nhcgov.com/AgnAndDpt/BUDG>. The County Commissioners accepted the recommended rate of 46.55 cents and adopted the proposed budget ordinance.

A flow chart highlighting details of the annual process and a complete budget calendar can be found on Pages 16 and 17.

OVERVIEW OF PROCESS

The budget process is how resources are assigned to the goals, objectives and priorities 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.

BUDGET PROCESS AND PROCEDURES CONTINUED

The County's budget process requires a balancing of needs and resources in every division of the County. The Board of Commissioners has established 11 countywide goals, which each department uses to develop their service plans for providing County services. Each department further defines and correlates their unique departmental goals to the applicable respective countywide goal(s). The Departments establish performance measures and desired attainment for the coming fiscal year. This is a crucial aspect of the budget process.

HIGHLIGHTS OF THE ANNUAL BUDGET REVIEW PROCESS

Development of Budget Calendar

Preparation of the annual budget begins approximately 9 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 or restrictions that may be new to each budget year. The budget manual includes all instructions, forms and information specific to the current budget year. Each department receives the manual as well as 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 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 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 PROCESS AND PROCEDURES CONTINUED

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: <http://www.nhcgov.com/AgnAndDpt/BUDG>. Numerous work sessions are held throughout the process.

The Commissioners also conduct a public hearing to receive community input. Additional work sessions may be held after the public hearing, 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

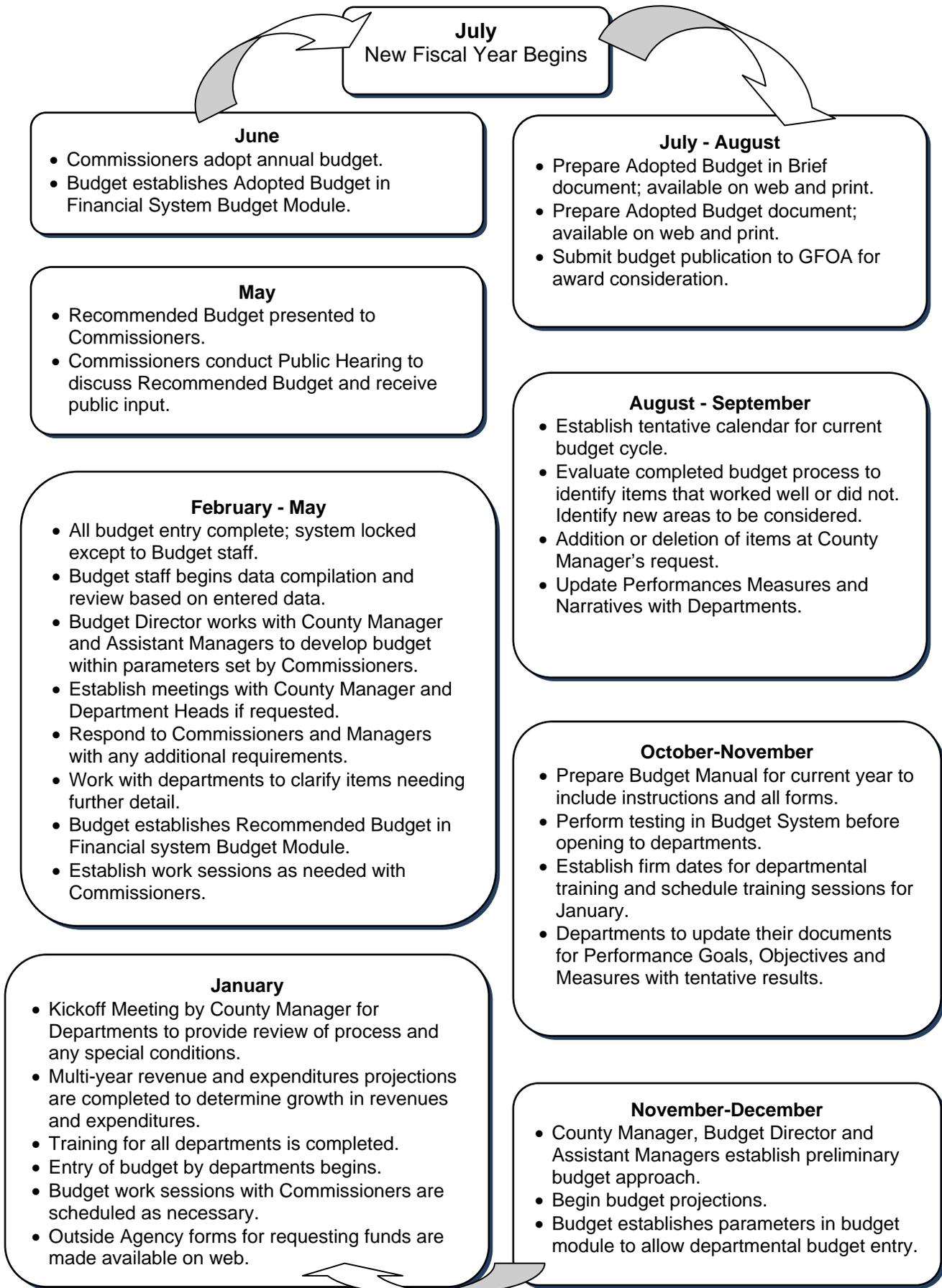
The County maintains budgetary controls through the County's computerized accounting system to ensure compliance with legal provisions. This system verifies availability of funds whenever a department requests a purchase order or processes a payment. The system may verify at the appropriation level or other level. If an expenditure is charged against a category which 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 FLOW CHART



BUDGET CALENDAR FOR FISCAL YEAR 2010-2011

2009

Fall/Winter Capital Improvement Projects for FY10-11 evaluated.

2010

January 19 Meet with Commissioners.

January 5 FY10-11 Budget Request forms available to Non-County Agencies.

January 14,15,22 Budget Training Sessions (mandatory for all budget keying personnel).
Optional Budget Entry "Computer Lab Sessions."

January 25 Forms due to BUDGET (forms available on the Intranet):

- New Positions Requests
- Temporary Salary Requests (include board member pay, if applicable)
- Overtime Salary Requests
- On-Call Salary Requests
- Capital Improvement Projects Requests

January 14 – Entry period of FY10-11 budget requests into MUNIS.
January 29 All budget requests completed by Departments and entered into MUNIS
(except DSS and Schools).

January 29 Outside Agencies Applications for Funding Requests due to BUDGET.

February 22 – County Manager meets with Individual Departments and Assistant County
March 12 Managers on FY10-11 Budget (voluntary).

March 15 County Commissioners FY2010-2011 Budget Work Session

March 24 County Commissioners FY2010-2011 Budget Work Session

April 29 Recommended FY10-11 Budget to Board of County Commissioners (informally).

May 17 County Manager Presents FY10-11 Recommended Budget at Board of
County Commissioners Meeting.

FY10-11 Recommended Budget Information to Departments and Non-County
Agencies.

June 7 Public Hearing on FY10-11 Budget.

June 21 Adopt FY10-11 Budget.

Additional work sessions may be held as the budget process continues.

FINANCIAL AND BUDGETARY POLICIES

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 AA+.

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 fund balance available for appropriation in the General Fund of 16.67% of the prior year's expenditures in the fund.

FINANCIAL AND BUDGETARY POLICIES CONTINUED

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 General Statute 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.
- An annual meeting will be scheduled with the Board of County Commissioners to inform them of major budgetary issues and policies and to request their guidance and advice in the development of the annual budget. The meeting will be scheduled prior to the beginning of the budgeting process.
- 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.
- The County will maintain an annually budgeted contingency reserve to provide for unanticipated expenditures of a non-recurring nature. This reserve is limited by law to 5% of the total appropriation in a particular fund.
- 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 shall be added to each appropriation as it appears in the adopted budget.
- Included in the budget ordinance is a statement regarding the status of any interfund loan amounts and the parameters of each loan.
- 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.

FINANCIAL AND BUDGETARY POLICIES CONTINUED

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 are 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.
- 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.
- All moneys received by the County from the state shall be wired through the Governmental Moneys Transfer System (GMTS) in order to ensure immediate investment of those moneys on the transfer date.

FINANCIAL AND BUDGETARY POLICIES CONTINUED

Investments

- The Finance Director shall report monthly to the County Manager concerning the status of investments and the collateralization of the moneys.
- 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 159-3.
- 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 G.S. 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.

FINANCIAL AND BUDGETARY POLICIES CONTINUED

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

- A fixed asset is a tangible asset having a value of \$5,000 or more and a useful life extending for more than one year. The only exceptions are motor vehicles or related equipment requiring registration through Division of Motor Vehicles.
- The recorded fixed asset information, including its location, is reconciled monthly and annually to the general ledger.

Capital Improvement Program

- Progress on current capital projects are formally reviewed monthly.
- New projects are submitted for consideration annually in the fall of the year. The need, time frame, project scope, capital needs, first 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.

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 160A-19, 160A-20 and 153A-165.

FINANCIAL AND BUDGETARY POLICIES CONTINUED

Debt Management (continued)

- 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.

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.

NEW HANOVER COUNTY
SUMMARY OF EXPENDITURES AND REVENUES - ALL FUNDS ¹

| EXPENDITURE SUMMARY | FY07-08 ACTUAL | FY08-09 ACTUAL | FY09-10 ADOPTED | FY10-11 ADOPTED |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| GENERAL | \$ 264,307,665 | \$ 302,343,030 | \$ 250,192,519 | \$ 253,919,849 |
| NEW HANOVER COUNTY SCHOOLS | 82,370,925 | 86,288,450 | 84,306,978 | 84,530,771 |
| EMERGENCY TELEPHONE SYSTEM - ARTICLE 1 ² | 1,622,759 | - | - | - |
| WIRELESS 911 - ARTICLE 2 ² | 730,096 | - | - | - |
| EMERGENCY TELEPHONE SYSTEM - ARTICLE 3 ² | 174,428 | 214,460 | 431,105 | 395,583 |
| ROOM OCCUPANCY TAX | 1,922,034 | 1,215,766 | 3,833,211 | 3,719,801 |
| REVOLVING LOAN PROGRAM | - | 16,390 | - | - |
| ENVIRONMENTAL MANAGEMENT | 16,232,065 | 12,082,257 | 17,543,900 | 12,810,375 |
| SPECIAL FIRE SERVICE DISTRICT | 8,474,030 | 8,896,945 | 9,937,471 | 10,276,085 |
| WATER & SEWER DISTRICT ³ | 24,338,336 | - | - | - |
| STORM WATER DRAINAGE ⁴ | 53,872 | 82,996 | - | - |
| TOTAL EXPENDITURE ALL FUNDS | \$ 400,226,210 | \$ 411,140,295 | \$ 366,245,184 | \$ 365,652,464 |

| REVENUE SUMMARY | FY07-08 ACTUAL | FY08-09 ACTUAL | FY09-10 ADOPTED | FY10-11 ADOPTED |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| GENERAL | \$ 260,489,941 | \$ 298,395,683 | \$ 250,192,519 | \$ 253,919,849 |
| NEW HANOVER COUNTY SCHOOLS | 83,678,291 | 85,761,541 | 84,306,978 | 84,530,771 |
| EMERGENCY TELEPHONE SYSTEM - ARTICLE 1 ² | 335,903 | - | - | - |
| WIRELESS 911 - ARTICLE 2 ² | 208,714 | - | - | - |
| EMERGENCY TELEPHONE SYSTEM - ARTICLE 3 ² | 991,296 | 1,117,170 | 431,105 | 395,583 |
| ROOM OCCUPANCY TAX | 5,495,898 | 6,187,520 | 3,833,211 | 3,719,801 |
| REVOLVING LOAN PROGRAM | - | 118,616 | - | - |
| ENVIRONMENTAL MANAGEMENT | 14,715,112 | 13,495,652 | 17,543,900 | 12,810,375 |
| SPECIAL FIRE SERVICE DISTRICT | 11,489,244 | 8,355,583 | 9,937,471 | 10,276,085 |
| WATER & SEWER DISTRICT ³ | 21,783,220 | - | - | - |
| STORM WATER DRAINAGE ⁴ | 125,104 | 105,679 | - | - |
| TOTAL REVENUE ALL FUNDS | \$ 399,312,725 | \$ 413,537,445 | \$ 366,245,184 | \$ 365,652,464 |

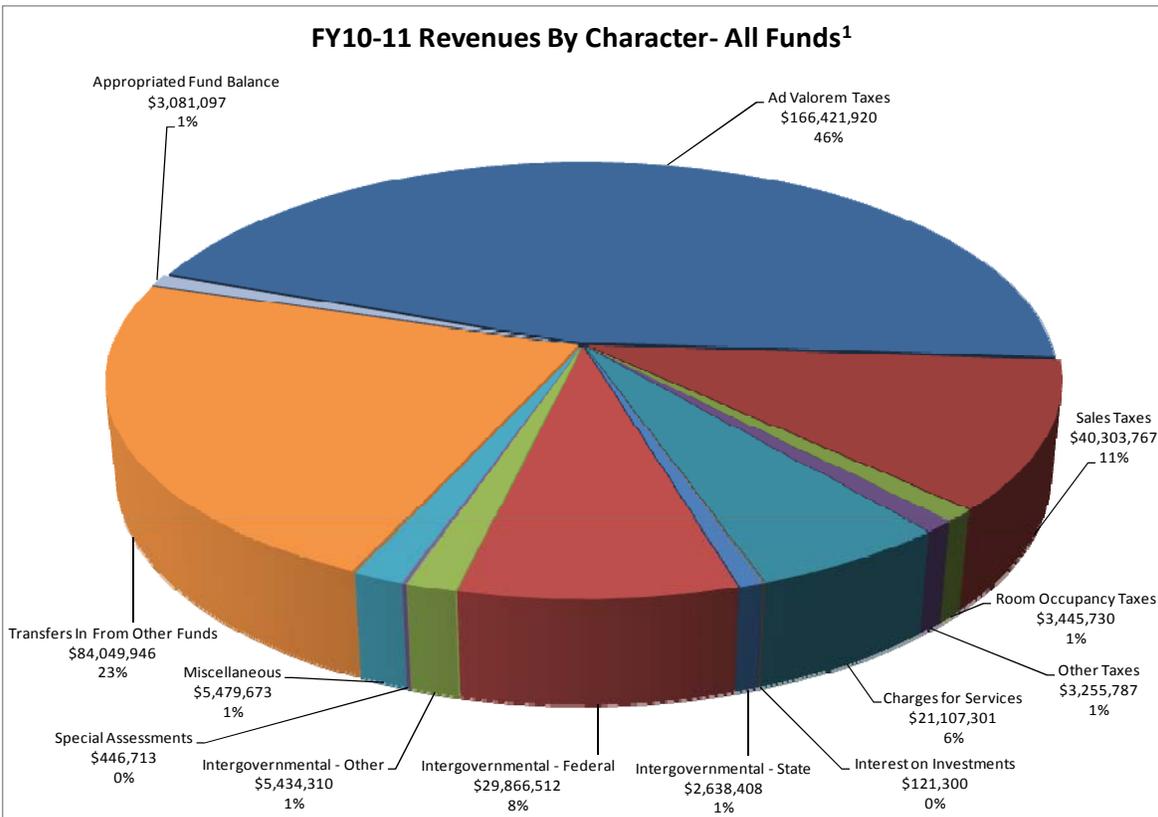
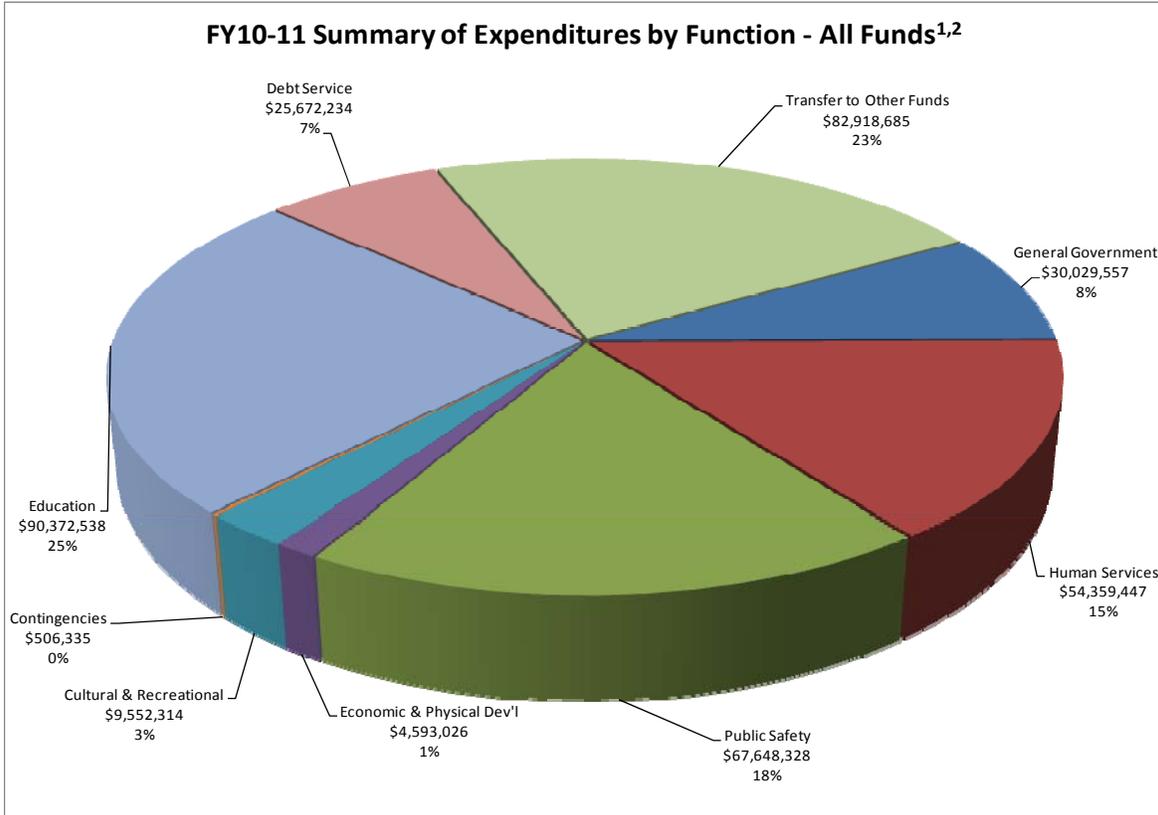
¹ This presentation shows the total budgets of the various funds. Transfers between the General Fund and other funds have not been removed.

² NC Legislation effective January 1, 2008 eliminated Article 1 and 2 funding and established Article 3 funding.

³ Water Sewer District function was transferred to the CFPUA July 1, 2008.

⁴ Storm Water Drainage was transferred to the Engineering Department during FY09-10.

NEW HANOVER COUNTY SUMMARY OF EXPENDITURES AND REVENUES - ALL FUNDS ¹



¹ This presentation shows the total budgets of the various funds. Transfers between the General Fund and other funds have not been removed.

² All of the Environmental Management and Fire Services Funds expenditures are classified as Public Safety expenditures. However, for FY10-11, \$668,937 is budgeted in the Environmental Management Fund and \$1,095,705 in the Fire Service District for Debt Service.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

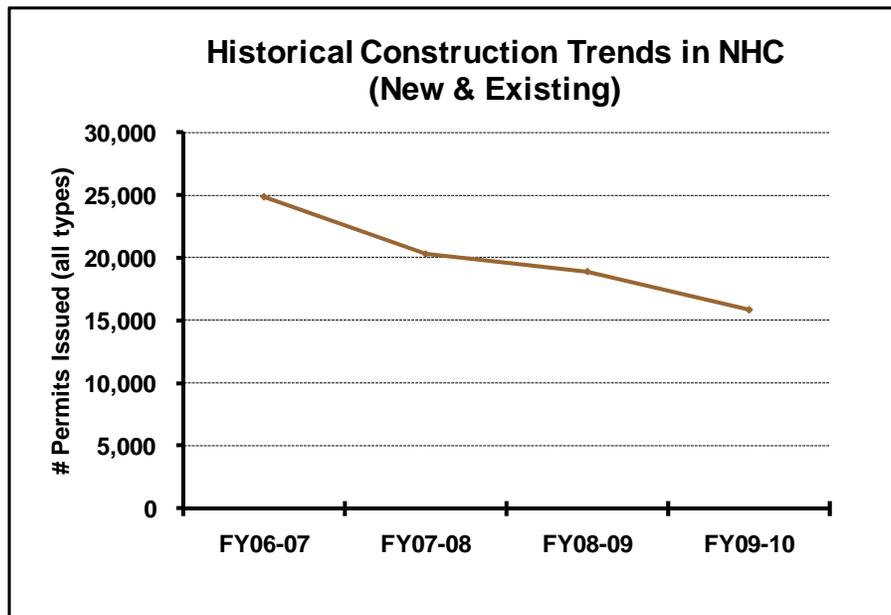
General Fund Revenues

Ad Valorem Tax

Ad valorem tax (property tax) is New Hanover County's largest revenue source, comprising 62.5% 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, 2007. The next property revaluation is scheduled to take effect January 1, 2012. Values of public service companies are assessed every year by the State Department of Revenue.

Outside of revaluation years, growth in the tax base is driven primarily by new construction, additions to existing structures, and splits of parcels. Historically, New Hanover County has seen approximately 3.0% increase in growth in value in non-revaluation years. However, throughout FY07-08 to FY09-10, New Hanover County experienced a pronounced slowdown in new construction and property development projects. Total permits issued declined 18.3% in FY07-08 as compared to FY06-07, fell an additional 6.9% in FY08-09, and then fell another 16.1% in FY09-10.

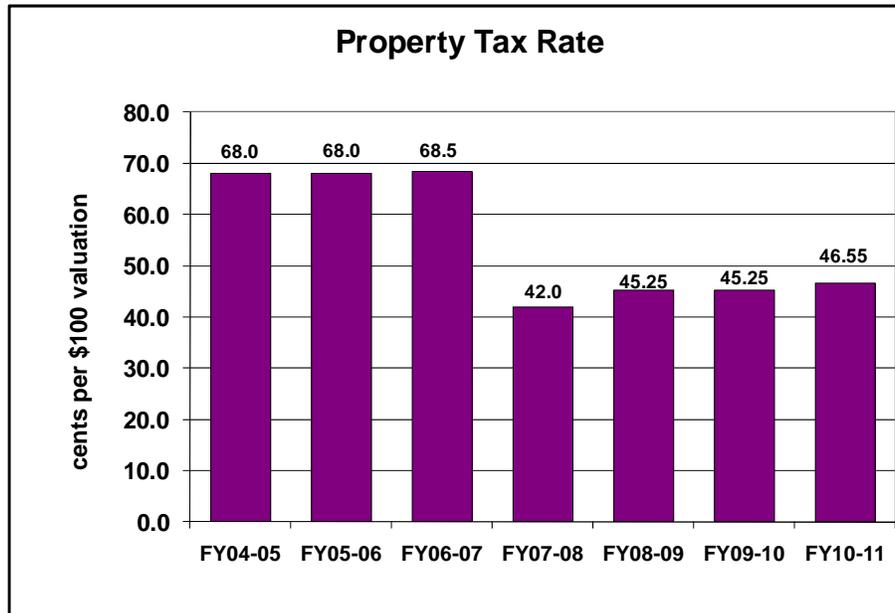


The values of the personal property and vehicles portion of the tax base are determined using pricing guides and vehicle valuation guidelines based on characteristics such as the size, make, model and year. During FY08-09 and FY09-10, new vehicle purchases declined significantly versus prior years, resulting in an older stock of taxable vehicles countywide.

As a result of these trends, FY10-11 assumes a tax base of \$34.2 billion, only 1.7 % in growth over the FY09-10 base.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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 FY10-11 tax rate is 46.55 cents per \$100 valuation, a 1.3 cent increase over FY09-10.



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 FY11, every one cent of the general fund property tax rate will generate approximately \$3.4 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.

Motor vehicles are billed based on a staggered registration system on a monthly basis. Motor vehicle taxes are due and payable on the first day of the fourth month following renewal or application for registration. These taxes can be paid without interest until the last day of the fourth month. On the next business day interest applies. The first delinquent month's interest charge is 5.0% and then 0.75% each month or fraction thereof until paid in full. Of the 5.0% charged the first month, 3.0% is sent to the NC State Treasurer's Office as required by G.S. 105-330 to fund the new statewide integrated computer effort to combine the process of taxation, registration and inspections into one system and one point of collection. The County and respective jurisdiction retains a portion of the 2.0% and future interest payments.

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

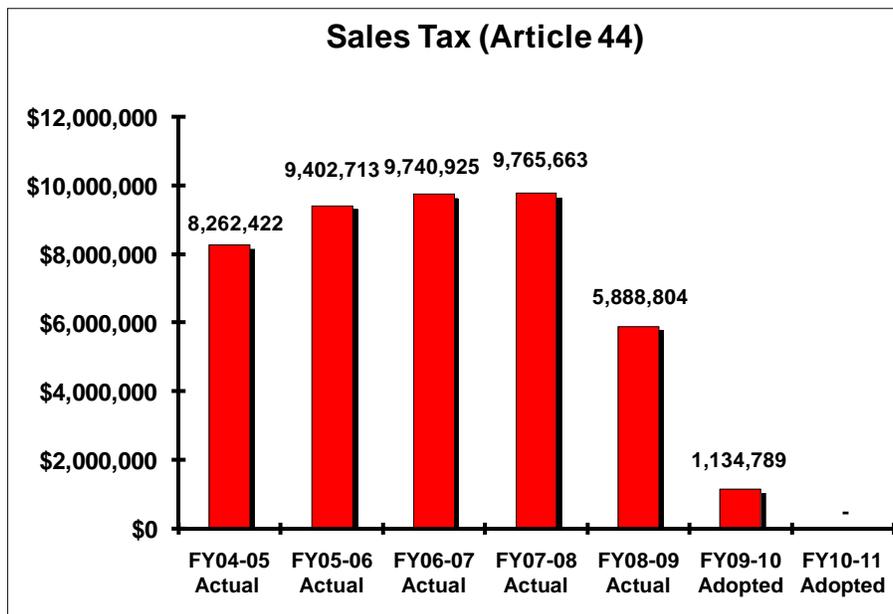
EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

sales tax (Article 46). New Hanover County currently levies the Article 39, 40, and 42 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. Revenue receipts are on a three-month delay (e.g., the tax from a sale that occurred in January 2010 would be received in April 2010).

In a May 4, 2010 advisory referendum, voters authorized the levy of the Article 46 one-quarter cent sales tax. On July 16, 2010, the Board of County Commissioners voted to levy this tax. At the time of budget adoption, the earliest the County could begin collecting the Article 46 was January 1, 2011. Consequently, the FY10-11 Adopted Budget projects \$4.125 million (six months) of Article 46 revenues. However, recent changes to the General Statutes will allow New Hanover County to begin collecting the Article 46 on October 1, 2010.

Prior to October 1, 2008, counties were also authorized to levy the Article 44 local option one-half cent sales tax. However, as part of a three-year phased in transition where the State has gradually assumed Medicaid responsibilities from counties, the State assumed more sales tax revenue and gradually repealed this authorization. On October 1, 2008, the State began to retain the one-quarter cent per capita portion of the Article 44. Effective October 1, 2009 the State began to retain the remaining one-quarter cent point-of-sale portion of Article 44 revenues.



In addition to the loss of Article 44 revenues, the Medicaid legislation also negatively impacts Article 39 revenues. Counties are required to replace all Article 44 sales tax losses to cities and municipalities (hold harmless), including growth, from Article 39. For FY10-11, the estimated impact to Article 39 for the hold harmless is \$1.9 million.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

Also effective October 1, 2009, the Article 42 started being distributed on a point-of-sale basis versus the previous per capita method. By statute, 60% of the Article 42 proceeds must be used for school construction or debt service. Counties are also required to hold schools harmless for the impact of the change in distribution method, with growth. Based on FY09-10 receipts, New Hanover County saw a larger than anticipated benefit from the switch. New Hanover has historically been a regional shopping hub; however, continued development in Brunswick County is expected to impact New Hanover in the future.

Article 40 was not affected by the Medicaid legislation. Revenues are distributed on a per capita basis. As with Article 42, a portion of proceeds are statutorily required to be distributed to the schools (30%).

The FY09-10 budget for sales taxes was \$38.9 million, a 6% projected decline versus FY07-08 actuals. While the local economy did begin to stabilize during FY09-10, it is estimated that FY09-10 actuals will be down approximately \$1.6 million vs. budgeted. As a result, despite the addition of new Article 46 revenues, total sales tax revenue is projected to decrease by \$1.0 million from the FY09-10 Adopted Budget due largely to the anemic growth projections for FY10-11, the loss of Article 44, and the increased hold harmless distributions to cities and municipalities.

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 7.75%. However, the rate will increase to 8.0% October 1, 2010, the date the Article 46 becomes effective. The General Assembly enacted legislation to temporarily increase the State rate of sales and use tax by 1%. This increase is scheduled to expire July 1, 2011.

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 increase 3.5% between FY09-10 and FY10-11, primarily due to increased grants. Some of the larger programs include:

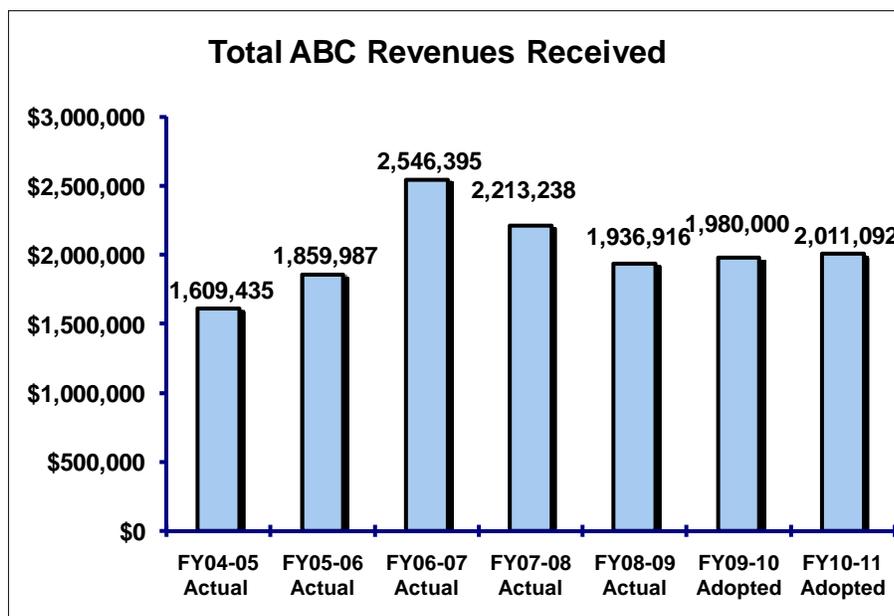
- **Medicaid & Medicaid Medical Transportation** – The Health Department and Department of Social Services receive Federal and State funds for providing health services to Medicaid recipients and for non-emergency medical transportation to medical appointments.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

- Day Care / Smart Start Day Care** – The State provides allocations to the Department of Social Services to provide child day care services to eligible families. In FY10-11, the County was allocated \$7.8 million, a 0.9% decrease as compared to FY09-10.
- Foster Care** - The Department of Social Services receives Federal and State funds to help support the cost of providing temporary living arrangements for abused, neglected and dependent children when a parent or family member cannot take care of them. \$2.0 million in funding has been projected for FY10-11, an increase of 5.9% over the previous year.

The increased reimbursement is based on the average mix of ages and care levels of children in the program over the past 12 months, as well as higher estimates for the number of children expected to be taken into custody.

- 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 the Southeastern Center for Mental Health, Developmental Disabilities and Substance Abuse Services and must be spent for alcohol abuse treatment or research.



Total ABC revenues are expected to increase 1.6% based on economic conditions and historic trends.

- Jail Fees** - The United States Marshal Service 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 120 days and under. They do, however, reimburse \$40 per day for an inmate who receives a longer sentence and no space is available.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

- **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 costs paid in each civil and criminal action rendered in a courtroom facility provided by the County. A 0.8% increase from FY09-10 adopted amounts is based on FY08-09 actual and FY09-10 estimated receipts.

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** – Consistent with the slowdown in the housing market and sharp fall off in construction, revenues from permits and inspections have declined significantly the past two years. Despite conservative projections, Planning and Inspections generated an estimated \$0.4 million less of inspection and permit revenues than had been budgeted in FY09-10 due to the continued slowdown in the housing market and the economy overall.
- **Register of Deeds Fees and Charges** – The Register of Deeds collects fees to record deeds, marriage licenses and other instruments. Based on FY09-10 actuals, the FY10-11 budget anticipates \$1.2 million of revenues, no change versus the FY09-10 budget.

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).

As specified in the inter-local agreement signed to form the CFPUA, the required debt service repayment by CFPUA has been reduced by \$1.9 million, the same amount that had been transferred by New Hanover County to the Water and Sewer District since FY01-02. For FY10-11 total debt repayments by these entities are estimated to be \$4.7 million, a decrease of \$0.2 million due to lower than projected interest rates at the time of debt issuance. This inter-local agreement terms run through FY17-18.

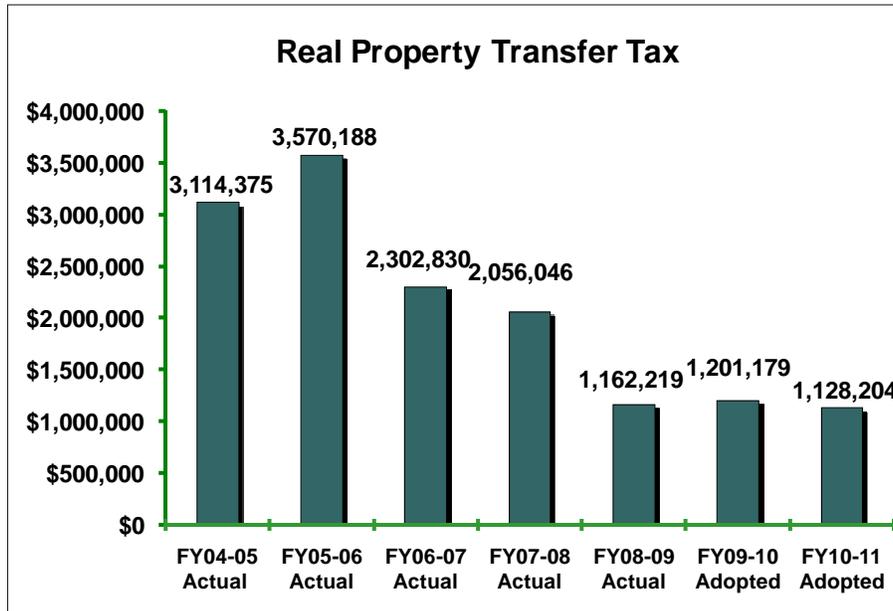
Cable TV Franchise Tax

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, Educational or Governmental) channel funding. In addition, New Hanover County has existing franchise contracts with Time Warner and Charter Cable companies, and receives additional revenues for items in these contracts which are not covered by the video programming services tax. These additional payments will continue until the contracts expire in 2012. FY09-10 receipts are projected to exceed the budgeted amount.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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 a 1% processing fee and one-half of the collections as revenue to support County services and the remainder is remitted to the State. 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. Based on actual receipts and the current real estate market, approximately a \$73,000 decrease from FY09-10 adopted amounts is expected.



Interfund Transfers – For FY10-11, \$645,541 is budgeted from the Fire Service District Fund and \$678,051 from the Environmental Management Enterprise Fund as reimbursement to the General Fund for direct and indirect expenses, the same as what was budgeted in FY09-10. No funds are budgeted to be transferred from capital projects, a decrease of \$205,872 versus FY09-10.

Tax Collection Fees – The municipalities in the County reimburse the County at 1.75% of the amount collected on their behalf for property and room occupancy taxes. The tax collection fee for vehicles is limited to 1.5%. There is no change in the collection rate anticipated between FY09-10 and FY10-11.

Interest on Investments

County funds are invested to maximize the return between the time funds are collected and used. A decrease of \$0.5 million compared to the FY09-10 adopted amount is anticipated based on prior year interest revenues, anticipated cash balances available for investment, and the current prevailing low interest rates.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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. In order to stabilize and potentially restore fund balance, no fund balance is budgeted in FY10-11. This is a reduction of \$1.9 million from the FY09-10 Adopted Budget. Preliminary projections for FY09-10 are that fund balance will meet the 8% minimum established by North Carolina General Statute, but will fall short of the 16.67% 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. Before July 2008, the funds were designated to the Convention Center account (40%), beach renourishment (30%), and the Tourism Development Authority (TDA) for promotion (30%). 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 is dedicated to beach renourishment. The additional 3% that is collected within the city limits of Wilmington beyond the Convention Center District is dedicated to the Convention Center account. The second 3% of the room occupancy tax is classified as an agency fund and is, therefore, not reported in the budget document.

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. The FY10-11 tax rate is 6 cents per \$100 valuation, which is no increase over FY09-10. The ad valorem tax base in the fire district is estimated to be \$12.7 billion, an increase of 1% from the FY09-10 base. The value of a penny is \$1.3 million.

EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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. FY10-11 projects \$1.4 million in total sales tax revenue for the Fire Service District, a decrease of \$312,519 due from FY09-10. The reduction is driven by the loss of the remaining Article 44, impact of hold harmless, and lower anticipated retail sales.

For FY10-11, the Fire Service District budgeted \$881,097 in Appropriated Fund Balance as compared to \$284,875 in FY09-10.

The Environmental Management Fund

Municipal 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, electricity generation and sales from the Waste-to Energy Facility (WASTEC), recycling and scrap revenues, the State (tire rebate and white goods programs) and miscellaneous revenue sources.

The operating budget for FY10-11 is \$12.8 million. The FY10-11 tipping fee is \$55.65 per ton, no change versus FY09-10. Although the tipping fee will remain the same, total tipping fee revenue is anticipated to decline 7.7% in FY10-11. FY10-11 tonnage estimates are based on FY08-09 actual and FY09-10 estimated waste collected, and expectations of a continued decline due to the lingering recession and overall decline in building construction.

During FY09-10, the Board of Commissioners conducted a Request for Proposals (RFP) to evaluate potential options for solid waste operations for the County. An innovative proposal was selected and final contract negotiations were in progress at the time the FY10-11 budget was adopted. The FY10-11 Environmental Management Fund budget assumes all personnel and operational responsibility will transfer to the contractor effective October 1, 2010 at the agreed upon fee schedule. If the transfer period is later than anticipated, additional revisions will be necessary.

**NEW HANOVER COUNTY
GENERAL FUND EXPENDITURE COMPARISON**

| Departments | FY08-09 | FY09-10 | FY10-11 | FY10-11 | FY10-11 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Adopted | Requested | Recommended | Adopted |
| ADMINISTRATION - COUNTY MANAGER | \$909,754 | \$900,633 | \$894,800 | \$761,609 | \$759,017 |
| BOARD OF ELECTIONS | 860,172 | 1,056,825 | 796,471 | 654,690 | 653,944 |
| BUDGET | 448,732 | 441,462 | 461,873 | 457,153 | 455,553 |
| COOPERATIVE EXTENSION SERVICE | 463,704 | 415,220 | 491,310 | 480,310 | 480,310 |
| COURTS | 347,374 | 370,235 | 433,944 | 420,189 | 420,189 |
| EDUCATION: | | | | | |
| Cape Fear Community College | 6,147,195 | 5,841,767 | 5,841,767 | 5,841,767 | 5,841,767 |
| Cape Fear Community College Debt Service | 4,082,014 | 3,924,915 | 5,333,411 | 5,333,411 | 5,333,411 |
| One-Half Cent Sales Tax Transfer | 7,242,286 | 7,487,404 | 6,730,793 | 6,877,114 | 6,877,114 |
| New Hanover County Schools Transfer | 76,136,844 | 72,754,574 | 77,531,978 | 75,453,657 | 75,453,657 |
| EMERGENCY MANAGEMENT & 911 COMM ¹ | | | | | |
| Emergency Management ¹ | 1,400,029 | 1,178,428 | 1,162,781 | 930,769 | 929,590 |
| Public Safety Communications ¹ | 3,678,299 | 3,841,534 | 3,799,958 | 3,748,825 | 3,739,302 |
| ENGINEERING & PUBLIC SERVICES / ENGINEERING ² | | | | | |
| Engineering ² | 1,290,665 | 773,980 | 624,573 | 614,015 | 612,288 |
| Storm Water / Drainage | 0 | 125,000 | 131,545 | 125,000 | 125,000 |
| Public Services / DEVELOPMENT SERVICES ² | 1,370 | 556,508 | | | |
| DEVELOPMENT SERVICES ² | | | 603,000 | 557,109 | 554,204 |
| FINANCE: | | | | | |
| Finance | 1,805,358 | 1,773,515 | 1,909,176 | 1,826,362 | 1,822,017 |
| Non-Departmental | 2,300,947 | 2,985,969 | 3,755,079 | 3,457,387 | 3,359,978 |
| Transfers to Other Funds | 1,631,074 | 558,511 | 587,914 | 587,914 | 587,914 |
| Bonded Debt (principal, interest) | 688,788 | 1,470,825 | 3,183,637 | 3,183,637 | 3,183,637 |
| Fees Paid on Debt | 33,828 | 110,850 | 20,850 | 20,850 | 20,850 |
| Installment Debt | 13,397,795 | 12,831,883 | 12,483,488 | 12,303,274 | 12,303,274 |
| Cape Fear Public Utility Authority Debt Service | 47,256,269 | 4,960,828 | 4,831,062 | 4,831,062 | 4,831,062 |
| Contingencies | 0 | 89,777 | 300,000 | 256,335 | 506,335 |
| GOVERNING BODY - COUNTY COMMISSIONERS | 450,760 | 457,762 | 466,575 | 460,253 | 459,006 |
| HEALTH | 15,051,734 | 14,934,824 | 15,906,804 | 15,483,412 | 15,260,956 |
| HUMAN RESOURCES & COMMUNITY RELATIONS ³ | | | | | |
| Human Resources (incl. NHCTV) ^{3,4} | 1,144,424 | 937,851 | 1,187,800 | 1,045,909 | 1,042,687 |
| Human Relations ³ | 441,196 | | | | |
| INFORMATION TECHNOLOGY | 5,225,570 | 5,208,836 | 5,313,829 | 4,995,219 | 4,987,523 |
| JUVENILE SERVICES | 450,457 | 428,193 | 389,900 | 384,859 | 384,136 |
| LEGAL - COUNTY ATTORNEY | | | | | |
| Legal - County Attorney | 622,831 | 627,263 | 655,483 | 645,104 | 642,941 |
| Risk Management ⁴ | 169,125 | 184,364 | 270,357 | 266,162 | 265,338 |
| LIBRARY | 3,776,947 | 3,638,821 | 3,939,718 | 3,592,473 | 3,583,638 |
| MUSEUM | 1,262,662 | 1,224,416 | 1,177,886 | 1,008,523 | 1,005,908 |
| NON-COUNTY AGENCIES | 1,998,341 | 1,917,684 | 1,973,516 | 1,364,087 | 1,365,887 |
| PARKS, GARDENS, SRC ⁶ | | | | | |
| Parks ⁶ | 3,220,333 | 3,282,363 | | | |
| (Airline) Gardens ⁶ | 1,498,408 | 970,647 | | | |
| Parks & Gardens | | | 4,066,335 | 3,563,422 | 3,645,591 |
| Senior Resource Center ⁶ | 2,244,369 | 2,129,696 | 2,271,787 | 2,147,367 | 2,154,944 |
| PLANNING & INSPECTIONS ⁶ | | | 4,316,050 | 3,645,440 | 3,634,966 |
| Planning ⁶ | 746,377 | 738,399 | | | |
| Inspections (and Zoning) ^{2,6} | 4,266,227 | 3,474,289 | | | |
| PRETRIAL RELEASE | 570,018 | 528,636 | 557,148 | 555,483 | 554,919 |
| PROPERTY MANAGEMENT (Includes Veh. Mgmt.) | 9,271,097 | 9,496,309 | 11,064,694 | 10,248,676 | 10,237,559 |
| REGISTER OF DEEDS ⁵ | 1,073,075 | 1,078,086 | 1,200,156 | 1,152,405 | 1,149,764 |
| SHERIFF'S OFFICE | 34,228,963 | 33,650,837 | 35,368,336 | 33,835,497 | 33,752,675 |
| SOCIAL SERVICES | 38,352,470 | 34,532,615 | 36,083,203 | 35,208,041 | 35,349,049 |
| SOUTHEASTERN CENTER | 1,857,278 | 1,937,584 | 1,935,584 | 1,935,584 | 1,935,584 |
| TAX | 3,089,709 | 3,319,825 | 3,521,309 | 2,911,044 | 2,902,738 |
| VETERANS SERVICES | 105,131 | 120,649 | 124,700 | 123,519 | 123,119 |
| YOUTH EMPOWERMENT SERVICES | 1,103,029 | 921,927 | 869,982 | 807,428 | 630,508 |
| | \$302,343,030 | \$250,192,519 | \$264,570,562 | \$254,102,346 | \$253,919,849 |

¹ Emergency Management & 911 Communications - During FY08-09, Public Safety Communications Center and Emergency Management merged as one department named Emergency Management & 911 Communications.

² Engineering & Public Services - Engineering restructured to incorporate the Public Services function previously located in Inspections. During the FY09-10 reorganization, Public Services was spun out from Engineering & Public Services leaving 2 distinct departments - Engineering and Development Services.

³ Human Relations - Eliminated this department effective July 1, 2009. The director was relocated to the Human Resources Department, which included Customer Service and NHCTV to create the Human Resources and Community Relations Department.

⁴ Risk Management - Safety Officer moved from HR&CR to Legal-Risk Management during FY09-10.

⁵ Register of Deeds - Automation & Enhancement Fund is included.

⁶ During the FY09-10 Reorganization, Parks, Airline Gardens and the Senior Resource Center were combined into the Parks/Gardens/SRC department, and Planning and Inspections were combined to create the Planning and Inspections Department.

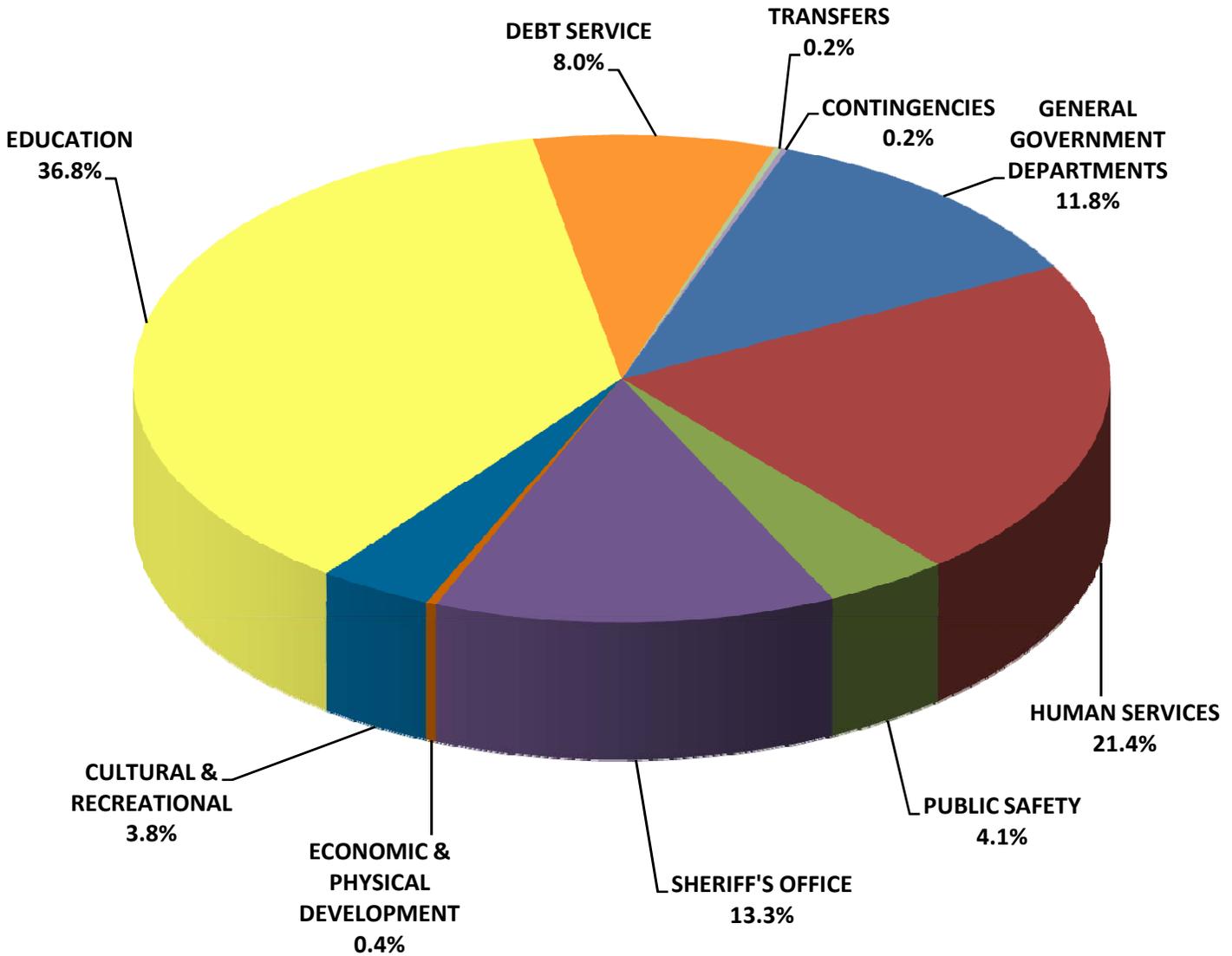
NEW HANOVER COUNTY
PERCENTAGE CHANGE OF BUDGETED EXPENDITURES BY ACTIVITY
GENERAL FUND

| | FY09-10 ADOPTED | FY10-11 ADOPTED | PERCENT DIFFERENCE |
|------------------------------------|-----------------------|-----------------------|-----------------------|
| BUDGETED EXPENDITURES: | | | |
| GENERAL GOVERNMENT DEPARTMENTS | \$ 30,662,587 | \$ 30,029,557 | -2.06% |
| HUMAN SERVICES | 53,824,579 | 54,359,447 | 0.99% |
| PUBLIC SAFETY | 10,981,922 | 10,413,610 | -5.17% |
| SHERIFF'S OFFICE | 33,650,837 | 33,752,675 | 0.30% |
| ECONOMIC & PHYSICAL DEVELOPMENT | 1,250,925 | 873,225 | -30.19% |
| CULTURAL & RECREATIONAL | 9,790,335 | 9,552,314 | -2.43% |
| EDUCATION | 90,008,660 | 93,505,949 | 3.89% |
| DEBT SERVICE | 19,374,386 | 20,338,823 | 4.98% |
| TRANSFERS | 558,511 | 587,914 | 5.26% |
| CONTINGENCIES | 89,777 | 506,335 | 463.99% |
| TOTAL BUDGETED EXPENDITURES | \$ 250,192,519 | \$ 253,919,849 | 1.49% |

The change in furlough days from ten in FY09-10 to four in FY10-11 will impact departmental budgets.

- 1) **General Government Departments** decrease is primarily due to the transfer of the Planning Department from General Government to Public Safety.
- 2) **Human Services** increase is primarily due to increases in Social Services and Health, which are partially offset by the transfer of some Senior Resource Center programs to the Cultural & Recreational Function.
- 3) **Public Safety** decrease is primarily due to reductions in Emergency Management and 911 Communications, Youth Empowerment Services (YES), and Outside Agencies.
- 4) **Economic and Physical Development** decrease is due to fiscal constraints.
- 5) **Cultural & Recreational** decrease is due to the merger of Parks and Airlie Gardens into the Parks, Gardens and Senior Resource Center Department, and operating reductions in the Library and Museum.
- 6) **Education (includes debt service for CFCC)** increase is due to:
 - a) Increased funding (\$2.7 million) to Public Schools. (Increase is necessary to replace decrease in sales tax revenue and one-time revenue that was used to balance the Schools Fund in FY09-10. See pages 51 and 130.
 - b) Increase in CFCC bonded debt (\$1.4 million).
 - c) Offset by reductions in sales tax collected and distributed to the Public Schools (\$0.6 million).
- 7) **Debt Service** increase is due to increase in Parks bond debt. (CFCC and Schools debt is classified as Education.)
- 8) **Contingencies** increase is due to uncertainty about State funding due to State budget constraints.
- 9) **Transfers** increase is due to an increase in the Law Enforcement Officer Pension Contribution.

2010-2011 ADOPTED BUDGET EXPENDITURES



Expenditures for Education (36.8%) and Human Services (21.4%) 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

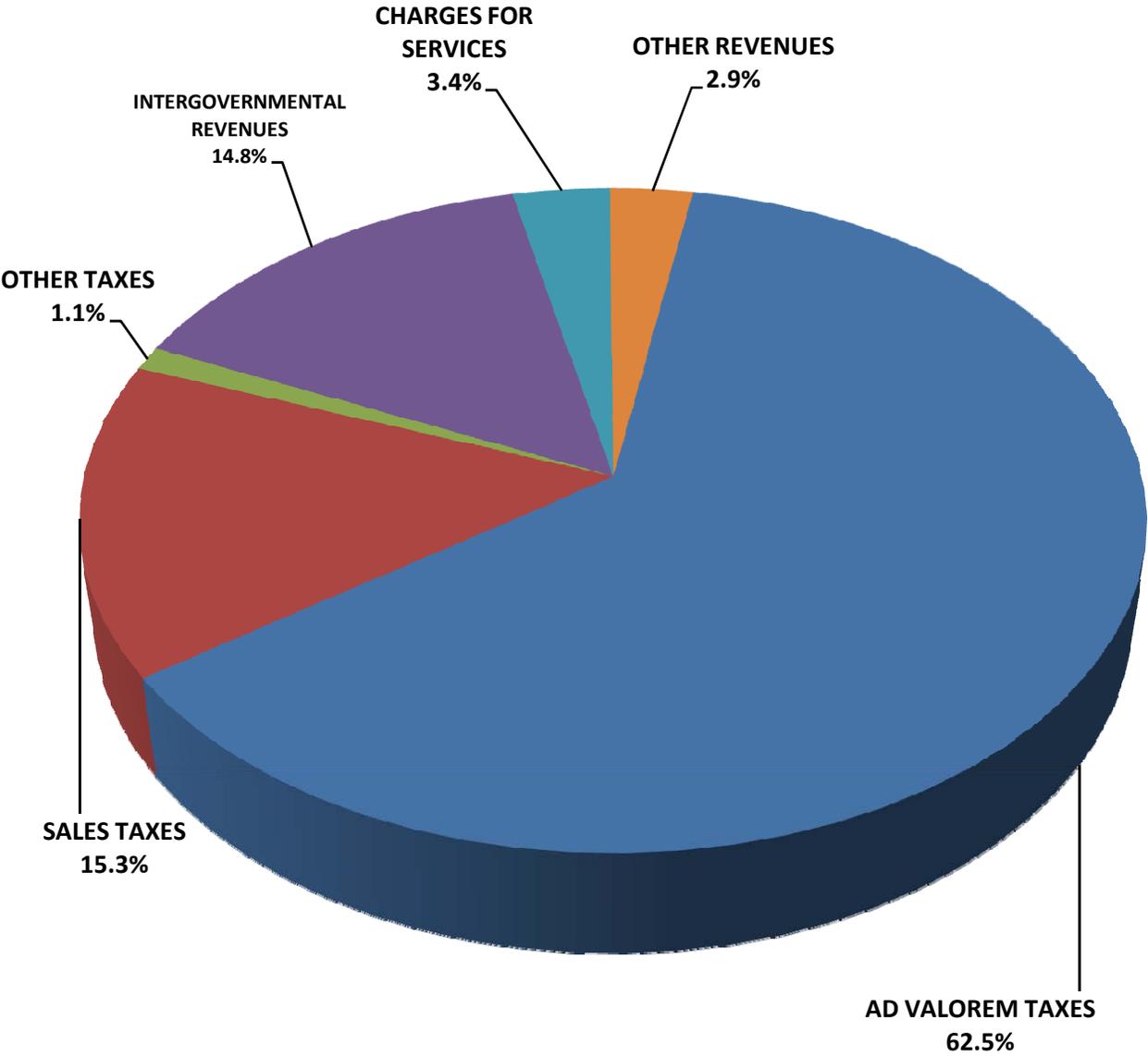
| | FY09-10 ADOPTED | FY10-11 ADOPTED | PERCENT DIFFERENCE |
|--------------------------------|-----------------------|-----------------------|-----------------------|
| BUDGETED REVENUES: | | | |
| AD VALOREM TAXES | \$ 151,449,581 | \$ 158,778,525 | 4.84% |
| SALES TAXES | 39,827,821 | 38,873,501 | -2.40% |
| OTHER TAXES | 2,919,179 | 2,896,204 | -0.79% |
| INTERGOVERNMENTAL REVENUES | 36,350,635 | 37,611,253 | 3.47% |
| CHARGES FOR SERVICES | 9,247,240 | 8,520,993 | -7.85% |
| OTHER REVENUES | 8,465,413 | 7,239,373 | -14.48% |
| APPROPRIATED FUND BALANCE | <u>1,932,650</u> | <u>0</u> | -100.00% |
| TOTAL BUDGETED REVENUES | \$ 250,192,519 | \$ 253,919,849 | 1.49% |

EXPLANATION OF CHANGES:

- 1) **Ad Valorem Taxes** increased less than 5% from FY09-10. This increase is due to a 1.3 cents tax rate increase (\$4.4 million), and changes in the base and collection rate from FY09-10.
- 2) **Sales Taxes** decreased \$1 million from FY09-10. Without the additional 1/4 cent voter-approved sales tax, the decrease would have been \$5 million due to the economic conditions and the legislated Medicaid Sales Tax swap.
- 3) **Other Taxes** include Cable taxes, Real Property Transfer tax, Licenses, Vehicle Rental and Room Occupancy Taxes. The taxes are nearly flat since it is estimated the Register of Deeds revenue will be constant between the two years.
- 4) **Intergovernmental Revenues** increase is primarily due to Department of Social Services.
- 5) **Charges for Services** decreased primarily due to decrease in Inspection revenues (\$0.6 million).
- 6) **Other Revenues** decreased primarily due to decrease in Interest on Investments. Other Revenues include Interest on Investments, Miscellaneous Revenue¹, and Transfer from Other Funds.
- 7) **Appropriated Fund Balance** - no fund balance is budgeted in FY10-11 to restore fund balance to the County goal of 16.67%.

¹ Miscellaneous revenue includes funds from escrow accounts, Airports repayment, reimbursement from Cape Fear Utility Authority, lost books, copies of health/legal records, contribution from Schools for Youth Empowerment Services, admission fees from Museum, and any other revenue that does not meet standard revenue classification.

**2010-11
ADOPTED BUDGET
REVENUES**



Ad Valorem Taxes (62.5%) together with the Sales Taxes (15.3%) comprise 77.8% of total County revenues. For greater detail, please see facing page.



ADMINISTRATION - COUNTY MANAGER

In accordance with North Carolina General Statute 153 A-82, the County Manager is responsible to the Board of County Commissioners for administering all departments of County government under the Board's general control. 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.

FY09-10 ACCOMPLISHMENTS

- Reorganized County Government, freezing an Assistant County Manager position and a number of other positions through consolidation of departments.
- Initiated a program to better educate the Community about the services the County provides.
- Continued to emphasize the importance of customer service in providing services to the Citizens.
- Conducted Change Management sessions to help employees understand the new reality and seek their input on efficiently providing customer-focused service in a solution driven manner.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To effectively and fairly execute the public policies of New Hanover County, and those of the state of North Carolina, and pursue policy recommendations that lead to a better and stronger County. | | | | |
| OBJECTIVE: | To develop, grow and manage a County organization that sustains the fiscal, administrative and social capacity of New Hanover County as a body politic. | | | | |
| Measure: | % of the County Commissioners and Department Heads who communicate they understand the County's direction as outlined in its strategic plan | N/A | N/A | N/A | 100% |
| Measure: | % of County Department Heads who find the County Manager's office cooperative in pursuit of County policy objectives | N/A | N/A | N/A | 100% |
| Measure: | % of residential and business community who rate the County as a good or excellent place to live and do business | N/A | N/A | N/A | 100% |
| OBJECTIVE: | Establish and manage the County organization within an administrative framework that ensures the Board of Commissioners meet its policy objectives. | | | | |
| Measure: | % of County Commissioner's meetings of any type rated purposeful by the Board | N/A | N/A | N/A | 100% |
| Measure: | % of County Manager's recommendations that are communicated effectively by staff and understood fully by the Board | N/A | N/A | N/A | 100% |

ADMINISTRATION - COUNTY MANAGER CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|---|---------------------------|---------------------------|---------------------------|------------------------------|
| DEPARTMENT GOAL: | Offer responsive engagement to the County staff, citizens, businesses and community organizations of New Hanover County. | | | | |
| OBJECTIVE: | Create and lead a County organization that addresses the individual inquiries of citizens and businesses alike with personalized, high value customer service. | | | | |
| Measure: | % of citizens and businesses who rate New Hanover County's customer service as good or excellent | N/A | N/A | N/A | 100% |
| OBJECTIVE: | Routinely sponsor community education programs, delivered in the appropriate venue(s), that teach the fundamental mission, purpose and service array of New Hanover County. | | | | |
| Measure: | % of attendees of any County-sponsored forum identifying they learned something of value about New Hanover County government | N/A | N/A | N/A | 100% |
| OBJECTIVE: | To develop and maintain a County organizational setting that ensures New Hanover County is the public employer of choice in Southeastern North Carolina. | | | | |
| Measure: | % of County employees who consider their employment with New Hanover County professionally fulfilling | N/A | N/A | N/A | 100% |
| OBJECTIVE: | Maintain a confidence level with citizens, businesses and community organizations alike that New Hanover County is effectively and efficiently managed on their behalf. | | | | |
| Measure: | % of citizens, businesses and county organizations who rate New Hanover County services as good or excellent | N/A | N/A | N/A | 100% |
| Measure: | % of citizens, businesses and organizations who rate the County Manager's office as responsive to their inquiries | N/A | N/A | N/A | 100% |

ADMINISTRATION - COUNTY MANAGER CONTINUED

SUMMARY OF EXPENDITURES

| <u>ADMINISTRATION-COUNTY MANAGER</u> | | | | | |
|---|---|--|--|--|--|
| | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
| # OF POSITIONS: | 7 | 7 | 7 | 7 | 7 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$857,173 | \$843,484 | \$837,740 | \$706,549 | \$703,957 |
| OPERATING EXPENSES | 52,580 | 57,149 | 57,060 | 55,060 | 55,060 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$909,754 | \$900,633 | \$894,800 | \$761,609 | \$759,017 |

BOARD OF ELECTIONS

The New Hanover County Board of Elections is responsible for conducting all federal, state, and local elections held within the County. This Board is governed by the rules and regulations set forth in the North Carolina General Statutes Chapter 163, North Carolina Administrative Code Title 8, North Carolina State Constitution, United States Code, and other applicable statutes for special proceedings. The department manages and maintains the voter registration database for the County and surrounding municipalities and processes absentee voter applications. All candidate filings (notice of candidacy, campaign reports, etc.) are directed through this office. It is this Board's responsibility to administer the Campaign Reporting Act, which ensures candidate compliance with campaign finance laws. The department establishes all election precincts and is responsible for recruiting and training precinct officials for each precinct. The Board investigates any local voting irregularity and holds preliminary reviews and hearings on formal complaints. This department also formulates the ballot and contracts for the printing of the ballots. To ensure proper performance of the voting equipment used in the precincts, this department provides inventory, maintenance, and storage for all voting equipment, including preparing ballot media and testing all voting equipment prior to each election. It is the responsibility of this department to inform the Citizens of upcoming elections through public notices and issuance of certificates of election.

FY09-10 ACCOMPLISHMENTS

- Conducted three sessions of PPOP (Professional Precinct Official Program). This in-house training program invites chief judges and judges to attend an in-depth four hour-four course training program focusing on precinct management skills. These skills are designed to help better prepare these individuals as leaders and provide them with a stronger background in election law and processes on Election Day. The classes are limited and designed for 15 to 20 attendees. The Board certified 47 precinct officials.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Estimated | FY10-11 Projected | |
|---|---|-------------------|----------------------|----------------------|---------|
| COUNTY GOAL: | Ensure equality for all New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: | To conduct fair and honest elections, while giving voters confidence in the voting process by applying laws equally to all County citizens. | | | | |
| OBJECTIVE: | To make voter registration easily accessible to all eligible citizens to order to increase voter registration to 147,000 by the next presidential election in 2012. | | | | |
| Measure: | Registered voters: number | 137,567 | 142,211 | 143,648 | 146,500 |
| Measure: | Number of registered voters removed per annual county National Voter Registration Act (NVRA) report | 5,451 | 14,705 | 4,214 | 4,300 |
| Measure: | % of 2010 Goal | 93.6% | 96.7% | 97.7% | 99.7% |
| DEPARTMENT GOAL: | Continue to enhance polling space accessibility, while maximizing limited polling space, privacy and ease of use. | | | | |
| OBJECTIVE: | Transition 100% of stations and precincts to new voting booths. | | | | |
| Measure: | # handicap accessible refurbished voting stations per precinct | N/A | N/A | 0 | 1 |

BOARD OF ELECTIONS CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Estimated | FY10-11 Projected |
|--|--|---------------------------|---------------------------|------------------------------|------------------------------|
| COUNTY GOAL: | Continue investing in technology for citizens to easily and efficiently conduct County business. | | | | |
| DEPARTMENT GOAL: | To utilize technology to enhance election accuracy, preserve election integrity and facilitate the voting process. | | | | |
| OBJECTIVE: | To identify voting irregularities in a timely manner. | | | | |
| Measure: | # voted ballots received | N/A | N/A | 51,427 | 45,500 |
| Measure: | % voter history identified prior to election certification | N/A | N/A | 1.69% | 100.00% |
| COUNTY GOAL: | Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To continue employee education and training, resulting in efficient and effective voter registration services for New Hanover County citizens. | | | | |
| OBJECTIVE: | To have 100% of staff state certified. | | | | |
| Measure: | % of staff state certified | 75% | 50% | 50% | 50% |
| OBJECTIVE: | To have 100% of staff proficient in Microsoft Office and SEIMS. | | | | |
| Measure: | % of staff attending Level 1 of Microsoft Office and part of Level II, including expanding all SEIMS applications | 75% | 100% | 100% | 100% |

SUMMARY OF EXPENDITURES

| <u>BOARD OF ELECTIONS</u> | | | | | |
|----------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| # OF POSITIONS: | 5 | 5 | 6 | 5 | 5 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$454,271 | \$490,399 | \$504,005 | \$454,016 | \$453,270 |
| OPERATING EXPENSES | 405,901 | 566,426 | 292,466 | 200,674 | 200,674 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$860,172 | \$1,056,825 | \$796,471 | \$654,690 | \$653,944 |

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 goals and objectives.

FY09-10 ACCOMPLISHMENTS

- Awarded Distinguished Budget Presentation Award for the FY09-10 budget document from Government Finance Officers Association (GFOA) for the 19th consecutive year, with Special Recognition for our Performance Measures. Budget document achieved all criteria of proficiency as a financial plan, operations guide, communication device and policy document.
- Developed and maintained balanced budget in accordance with North Carolina General Statute.
- Conducted review seminars for all County departments, which included a review of the budget process, budget amendments, financial system and budget transmittal through the financial system.
- Continued to enforce the Economic Downturn Budget Reduction Plan in response to the current economic environment.
- Prepared the FY10-11 budget with only a 1.3 cents tax increase at the request of the County Commissioners. This resulted in the FY10-11 budget being \$3.7 million, or 1.5%, more than the FY09-10 adopted budget.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: Provide prompt, courteous and professional services to the citizens of New Hanover County. Ensure the financial stability and legal protection of the County. | | | | |
| DEPARTMENT GOAL: To ensure the financial stability of New Hanover County through the preparation and monitoring of a balanced budget. | | | | |
| OBJECTIVE: To accurately forecast County revenues as evidenced by 5% or less variance of "actual revenues as percentage of projected." | | | | |
| Measure: Revenue variance | -1.88% | -8.06% | -4.10% | 0.00% |
| OBJECTIVE: To provide an annual document that effectively communicates the financial and operating plan of the County as demonstrated by receiving the GFOA Distinguished Budget Presentation Award. | | | | |
| Measure: GFOA Budget Award | 17 | 18 | 19 | 20 |
| OBJECTIVE: To process budget amendments in a timely and efficient manner. | | | | |
| Measure: Budget amendments: number processed | 479 | 369 | 385 | 375 |
| Measure: Average time to process budget amendments not requiring Board approval: 1 day | 99% | 99% | 99% | 99% |
| OBJECTIVE: To have the budget document completed within 60 days of formal adoption. (Goal by year 2010.) | | | | |
| Measure: Time frame for completion of budget document | 85 days | 90 days | 88 days | 85 days |

BUDGET DEPARTMENT CONTINUED

SUMMARY OF EXPENDITURES

| <u>BUDGET DEPARTMENT</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|---------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 4 | 4 | 4 | 4 | 4 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$436,003 | \$428,542 | \$449,018 | \$444,298 | \$442,698 |
| OPERATING EXPENSES | 12,729 | 12,920 | 12,855 | 12,855 | 12,855 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$448,732 | \$441,462 | \$461,873 | \$457,153 | \$455,553 |

DEVELOPMENT SERVICES CENTER

The New Hanover County Development Services Center (DSC) provides a citizen/customer-centric focused, one-stop approach as the “front door” for development services to the community in collaboration with the County and City departments involved in the development and construction process. Services include oversight of the Legal Aspects of Code enforcement, NC State Contractor Licensing enforcement, Permitting and Inspection scheduling and Plan Review coordination with all applicable departments, agencies and jurisdictions. DSC staff members serve as process consultants to the development community, assisting them through the construction process (from large-scale developers, to builders and contractors, to private individuals/homeowners).

Under the direction of the Development Services Center Director, services include administrative and enforcement of the permitting and inspection scheduling process for Planning/Inspections from project submittal to issuance of certificate of occupancy. In addition, the DSC also provides consulting, support services and/or coordination and collaboration for a number of departments, agencies and jurisdictions; including Planning/Inspections, County Fire, City Fire, County Engineering, Environmental Health Services, City of Wilmington Planning and Zoning, and the towns of Wrightsville, Carolina and Kure Beaches.

FY09-10 ACCOMPLISHMENTS

- Re-organized and implemented the new “stand alone” DSC Department with an emphasis on a more customer-centric focused goal of providing a one-stop approach for services involving the development and construction in NHC.
- Implemented new technology by transforming permitting records, which were formerly kept manually in paper form, completely to the electronic format Laserfiche. Also worked with IT to create specialized reports from H.T.E. now available on the main server.
- Provided high quality service to the Citizens of NHC despite fewer dedicated staff and while assuming responsibility for front door services, processing, consultation and communications for 6 additional departments. The DSC staff was able to maintain a high level of performance by developing and implementing new technologies, such as “Staffinder” and “Customer Assistance Queue” to track and serve customers in order of arrival, and “Knowledge Base Articles” to put important information about policy and procedures electronically at the consultants’ fingertips. Throughout the year, DCS staff also re-evaluated and streamlined processes and procedures to improve overall efficiency.
- Redesigned and significantly reduced the number of permit applications and created on-line “Fillable” Permit Applications that customers can fill out and email directly to our DSC inbox.
- Cross trained DSC staff in other departments’ operational processes and procedures and Buzzsaw software used for electronic plan review submittals.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Estimated | FY10-11 Projected |
|--|---------------------------|---------------------------|------------------------------|------------------------------|
| COUNTY GOAL: Provide Prompt, Courteous and Professional Services to the Citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: To provide prompt, courteous, and professional service accurately and in a timely manner utilizing a central point of contact for NHC citizens and the development and construction community. | | | | |
| OBJECTIVE: To meet the needs of our customers by delivering service excellence in a professional, accurate & timely manner. | | | | |
| Measure: Positive customer feedback 100% of the time ¹ | N/A | N/A | N/A | 90% |
| Measure: Assist walk in customers within 15 min. of arrival 100% of the time | N/A | N/A | N/A | 85% |

¹ Data obtained via random quarterly polling of customers’ satisfaction.

DEVELOPMENT SERVICES CENTER CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Estimated | FY10-11 Projected |
|--|--|-------------------|-------------------|----------------------|----------------------|
| COUNTY GOAL: | Provide Prompt, Courteous and Professional Services to the Citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To provide prompt, courteous, and professional service accurately and in a timely manner utilizing a central point of contact for NHC citizens and the development and construction community. | | | | |
| OBJECTIVE: | To provide a citizen/customer-centric focused one-stop approach for projects that require multiple department involvement in construction & development services within NHC. ² | | | | |
| Measure: | Effectively communicate "overall" process and use application checklist 100% of the time | N/A | N/A | N/A | 95% |
| Measure: | Customer service delivery technique - listening and answering customer's questions accurately 100% of the time | N/A | N/A | N/A | 90% |
| Measure: | Properly entering application data & setting up the project in H.T.E system 100% of the time | N/A | N/A | N/A | 90% |
| Measure: | Value Stream/workflow - selecting the appropriate depts. Involved in the plan review process for each bldg. project 100% of the time | N/A | N/A | N/A | 95% |
| Measure: | Releasing approval to utility companies upon project completion before the end of the business day 100% of the time | N/A | N/A | N/A | 100% |

² Data for this objective will be collected via monthly review / audit of DSC consultants assisting customers during the application submittal process.

DEVELOPMENT SERVICES CENTER CONTINUED

SUMMARY OF EXPENDITURES³

| <u>DEVELOPMENT SERVICES</u> | | | | | |
|------------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| # OF POSITIONS: | 13 | 13 | 14 | 14 | 14 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$1,370 | \$515,024 | \$554,168 | \$516,427 | \$513,522 |
| OPERATING EXPENSES | 0 | 41,484 | 48,832 | 40,682 | 40,682 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$1,370 | \$556,508 | \$603,000 | \$557,109 | \$554,204 |

³ During FY08-09, the Engineering Department restructured to incorporate the Public Services function previously located in Inspections. During the FY09-10 reorganization, Public Services was spun out from Engineering & Public Services, leaving 2 distinct departments - Engineering and Development Services. The data for FY08-09 cannot be disaggregated from Inspections and, therefore, only reflects post spin out and recombination with Engineering. For ease of comparison, FY09-10 data has been disaggregated to show what the stand alone Development Services Department would have looked like.

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 contributes a small portion of Cape Fear Community College's (CFCC) budget and bonded debt through general fund revenues. 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.

New Hanover County Schools funding includes revenue from the one-half cent sales taxes (Article 40 and 42) as shown in the New Hanover County Schools Fund in the Other Funds section of the budget document (Pages 129 and 130).

SUMMARY OF EXPENDITURES

| <u>EDUCATION</u> | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
|-------------------------------------|---------------------------------|----------------------------------|------------------------------------|--------------------------------------|----------------------------------|
| EXPENDITURES: | | | | | |
| CFCC | \$6,147,195 | \$5,841,767 | \$5,841,767 | \$5,841,767 | \$5,841,767 |
| CFCC DEBT SERVICE | 4,082,014 | 3,924,915 | 5,333,411 | 5,333,411 | 5,333,411 |
| ONE-HALF CENT SALES TAX TRANSFER | 7,242,286 | 7,487,404 | 6,730,793 | 6,877,114 | 6,877,114 |
| TRANSFER TO PUBLIC SCHOOLS | 76,136,844 | 72,754,574 | 77,531,978 | 75,453,657 | 75,453,657 |
| TOTAL EXPENDITURES: | \$93,608,340 | \$90,008,660 | \$95,437,949 | \$93,505,949 | \$93,505,949 |

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, capital engineering and construction contracts, assists the County Manager with economic development initiatives, and serves as the liaison to the Cape Fear Public Utility Authority. 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 man-made 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) services to various departments. Engineering also provides administrative support for commercial and residential building permits through the Development Services Center. The County 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.

The New Hanover County Engineering Department was reorganized into a standalone department during FY09-10. This reorganization was the result of the ongoing changes that resulted from the creation of the Cape Fear Public Utility Authority, the current economy and departmental reorganization within the County. The department is much smaller, but remains flexible and service oriented.

FY09-10 ACCOMPLISHMENTS

- Reorganized the Engineering Department into a standalone department under the direction of the County Engineer.
- Completed construction of the approximately \$3.6 million Murrayville Fire Station.
- Completed the reclamation plan of the Ogden Sand Mine to facilitate the permitting and design for the Smith Creek Park.
- Began a renovation project on the DSS lobby.
- Completed storm water improvement projects that benefited numerous neighborhoods, schools and businesses within the communities of Castle Hayne, Kings Grant, Porters Neck and Dutch Square.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Estimated | FY10-11 Projected |
|---|--|---------------------------|---------------------------|------------------------------|------------------------------|
| COUNTY GOAL: | Protect the environment and the quality of life enjoyed by New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: | To provide public engineering services dedicated to the improvement of New Hanover County through better infrastructure. | | | | |
| OBJECTIVE: | To review and issue a sedimentation and erosion control permit or a request for additional information in 20 days or less. | | | | |
| Measure: | % on time in 20 days or less | NA | 90% | 95% | 95% |
| OBJECTIVE: | To review and issue a storm water permit or a request for additional information in 30 days or less. | | | | |
| Measure: | % on time in 30 days or less | NA | 95% | 95% | 97% |

ENGINEERING CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Estimated | FY10-11 Projected |
|--|-------------------|-------------------|----------------------|----------------------|
| COUNTY GOAL: Protect the environment and the quality of life enjoyed by New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: To provide public engineering services dedicated to the improvement of New Hanover County through better infrastructure. | | | | |
| OBJECTIVE: Review subdivision plans and final plats and provide comments to the Planning Department in 15 days or less. | | | | |
| Measure: % on time in 15 days or less | NA | 90% | 90% | 92% |
| OBJECTIVE: To manage County capital construction projects to meet budget and schedule requirements. | | | | |
| Measure: % of Projects within budget | NA | 85% | 85% | 90% |

SUMMARY OF EXPENDITURES⁴

| <u>ENGINEERING</u> | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
|----------------------------|---------------------------------|----------------------------------|------------------------------------|--------------------------------------|----------------------------------|
| # OF POSITIONS: | 12 | 12 | 10 | 10 | 10 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$734,076 | \$704,411 | \$570,170 | \$565,075 | \$563,348 |
| OPERATING EXPENSES | 235,217 | 194,569 | 185,948 | 173,940 | 173,940 |
| CAPITAL OUTLAY | 321,371 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$1,290,665 | \$898,980 | \$756,118 | \$739,015 | \$737,288 |

⁴ During FY08-09, the Engineering Department restructured to incorporate the Public Services function previously located in Inspections. During the FY09-10 reorganization, Public Services was spun out from Engineering & Public Services, leaving 2 distinct departments - Engineering and Development Services. For ease of comparison, FY08-09 and FY09-10 data has been disaggregated to show what the stand alone Engineering Department would have looked like.

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, tracking and maintaining all County fixed-asset inventory, purchasing, coordinating the annual audit by independent certified public accountants and preparing the Comprehensive Annual Financial Report (CAFR).

FY 09-10 ACCOMPLISHMENTS

- Received upgraded bond rating of Aaa with Moody's Investors Service and maintained a bond rating AA+ with Standard & Poor's.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting for FY08-09, achieving the highest standards in governmental accounting and financial reporting.
- Collected \$739,762 in delinquent debt in FY09-10, a 13% increase over the previous year.
- Received 25-Year Safety Award from NC Department of Labor for "Outstanding Work in Accident Prevention" marking 25 years without a lost time accident.
- Implemented a property tax audit function during the last quarter of year, and have initiated 135 audit reviews to-date.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|--|---|-------------------|-------------------|----------------------|--------|
| COUNTY GOAL: | Ensure the financial stability and legal protection of the County. | | | | |
| DEPARTMENT GOAL: | To maintain the County's strong financial position and financial stability. | | | | |
| OBJECTIVE: | To qualify for GFOA Certificate of Achievement for Excellence in Financial Reporting. | | | | |
| Measure: | Number of consecutive years GFOA certificate has been awarded | 28 | 29 | 30 | 31 |
| OBJECTIVE: | To maintain or improve the County's Aa1 rating with Moody's and an AA+ rating with Standard and Poor's rating services. | | | | |
| Measure: | Credit ratings: Moody's | Aa1 | Aa1 | Aaa | Aaa |
| Measure: | Credit ratings: Standard and Poor's | AA+ | AA+ | AA+ | AA+ |
| OBJECTIVE: | To maintain unreserved, undesignated fund balance of at least 16.67% (2 months) of the General Fund (GF) expenditures. | | | | |
| Measure: | Unreserved, undesignated fund balance: # of months | 2.00 | 2.00 | 2.00 | 2.00 |
| Measure: | Unreserved, undesignated fund balance: as % of General Fund | 15.90% | 14.90% | 17.50% | 16.67% |

FINANCE CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---|-------------------|-------------------|-------------------|----------------------|
| OBJECTIVE: | To maximize investment earnings on County funds in accordance with the County's investment policy. Goal is to exceed North Carolina Cash Management Trust rate of return. | | | | |
| Measure: | Average rate of return on investments | 4.25% | 2.50% | 0.21% | 0.20% |
| Measure: | NCCMT Rate of Return | 4.40% | 3.00% | 0.17% | 0.20% |
| DEPARTMENT GOAL: | To improve efficiency and decrease costs of financial operations. | | | | |
| OBJECTIVE: | To reduce costs by increasing the percentage of vendors using EFT for payments to 5%. | | | | |
| Measure: | % of vendors using EFT for payments | N/A | N/A | 2.00% | 5.00% |
| OBJECTIVE: | To improve cash flow and decrease collection costs by increasing the current accounts receivable collected in 60 days or less. | | | | |
| Measure: | % of accounts receivable 60 days or less to total | 87% | 80% | 70% | 84% |
| DEPARTMENT GOAL: | To increase revenue for New Hanover County through collection of delinquent debts from various departments. | | | | |
| OBJECTIVE: | To obtain a higher collection rate and improve collection methods by utilizing court actions and debtor locator software. | | | | |
| Measure: | 10% increase in rate of collection of delinquent accounts receivable | 50% | 55% | 41% | 50% |

SUMMARY OF EXPENDITURES

| <u>FINANCE</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|----------------------------|---------------------------|----------------------------|------------------------------|--------------------------------|----------------------------|
| # OF POSITIONS: | 19 | 19 | 19 | 19 | 19 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$1,235,722 | \$1,145,500 | \$1,271,799 | \$1,258,985 | \$1,254,640 |
| OPERATING EXPENSES | 535,528 | 628,015 | 637,377 | 567,377 | 567,377 |
| CAPITAL OUTLAY | 34,108 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$1,805,358 | \$1,773,515 | \$1,909,176 | \$1,826,362 | \$1,822,017 |

GOVERNING BODY - COUNTY COMMISSIONERS

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 commissions 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 35 boards and advisory commissions. Regular public Board meetings are held on the first and third Monday of each month unless otherwise approved.

FY09-10 ACCOMPLISHMENTS

- Provided an accurate record of Regular Board Meetings, Special Meetings, Work Sessions and Closed Session Meetings held by the Board, including the appropriate exhibits; and continued to electronically scan and index the approved minutes and exhibits.
- Continued to electronically scan and index all past Special Use Permit Exhibits and Zoning Exhibits to coincide with the appropriate minutes.
- Continued to advertise and recruit applicants for appointment to 35 boards and committees through NHC-TV, the media and County website; and submitted applicants to the Board for consideration and approval.
- Acknowledged citizen (individual, group or organizations) and corporate accomplishments through correspondence, proclamations, certificates and resolutions.
- Implemented and facilitated a mandatory training program for the Board of Commissioners' committees and advisory boards.
- Implemented the mandatory document electronic scanning and indexing of minutes for all the Board of Commissioners' committees and advisory boards.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---------------------------|---------------------------|---------------------------|------------------------------|
| COUNTY GOAL: Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: To respond in a timely manner to the needs of the public and keep the public informed of decisions and/or policies made by the Board of Commissioners. | | | | |
| OBJECTIVE: To provide accurate recording of regular meetings and work sessions held by the Board with Minutes prepared within 2 weeks. | | | | |
| Measure: Number of sets of Minutes prepared | 74 | 67 | 55 | 60 |
| Measure: Time frame to submit Minutes to Board for approval | 2 weeks | 2 weeks | 2 weeks | 2 weeks |
| Measure: % of Minutes approved on first reading | 100% | 100% | 100% | 98% |

GOVERNING BODY - COUNTY COMMISSIONERS CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|--|--|-------------------|-------------------|----------------------|
| OBJECTIVE: | To respond to questions, complaints or requests for information from the public and provide at least a 95% turnaround time within 8 hours. | | | | |
| Measure: | Time spent daily responding to calls, letters, or emails | 6.0 hrs. | 6.0 hrs. | 6.0 hrs. | 6.0 hrs. |
| Measure: | % responded to within 8 hours | 98% | 98% | 98% | 98% |
| OBJECTIVE: | To provide support to Commissioners in response to their commitment to the public. | | | | |
| Measure: | Written and/or verbal response to public inquiries within 48 hours | 95% | 95% | 95% | 95% |
| COUNTY GOAL: | Continue investing in technology for citizens to easily and efficiently conduct County business. | | | | |
| DEPARTMENT GOAL: | To continue pursuing electronic technology to conduct County business more efficiently. | | | | |
| OBJECTIVE: | To use electronic media to communicate with the public, members of the General Assembly, County staff and Commissioners. | | | | |
| Measure: | % of daily correspondence sent electronically to the public, members of the General Assembly, County staff and Commissioners | 80% | 85% | 90% | 90% |
| OBJECTIVE: | To post current correspondence on website within 2 weeks of receipt of information. | | | | |
| Measure: | Number of weeks to post correspondence | Scanning within 2 weeks of receipt; website launch completed | 1 week | 1 week | 1 week |

GOVERNING BODY - COUNTY COMMISSIONERS CONTINUED

SUMMARY OF EXPENDITURES

GOVERNING BODY - COUNTY COMMISSIONERS

| | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
|----------------------------|---------------------------------|----------------------------------|------------------------------------|--------------------------------------|----------------------------------|
| # OF POSITIONS: | 8 | 8 | 8 | 8 | 8 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$360,423 | \$371,271 | \$381,153 | \$377,474 | \$376,227 |
| OPERATING EXPENSES | 90,337 | 86,491 | 85,422 | 82,779 | 82,779 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$450,760 | \$457,762 | \$466,575 | \$460,253 | \$459,006 |

HUMAN RESOURCES & COMMUNITY RELATIONS

The Human Resources and Community Relations Department brings together the fundamental resources required to effectively meet New Hanover County Government's commitment to serving our Citizens as customers. We are focused on serving the public by developing the most knowledgeable, experienced and dedicated staff of professionals in local government. Effective communications, both internal and external, will ensure your government is as transparent, cost-effective and responsive as possible.

The Human Resources staff seeks to attract, develop and retain the highest quality workforce with the organizational capacity to identify and meet the dynamic requirements of our Citizens. New Hanover County Government employees serve as transformational stewards in a progressive, change-centric, learning organization. With approximately 1,500 full-time employees, this department is responsible for personnel records, personnel policy development, classification/compensation, benefits, training and development, employee relations, recruitment, employee recognition and a leading-edge employee wellness program.

The Community Relations staff serves the community by providing accurate, timely and useful information about local government plans and services, facilities and projects, events and programs, and by participating in community events and activities. The Department serves as the focal point for the Countywide Customer Service Initiative that seeks to support every employee's effort to practice an elevated customer focus, which is so noticeable our fellow Citizens will talk about the great service they consistently receive from every County department.

Our integrated, multi-media approach to communications includes our government access television station, web pages, social networking media, printed publications and media releases. Programming on NHC-TV, also streamed live on the web, provides useful information about New Hanover County government and its services, programs and policies in order to enhance the public's understanding of local government.

FY09-10 ACCOMPLISHMENTS

- Successfully merged Human Resources, Public Information (including NHC-TV) and the Customer Service Initiative into one team, which resulted in developing a broad-based community relations role to enhance internal/external communications, provide an active presence in community activities, and develop programs to inform/engage Citizens more effectively in their local government.
- Rolled out a new web-based electronic on-line application and applicant tracking system, which achieved a rate of 100% on the number of applications received on-line and electronic referrals to departments.
- Implemented a more user-friendly and less labor intensive system for employee benefits enrollment, resulting in a 100% participation rate for open enrollment and new hires/qualifying events during the year.
- The results of the Wellness Program included 41% of the targeted employee population reaching their goal by participating in two mini challenges and the health and financial wellness educational programs offered.
- Provided 34 on-line course offerings for NHC employees through PCU (Point & Click University) and developed program-specific courses in the system, initiated an InterTrainers Program consisting of employees to offer professional development training, and began a supervisor series of classroom sessions and PCU modules.

HUMAN RESOURCES & COMMUNITY RELATIONS

GOALS, OBJECTIVES & PERFORMANCE MEASURES⁵

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|--|--|-------------------|-------------------|----------------------|------|
| COUNTY GOAL: | Educate the citizens that New Hanover County is "Underneath it All" | | | | |
| DEPARTMENT GOAL: | Communicate initiatives of County officials and programs to citizens. | | | | |
| OBJECTIVE: | To increase citizen awareness of, knowledge about, and interaction with their County Government through a Citizen Academy. | | | | |
| Measure: | Minimum average score of graduates on segment post-tests | N/A | N/A | N/A | 90% |
| Measure: | Overall participant rating of the value of the program, based on a 5-point scale (5 Highest) | N/A | N/A | N/A | 4.5 |
| OBJECTIVE: | Improve citizens' access to information about County policies, programs, and activities through traditional and non-traditional outlets. | | | | |
| Measure: | % increase of Facebook fans | NA | NA | NA | 100% |
| Measure: | % increase of Twitter followers | N/A | N/A | N/A | 100% |
| Measure: | % increases of cumulative number of hits on social media sites | N/A | N/A | N/A | 100% |
| Measure: | % increases of cumulative number of hits on County's website | N/A | N/A | N/A | 100% |
| OBJECTIVE: | Increase New Hanover County Government presence in the community through staff participation in community events and activities. | | | | |
| Measure: | # of community events with photo / video documentation, as appropriate, for display on the County webpage and NHC-TV | N/A | N/A | N/A | 50 |
| OBJECTIVE: | Work with school system to increase student knowledge of County Government. | | | | |
| Measure: | % of the third grade classes receiving program | N/A | N/A | N/A | 25% |
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To be responsive to employees by assuring their needs are met, in order to be productive to the County and citizens served. | | | | |
| OBJECTIVE: | To prepare technically competent career staff for progressively responsible leadership via a comprehensive leadership development program. | | | | |
| Measure: | % of participants who maintain G.P.A. of 3.0 or above for completed segments | N/A | N/A | N/A | 80% |

⁵ Educating citizens that New Hanover County is "Underneath it All" is a new county goal. Human Resources and Community Relations will play a significant role in that communication, and has established a new department goal, objectives and measures.

HUMAN RESOURCES & COMMUNITY RELATIONS

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|--|---|-------------------|-------------------|----------------------|-----|
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To be responsive to employees by assuring their needs are met, in order to be productive to the County and citizens served. | | | | |
| OBJECTIVE: | To facilitate the professional development and integration of new employees via on-boarding system, which includes 90-day employee survey as a retention tool to identify and follow up with any issues. ⁶ | | | | |
| Measure: | Overall satisfaction rating from retention survey results | N/A | N/A | N/A | 90% |
| Measure: | % of issues resolved | N/A | N/A | N/A | 95% |
| Measure: | Success rate of employees who complete their introductory period | N/A | N/A | N/A | 98% |
| OBJECTIVE: | Design and implement a supervisors' certificate program where participants complete a specified curriculum of County training courses. | | | | |
| Measure: | % of participants who obtain a G.P.A. of 3.0 or above | N/A | N/A | N/A | 80% |
| Measure: | Overall average rating by department heads, using a 5-point scale, as to program effectiveness, based on employee performance improvements | N/A | N/A | N/A | 4.5 |
| OBJECTIVE: | Promote and improve employee wellness by identifying and reducing health risk factors, thereby enhancing productivity and positively impacting healthcare costs. | | | | |
| Measure: | % of employees joining the Wellness & You Program (WAY) | 25% | 27% | 25% | 25% |
| DEPARTMENT GOAL: | Monitor and ensure success of the County's Customer Service Initiative. | | | | |
| OBJECTIVE: | Provide support to the Board of County Commissioners and County Manager in response to their commitment to the public by providing written or verbal response to public inquiries within 48 hours 95% of the time. | | | | |
| Measure: | % responded to within 48 hours | 100% | 100% | 100% | 95% |
| OBJECTIVE: | Promote the RISE to Excellence program which recognizes employees' success in providing outstanding customer service. | | | | |
| Measure: | # of nominations received | N/A | N/A | N/A | 25 |

⁶ Previous post-probationary period survey practice was suspended during FY09-10 due to small number of new employees hired. New survey will be used to identify potential issues within the first 90 days of employment.

HUMAN RESOURCES & COMMUNITY RELATIONS

SUMMARY OF EXPENDITURES

HUMAN RESOURCES AND COMMUNITY RELATIONS

| | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
|----------------------------|---------------------------------|----------------------------------|------------------------------------|--------------------------------------|----------------------------------|
| # OF POSITIONS: | 12 | 12 | 13 | 12 | 12 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$900,868 | \$806,659 | \$1,008,780 | \$952,754 | \$949,532 |
| OPERATING EXPENSES | 116,162 | 111,192 | 109,668 | 67,723 | 67,723 |
| CAPITAL OUTLAY | 127,394 | 20,000 | 69,352 | 25,432 | 25,432 |
| TOTAL EXPENDITURES: | \$1,144,424 | \$937,851 | \$1,187,800 | \$1,045,909 | \$1,042,687 |

INFORMATION TECHNOLOGY

The Information Technology Department provides countywide support and maintenance for over 200 computer applications, 1,700 desktop and laptop computers, a Geographic Information System (GIS) used by numerous County departments and the public, an extensive data network, a comprehensive e-mail 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, storage requirements, hardware/software services, and insuring 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. The software being utilized in the various departments is purchased from reputable commercial vendors.

FY09-10 ACCOMPLISHMENTS

- Assisted numerous County departments with the implementation of new or updated software solutions, including an updated environmental monitoring system at WASTEC, the addition of a new appraisal analysis tool in the Tax Office, and the migration of the Library's business system to a new solution with upgraded features and functionality.
- Implemented a new backup solution to help protect the County's digital assets. The new solution brought our backup windows back in line with off-business hours and allows for better service to users who need to retrieve data that has been lost.
- Procured and installed a new electronic fax solution that allows employees to send and receive faxes from the e-mail client without leaving their desk. Implemented the new solution in DSS and other agencies.
- Eliminated various duplicative software solutions, including moving desktop management to the Microsoft Operations Manager product saving the County over \$25,000 per year in support costs for a competing product.
- Supported efforts to streamline County business processes, including a project to transform the intake process at Social Services from a three-lobby, individual program model to a single point of intake for all clients.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|---|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: | Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To continually improve the level of user satisfaction for each Information Technology service provision. | | | | |
| OBJECTIVE: | To respond to requests for service within 4 hours. | | | | |
| Measure: | Response rate | 95% | 96% | 95% | 96% |
| OBJECTIVE: | To maintain network uptime at 98% or greater during normal business hours. | | | | |
| Measure: | % of network uptime | 98.4% | 98.2% | 98.8% | 99.0% |
| DEPARTMENT GOAL: | Continue to offer attractive salary and benefit packages and training opportunities in order to retain professional IT staff. | | | | |
| OBJECTIVE: | To maintain a staff retention rate of 90% or greater. | | | | |
| Measure: | IT staff retention rate | 97% | 97% | 97% | 97% |
| OBJECTIVE: | To offer at least 240 hours of on-site training opportunities for IT staff. | | | | |
| Measure: | # of hours of training offered | 200 | 220 | 100 | 240 |

INFORMATION TECHNOLOGY CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---|---------------------------|---------------------------|---------------------------|------------------------------|
| COUNTY GOAL: | Educate the Citizens that New Hanover County is Underneath it All. | | | | |
| DEPARTMENT GOAL: | Enhance on line options for citizens to engage with NHC. | | | | |
| OBJECTIVE: | Actively market the streaming service for NHCTV on the County's web site. | | | | |
| Measure: | Number of Unique Site Visitors (to streaming service) | N/A | N/A | 1,500 | 4,000 |
| OBJECTIVE: | Increase the number of lists available for public subscription through the County's NHC4Me service. | | | | |
| Measure: | # of lists available | N/A | N/A | 50 | 70 |
| COUNTY GOAL: | Continue investing in technology for citizens to easily and efficiently conduct County business. | | | | |
| DEPARTMENT GOAL: | To continue to invest in technology (Internet and Intranet) for conducting business more efficiently. | | | | |
| OBJECTIVE: | To develop Internet-based systems for customer self-service. | | | | |
| Measure: | % of Park's reservations made via web | 17% | 25% | 30% | 35% |
| Measure: | % of Library facilities reserved via web | 45% | 55% | 60% | 65% |
| Measure: | % of Tax Bills paid online | N/A | N/A | 15% | 20% |
| Measure: | % of departments using electronic document management through LaserFiche | N/A | N/A | 10% | 50% |

SUMMARY OF EXPENDITURES

| <u>INFORMATION TECHNOLOGY</u> | | | | | |
|--------------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| # OF POSITIONS: | 36 | 36 | 36 | 36 | 36 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$2,468,144 | \$2,207,914 | \$2,320,909 | \$2,209,299 | \$2,201,603 |
| OPERATING EXPENSES | 2,525,215 | 2,858,922 | 2,752,920 | 2,545,920 | 2,545,920 |
| CAPITAL OUTLAY | 232,211 | 142,000 | 240,000 | 240,000 | 240,000 |
| TOTAL EXPENDITURES: | \$5,225,570 | \$5,208,836 | \$5,313,829 | \$4,995,219 | \$4,987,523 |

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 and responds as the Franchising Authority to all cable complaints that are received from New Hanover County Citizens.

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. 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
- Cape Fear Public Utility Authority
- New Hanover County Airport Authority
- New Hanover County Board of Education
- New Hanover Soil & Water Conservation District
- Southeastern Center for Mental Health, Developmental Disabilities and Substance Abuse Services

FY09-10 ACCOMPLISHMENTS

- Initiated action to achieve compliance with health regulations, state smoking law, public nuisance ordinances, numerous zoning compliance actions and secured appropriate abatement orders.
- Administered legal aspects of housing rehabilitation/replacement grant programs, consolidating New Hanover County fire protection and solicitation and contract to privatize solid waste disposal.
- Represented the County in Tax Appeals to the North Carolina Property Tax Commission.
- Continued scanning contract files into the Laser fiche program for intranet viewing.
- Developed procedures to efficiently and expeditiously prepare, route, execute, track and inventory contracts.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. Ensure the financial stability and legal protection of the County. | | | | |
| DEPARTMENT GOAL: | To provide legal advice and litigation services to the Board of County Commissioners, County Manager and all County departments requesting assistance. | | | | |
| OBJECTIVE: | To continue defending the County in lawsuits filed against the County and initiating lawsuits to insure compliance with all County ordinances and regulations as evidenced by a successful litigation rate of 100%. | | | | |
| Measure: | Lawsuits: # civil actions (miscellaneous) | 23 | 22 | 16 | 20 |
| Measure: | Lawsuits: # tax appeals to NC Property Tax Commission | 0 | 97 | 40 | 25 |
| Measure: | Successful litigation rate: Civil actions | 90% | 90% | 90% | 90% |
| Measure: | Successful litigation rate: Tax appeals | N/A | 80% | 80% | 80% |

LEGAL - COUNTY ATTORNEY CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---|-------------------|-------------------|----------------------|
| OBJECTIVE: | To respond within 5 days to requests for legal opinions. | | | |
| Measure: | Response rate | 98% | 99% | 99% |
| OBJECTIVE: | To provide legal guidance and support to all County departments as evidenced by annual workload indicators. | | | |
| Measure: | Workload indicators: contracts reviewed and drafted | 522 | 537 | 681 |
| Measure: | Workload indicators: Ordinances/amendments | 8 | 3 | 5 |
| Measure: | Workload indicators: Real Property Acquisitions and Disposition | N/A | 6 | 6 |

SUMMARY OF EXPENDITURES

| LEGAL - COUNTY ATTORNEY | | | | | |
|--------------------------------|---------------------------|----------------------------|------------------------------|--------------------------------|----------------------------|
| | ACTUAL FY08-09 | ADOPTED FY09-10 | REQUESTED FY10-11 | RECOMMENDED FY10-11 | ADOPTED FY10-11 |
| # OF POSITIONS: | 10 | 10 | 11 | 11 | 11 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$738,324 | \$750,236 | \$854,233 | \$845,424 | \$842,437 |
| OPERATING EXPENSES | 53,632 | 61,391 | 71,607 | 65,842 | 65,842 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$791,956 | \$811,627 | \$925,840 | \$911,266 | \$908,279 |

NON-DEPARTMENTAL

NON-DEPARTMENTAL EXPLANATIONS

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

Expenditures:

Medical Insurance Expense: Funds are included for administrative fees for Dental Insurance and the Flexible Spending account program, as well as the County's portion of retirees' medical expenses. Any consultant fees incurred related to these benefits are also included in this amount.

Contracted Services:

| | |
|-----------------|---|
| \$17,000 | Employment Background Checks |
| 17,500 | Random Drug Screening for Employees who are not in Sheriff's Office |
| 2,500 | Drug Screening (Sheriff's Office only) |
| 5,000 | Employee Assistance Program |
| 17,500 | Special Insurance |
| 740 | American Society of Composers, Authors and Publishers |
| <u>\$60,240</u> | <u>TOTAL</u> |

Contracted Services - HealthSTAT: 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 FY10-11.

| | |
|------------------|--|
| \$ 37,357 | Program Administration Fee |
| 228,883 | PA Clinic Open hours (40 hours/week) |
| 40,151 | Data Management Fee per enrolled employee (based on 1,400) |
| 41,500 | Labs |
| 13,092 | Flu Shots |
| <u>\$360,983</u> | <u>TOTAL</u> |

Service/Retirement Awards: In FY08-09, \$20,000 was included in the Human Resources operating budget. In FY09-10, this item was moved to Non-Departmental to be consistent with other items that are funded for all New Hanover County employees. The FY09-10 adopted amount was decreased to \$14,000. The FY10-11 adopted amount is \$15,300.

Employee Appreciation: Funds to provide an appreciation lunch for County employees and retirees. For FY08-09, \$25,000 was budgeted. Due to budget restraints, the amount was reduced to \$20,000 for FY09-10. Due to the continuing economic downturn, the appreciation lunch was cancelled in FY09-10 and not included in the FY10-11 adopted budget.

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. For FY09-10, Human Resources received \$15,000 to continue the program. For FY10-11, \$15,000 is included in the adopted budget to continue the program. The WAY program has three main components: Health Risk Assessment, Physical Activity and Wellness Education.

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 \$92,591 is included in the adopted budget.

NON-DEPARTMENTAL CONTINUED

Customer Service Training: In FY10-11, funds for customer service training are included in the Countywide Training account.

Countywide Training: Funds in the amount of \$32,800 are included for in-house mandatory, web-based training and customer service training.

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

| | |
|------------------|--|
| \$ 97,884 | Commercial Package Policy estimate (includes Property, General Liability, Crime, Excess Crime and Excess Property Liability Insurance) |
| 721 | Automobile Estimate |
| 95,000 | Law & Public Official Liability estimate |
| 101,580 | Umbrella Liability estimate |
| 120,000 | Excess Workers' Compensation estimate (Note: This is not for workers compensation payments, but is a stop gap policy.) |
| <u>\$415,185</u> | <u>TOTAL</u> |

Insurance Deductible: Estimate of funds that will be required for deductibles not covered by insurance.

Unemployment – Employment Security Commission: An annual estimate for FY10-11 is \$519,620. Previously, this has been paid from Insurance and Bonds account. However, for improved tracking, a separate object was established in FY09-10.

Workers Compensation: Estimate of funds that will be required for Workers Compensation.

City of Wilmington: \$50,000 in the FY08-09 actual expenditures is for the Plan to End Homelessness. In accordance with the Commissioners' approval (December 2008), funding for FY09-10 includes funding 50% of the cost of the red light "Safe Light" program, an amount up to \$200,000. No funds are included in FY10-11; however, funding not spent in FY09-10 will be rolled over to FY10-11.

Contribution to Cape Fear Soccerplex: Annual maintenance contract payable to Cape Fear Soccer Association ended with FY09-10.

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 efficient, affordable 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.

Contingencies:

These funds are intended for unanticipated expenditures, as it is impossible to project in June all the needs of the County during the next fiscal year. A contingency appropriation is limited by law to 5% of the total appropriation in a particular fund. The amount budgeted for contingency (\$506,335) in FY10-11 is less than 1% of the General Fund appropriation.

NON-DEPARTMENTAL CONTINUED

Transfers to Other Funds:

Funds are transferred from the General Fund to other funds or capital projects to offset operating expenditures or expenditures of a particular project.

FY08-09 Actual Expenditures consisted of three transfers:

- Transfer to Special Revenue of \$729,202.
- Transfer to Storm Water Drainage of \$95,000.
- Transfers to Trust and Agency Funds totaled \$806,872. The transfer of \$306,872 represents the County's cost of a special retirement fund established for the Sheriff's Office. An amount of \$500,000 is a transfer for Other Post Employment Benefits (OPEB).

FY09-10 Adopted Budget includes two transfers:

- Transfers to Trust and Agency Funds totaled \$558,511. The FY09-10 Budget does not include funds for directly funding capital projects. The storm water drainage function has been moved to the Engineering Department and a transfer is no longer necessary. The transfer of \$358,511 represents the County's cost of a special retirement fund established for the Sheriff's Office. An amount of \$200,000 is budgeted as a transfer for Other Post Employment Benefits (OPEB).

FY10-11 Adopted Budget

- Transfers to Trust and Agency Funds total \$587,914. The FY10-11 Budget does not include funds for directly funding capital projects. The transfer of \$387,914 represents the County's cost of a special retirement fund established for the Sheriff's Office. An amount of \$200,000 is budgeted as a transfer for Other Post Employment Benefits (OPEB).

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. General Fund payments of \$10,407,692 are budgeted. Breakdown of bonded debt is found on Pages 156 and 157.

Installment Debt: General Fund payments of \$15,243,692 are budgeted. A breakdown of installment debt is found on Pages 156 and 157.

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

NON-DEPARTMENTAL CONTINUED

SUMMARY OF EXPENDITURES

| NON-DEPARTMENTAL | ACTUAL FY08-09 | ADOPTED FY09-10 | REQUESTED FY10-11 | RECOMMENDED FY10-11 | ADOPTED FY10-11 |
|---|---------------------------|----------------------------|------------------------------|--------------------------------|----------------------------|
| NON-DEPARTMENTAL EXPENSES: | | | | | |
| MEDICAL INSURANCE | \$459,067 | \$775,179 | \$931,857 | \$1,065,320 | \$1,065,320 |
| CONTRACT SERVICES | 43,681 | 58,240 | 60,240 | 60,240 | 60,240 |
| CONTR. SVCS-HEALTHSTAT | 274,703 | 360,991 | 360,987 | 360,983 | 360,983 |
| PROFESSIONAL SERVICES | 2,074 | 0 | 0 | 0 | 0 |
| AWARDS | 0 | 14,000 | 15,300 | 15,300 | 15,300 |
| EMPLOYEE APPRECIATION | 17,088 | 20,000 | 20,000 | 0 | 0 |
| WELLNESS | 4,535 | 15,000 | 15,000 | 15,000 | 15,000 |
| MISCELLANEOUS | (113,621) | 45,732 | 45,000 | 100,000 | 92,591 |
| TRAINING & TRAVEL | 78,035 | 52,800 | 52,800 | 32,800 | 32,800 |
| INSURANCE & BONDS | 536,090 | 405,309 | 415,185 | 415,185 | 415,185 |
| INSURANCE DEDUCTIBLE | 55,709 | 75,000 | 150,000 | 150,000 | 150,000 |
| UNEMPLOYMENT | 0 | 150,000 | 491,000 | 519,620 | 519,620 |
| WORKERS COMPENSATION | 617,727 | 549,815 | 450,000 | 500,000 | 500,000 |
| CITY OF WILMINGTON | 50,000 | 200,000 | 600,000 | 0 | 0 |
| CONTRIBUTION TO CAPE FEAR SOCCERPLEX | 128,000 | 130,964 | 0 | 90,000 | 0 |
| CONTRIBUTION TO WAVE | 147,861 | 132,939 | 147,710 | 132,939 | 132,939 |
| TOTAL NON-DEPARTMENTAL EXPENSES: | \$2,300,947 | \$2,985,969 | \$3,755,079 | \$3,457,387 | \$3,359,978 |
| CONTINGENCIES | \$0 | \$89,777 | \$300,000 | \$256,335 | \$506,335 |
| TRANSFERS TO OTHER FUNDS: | | | | | |
| TRANS. TO ENTERPRISE FUND ⁷ | \$95,000 | \$0 | \$0 | \$0 | \$0 |
| TRANS. TO NHCPS FUND ⁸ | 729,202 | 0 | 0 | 0 | 0 |
| TRANS. TO TRUST/AGENCY | 806,872 | 558,511 | 587,914 | 587,914 | 587,914 |
| TOTAL TRANSFERS: | \$1,631,074 | \$558,511 | \$587,914 | \$587,914 | \$587,914 |
| DEBT SERVICE: | | | | | |
| PRINCIPAL ON BONDED DEBT ⁹ | \$4,379,891 | \$5,073,576 | \$5,924,182 | \$5,924,182 | \$5,924,182 |
| INTEREST ON BONDED DEBT ⁹ | 2,386,059 | 2,270,452 | 4,483,510 | 4,483,510 | 4,483,510 |
| INSTALLMENT DEBT | 58,658,917 | 15,844,423 | 15,423,906 | 15,243,692 | 15,243,692 |
| BOND SERVICE CHARGES | 33,828 | 110,850 | 20,850 | 20,850 | 20,850 |
| TOTAL DEBT SERVICE: | \$65,458,694 | \$23,299,301 | \$25,852,448 | \$25,672,234 | \$25,672,234 |
| TOTAL EXPENDITURES: | \$69,390,716 | \$26,933,558 | \$30,495,441 | \$29,973,870 | \$30,126,461 |

⁷ \$95,000 transfer to Storm Water Drainage Fund FY08-09 is included in the Transfers to Other Funds section rather than in Non-Departmental Transfers within Non-Departmental Expenses.

⁸ \$729,202 transfer to NHCPS Fund 225 as part of Medicaid swap legislation.

⁹ Totals include debt service for CFCC and NHC Public Schools.

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 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.

FY09-10 ACCOMPLISHMENTS

- Reconfigured areas for Development Services and the Planning/Inspections Department to provide better access for Citizens to apply for various permits and obtain information about the services provided by the departments. All work was performed by in-house staff.
- Installed a more energy efficient chiller at the Bell South Building that has the capacity to reduce or increase conditioned air at various levels rather than a constant flow of air regardless of demand. All work, except for start-up, was performed by in-house staff.
- Installed a mini water treatment system at the Detention Center. This system provides additional filtration and softener technology for the water supplied by the utility authority. Most importantly, it offers redundancy in the event the authority's water plant is decommissioned or down for whatever reason. This project was completed with in-house staff and contractors.
- Remodeled a space at the Government Center for the Veteran Services Office. The HVAC system was upgraded to a higher efficiency unit, carpet with eco-backing was installed, low emitting VOC paint was used on the walls, and heat radiant panels were installed near the windows to temper possible air intrusion. This project was completed using in-house staff.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|---|---------------------------|---------------------------|---------------------------|------------------------------|
| COUNTY GOAL: | Provide a safe community for all New Hanover County citizens. Provide prompt, courteous and professional services to the citizens of New Hanover County. Ensure the financial stability and legal protection of the County. | | | | |
| DEPARTMENT GOAL: | To efficiently and effectively provide for the general maintenance and upkeep of County buildings and vehicles, while improving the efficient use and conservation of energy. | | | | |
| OBJECTIVE: | To reduce number of routine work orders with utilization of the Preventive Maintenance and Repair Team System (PARTS). Goal = 25% reduction from 02/03 actual of 2,672. | | | | |
| Measure: | # of routine work orders | 2,420 | 3,500 | 3,074 | 2,879 |
| Measure: | Reduction rate from 02/03 actual | 9% | -31% | -15% | -8% |
| OBJECTIVE: | To continue to provide basic automotive service in 2 hours. | | | | |
| Measure: | Time to perform basic automotive service | 1.0 hr. | 1.0 hr. | 1.0 hr. | 45 min. |
| OBJECTIVE: | To process 100% of routine work requests with the use of MicroMain, which allows technicians to perform work they determine is needed while in the field. | | | | |
| Measure: | # of routine work requests (all trades) | 7,956 | 9,031 | 8,260 | 8,300 |
| Measure: | % processed with MicroMain | 97% | 94% | 99% | 99% |

PROPERTY MANAGEMENT CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|--|---------------------------|---------------------------|---------------------------|------------------------------|
| OBJECTIVE: | To reduce the average number of days between "requested" work request and "completed" work request to 4 days. | | | | |
| Measure: | # of work requests (general maintenance only) | 4,150 | 3,935 | 3,101 | 3,000 |
| Measure: | Average # of days between "requested" and "completed" work requests | 4 | 5.5 | 7.8 | 5 |
| OBJECTIVE: | To upgrade all buildings to energy efficient lighting systems (T-8) and LED exit lights by FY 2011-2012. | | | | |
| Measure: | # of buildings | N/A | 50 | 50 | 50 |
| Measure: | % of buildings upgraded to T-8 | N/A | 8% | 6% | 30% |
| Measure: | % of buildings upgraded to LED exit lights | N/A | 10% | 6% | 30% |
| OBJECTIVE: | To have an "Energy Star" designation for 10% of buildings by FY 2011-2012. | | | | |
| Measure: | # of buildings | N/A | 50 | 50 | 50 |
| Measure: | # of buildings with "Energy Star" designation | N/A | 0 | 0 | 3 |
| OBJECTIVE: | To reduce energy use by 5% per year until average energy use reaches the lowest practical point of 914,988 BTU's/sq. ft./year. | | | | |
| Measure: | Total annual BTU's/sq. ft. for all buildings | N/A | 2,633,503 BTU's/sq. ft | 2,501,828 BTU's/sq. ft | 2,376,746 BTU's/sq. ft. |

SUMMARY OF EXPENDITURES

| <u>PROPERTY MANAGEMENT</u> | | | | | |
|-----------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| # OF POSITIONS: | 72 | 72 | 72 | 72 | 72 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$3,334,903 | \$3,368,542 | \$3,624,341 | \$3,448,868 | \$3,437,751 |
| OPERATING EXPENSES | 5,181,724 | 5,331,767 | 5,580,353 | 5,794,030 | 5,794,030 |
| CAPITAL OUTLAY | 754,471 | 796,000 | 1,860,000 | 1,005,778 | 1,005,778 |
| TOTAL EXPENDITURES: | \$9,271,097 | \$9,496,309 | \$11,064,694 | \$10,248,676 | \$10,237,559 |

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.

FY09-10 ACCOMPLISHMENTS

- Staffed the ground level office space to improve access for the public.
- Implemented Automatic Clearing House (ACH) payment processing for Vital Records Online document requests, which reduced processing time from 5 to 7 business days to within 1 business day.
- Scanned, loaded, named and indexed all highway corridor maps, allowing users online access.
- Added 3 additional Administrative Office of the Courts search terminals for public utilization.
- Scanned all Grantor/Grantee real estate indexes from 1876 through 1923 and 1954 through 1977, allowing online access.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|--|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: | Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To serve the public in an efficient and accurate manner, while meeting the statutory requirements for the safekeeping of public records. | | | | |
| OBJECTIVE: | To reduce the time frame between recording and permanent indexing. | | | | |
| Measure: | Time from recording to indexing | 20 minutes | 18 minutes | 15 minutes | 12 minutes |
| OBJECTIVE: | To increase e-recording submissions. | | | | |
| Measure: | % of documents recorded by e-record | n/a | 4,267 | 5,194 | 7,000 |
| OBJECTIVE: | Process certified copies for public within one business day. | | | | |
| Measure: | # of certified copies issued using credit card payment | n/a | n/a | 50% | 75% |
| OBJECTIVE: | Mail requested copies within 2 business days. | | | | |
| Measure: | % of copies mailed within 2 business days | n/a | n/a | 95% | 100% |
| OBJECTIVE: | To search index images within 2 minutes utilizing computer system. | | | | |
| Measure: | Time to search index image | 1 minute | 1 minute | 30 seconds | 15 seconds |
| OBJECTIVE: | To process efficiently the total number of documents recorded in fiscal year. | | | | |
| Measure: | # of documents recorded | 56,000 | 44,000 | 38,000 | 40,000 |

REGISTER OF DEEDS CONTINUED

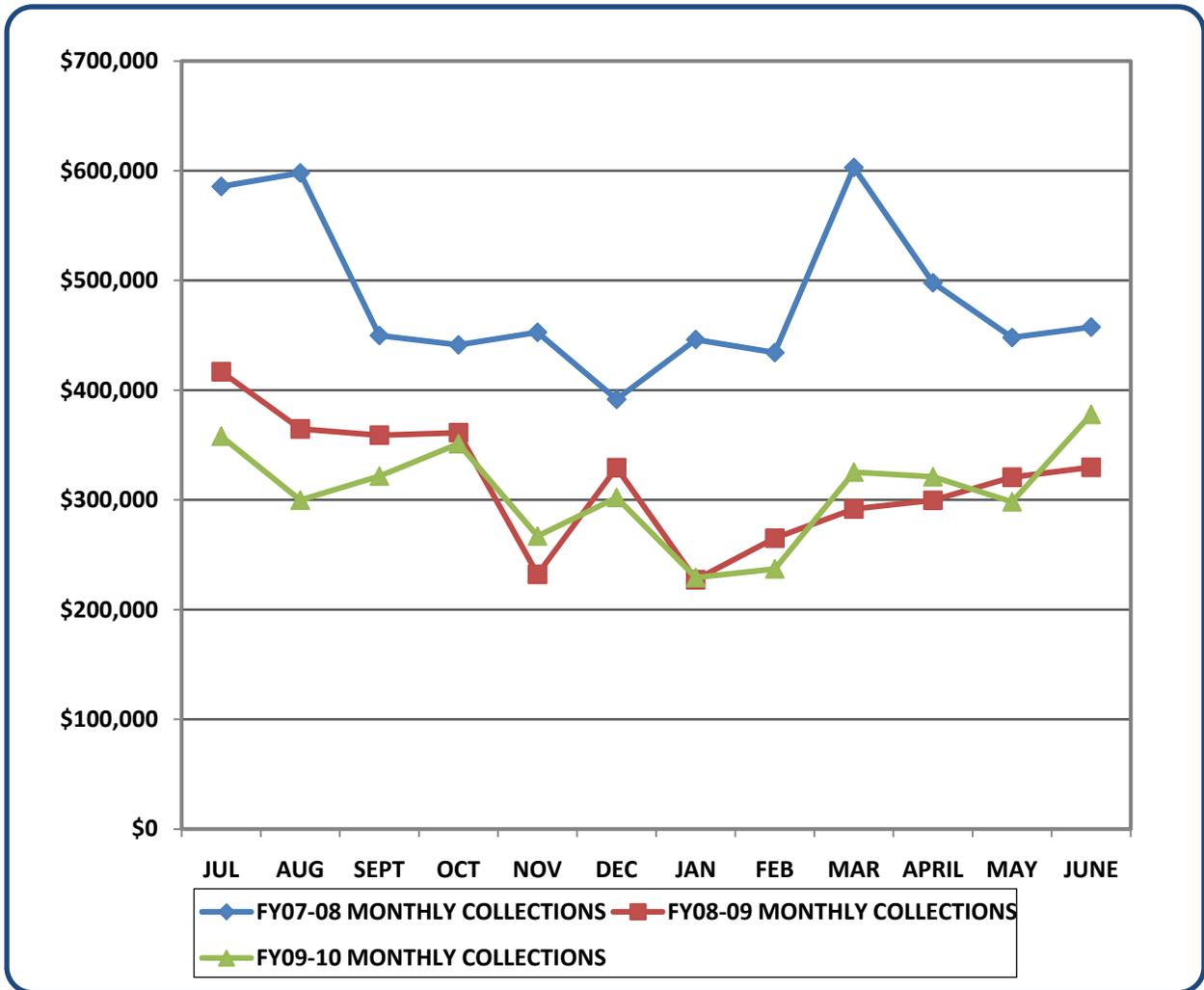
SUMMARY OF EXPENDITURES AND REVENUES

| <u>REGISTER OF DEEDS</u> | | | | | |
|---------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| # OF POSITIONS: | 20 | 20 | 20 | 20 | 20 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$850,534 | \$746,151 | \$876,982 | \$837,231 | \$834,590 |
| OPERATING EXPENSES | 199,375 | 222,835 | 214,074 | 206,074 | 206,074 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$1,049,909 | \$968,986 | \$1,091,056 | \$1,043,305 | \$1,040,664 |
| TOTAL REVENUES: | \$2,400,460 | \$2,390,806 | \$2,211,754 | \$2,318,471 | \$2,318,471 |
| NET COUNTY COST: | (\$1,350,551) | (\$1,421,820) | (\$1,120,698) | (\$1,275,166) | (\$1,277,807) |

| <u>REGISTER OF DEEDS - Automation Enhancement / Preservation Fund</u> | | | | | |
|--|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$0 | \$0 | \$0 | \$0 | \$0 |
| OPERATING EXPENSES | 23,165 | 109,100 | 109,100 | 109,100 | 109,100 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$23,165 | \$109,100 | \$109,100 | \$109,100 | \$109,100 |
| TOTAL REVENUES: | \$146,876 | \$109,100 | \$109,100 | \$109,100 | \$109,100 |
| NET COUNTY COST: | (\$123,711) | \$0 | \$0 | \$0 | \$0 |

REGISTER OF DEEDS CONTINUED

**COMPARISON OF REGISTER OF DEEDS REVENUE COLLECTED IN
FY07-08, FY08-09, AND FY09-10 BY MONTH¹⁰**



Decrease in revenue for FY08-09 and FY09-10 from FY07-08 reflects the drop in real estate transactions and the general economic downturn in the County.

¹⁰ Amounts are total receipts without deducting state required remittances.

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 8 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.

FY09-10 ACCOMPLISHMENTS

- Achieved combined collection rate of 98.64%, which was the highest collection rate since 1994's collection rate of 98.57%, and higher than the 98.60% collection rate for FY08-09.
- Retained ranking of 4th in the state for collection rates based on population.
- Maintained established time-line for 2012 Revaluation.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|---|---|-------------------|-------------------|----------------------|---------|
| COUNTY GOAL: | Provide prompt, courteous, and professional services to the citizens of New Hanover County. Ensure the financial stability and legal protection of the County. | | | | |
| DEPARTMENT GOAL: | To provide high quality services when locating, listing, and valuing all personal, real estate, and business property in New Hanover County, as well as billing and collecting taxes. | | | | |
| OBJECTIVE: | To continue monitoring assessment/sales ratio with goal of revaluation at 75%. ¹¹ | | | | |
| Measure: | Assessment/sales ratio | 93.21% | 93.00% | 105.00% | 109.00% |
| OBJECTIVE: | To maintain or surpass a collection rate of 98%. | | | | |
| Measure: | Collection rate: New Hanover County | 98.45% | 98.60% | 98.64% | 98.50% |
| Measure: | Collection rate: New Hanover County Fire District | 98.45% | 98.57% | 98.68% | 98.60% |
| OBJECTIVE: | To process deeds and transfers within 10 working days of receipt. | | | | |
| Measure: | % of deeds/transfers processed within 10 working days | 96.00% | 96.00% | 98.00% | 98.00% |
| OBJECTIVE: | To complete work on recorded plats within 30 days of receipt. | | | | |
| Measure: | % of plats completed within 30 days | 86.70% | 87.00% | 98.00% | 98.00% |

¹¹ Assessment/sales ratio should decline each year after revaluation depending on economic conditions and local growth. A revaluation is desired when the ratio reaches 75%. Increase in ratio due to real estate down-turn.

TAX CONTINUED

SUMMARY OF EXPENDITURES

| <u>TAX DEPARTMENT</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 50 | 50 | 50 | 50 | 50 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$2,461,057 | \$2,429,045 | \$2,672,462 | \$2,462,332 | \$2,454,026 |
| OPERATING EXPENSES | 628,652 | 890,780 | 848,847 | 448,712 | 448,712 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$3,089,709 | \$3,319,825 | \$3,521,309 | \$2,911,044 | \$2,902,738 |



HEALTH DEPARTMENT

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

The Strategic Plan (originally adopted in 2000 and revised in 2003, 2005, 2007, and 2009), along with the Organizational Analysis (completed in October 2002), comprised the baseline used as a guide in developing and reorganizing the Health Department during FY2004. As part of the 2009 strategic planning process, in-depth program evaluations are being completed by division managers and reviewed by the management team. It is anticipated that these tools will enhance the strategic plan for the future. Health Department programs that follow:

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.

Animal Control Services protects the community from the threat of rabies virus exposure and ensures proper animal care through prevention, public awareness and education. Enforces local, state and federal animal laws with emphasis on rabies control, animal registration, bite investigations, dangerous dogs, disease control and elimination or relocation of stray, sick and unwanted animals.

Personal Health Services provides the following services. All clinical services are provided Monday through Friday with same day appointments available.

Clinical Services include 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.

Child Service Coordination 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.

Community Services include surveillance and control of reportable diseases, such as tuberculosis, hepatitis, and shigellosis. The Childhood Lead Poisoning Prevention Program monitors children with high blood lead tests. Clinical services are provided at the Good Shepherd Center. In-home family counseling provides psychological services for families with children ages birth to 5 years.

Dental Health offers preventive and educational services through programs in the schools, including dental health education, sealants, screening and referral. The Mobile Dental Unit serves ages 3 through 18 with dental services, which are provided at elementary 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 Maternity Care Coordination, 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 and the general nutrition program. Nutrition counseling is provided, along with food or formula vouchers, for qualified women and children.

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

School Mental Health provides mental health therapists in the schools.

Support Services - The Support Services Manager oversees this Division, which provides Health Insurance Portability and Accountability Act (HIPAA) Security and Privacy compliance, along with the following services:

Business Office supervises billing and fiscal operations, contracts, grants and expenditure reporting. Fiscal responsibilities include budget management, travel requests, purchasing, accounts payable and inventory control.

Customer Care provides clinic appointment scheduling services, patient registration, interpreting services and medical records services to include releases of patient information.

Program Support provides administrative support to various programs throughout the Health Department to include Vital Records, Environmental Health and Vector Control.

Human Resources provides on-site support to all Health Department staff, payroll and benefit administration, and representation for the department on the County Human Resources Interfaces group.

Information Technology (IT) provides a liaison between the Health Department and County IT Department for provision of on-site and remote support for software applications and hardware.

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 and supervision of the following areas:

Health Preparedness Coordinator is responsible for emergency preparedness planning, communication, exercise and resource development.

Health Promotion provides educational programs to the community, promoting safe and healthy lifestyles through injury prevention, tobacco use prevention and general health education services. The tobacco prevention program promotes smoking cessation programs, clean indoor air and tobacco prevention with children and adolescents.

Public Health Regional Surveillance Team provides services to all counties in Region 2 (Brunswick, Carteret, Columbus, Duplin, Onslow, Pender and New Hanover). Services include surveillance and preparation for possible bioterrorism events to ensure readiness to respond to and recover from significant public health threats and/or events.

HEALTH DEPARTMENT CONTINUED

FY09-10 ACCOMPLISHMENTS

- Implemented North Carolina's historic smoke-free restaurant and bar law, effective January 2, 2010, rendering all restaurants and bars smoke-free indoors, with very few exceptions. Included are many recreational facilities, convenience stores, hotel common areas, and private/for-profit clubs. Hotels and other lodging facilities may designate no more than 20 percent of their guest rooms for smoking.
- Implemented the pandemic flu response to the H1N1 outbreak, utilizing the incident command system, along with planning, surveillance and provision of over 32,000 H1N1 and seasonal flu immunizations. Contracted with Walgreens to provide 24/7 access to antiviral medications in response to a nationwide shortage and for citizens with no means to pay. Provided seasonal flu immunizations to children on site in the public middle and high schools for the first time as part of this effort.
- Animal Control Services eliminated the use of the carbon monoxide euthanasia chamber due to state certification requirements and the development of an alternate method.
- Successfully implemented recent federal and state laws (Virginia Grame Baker Act or VGB) enacted to eliminate suction hazards in public hot tubs, spas and swimming pools. The department was awarded a \$15,000 grant by the US Consumer Product Safety Commission to report the VGB status of a sampling of the approximately 400 facilities.
- Implemented the statewide Health Information System (H.I.S.) with minimal impact to customer service. This electronic patient care management system will save the County \$20,000 annually in maintenance costs.
- Established the Refugee Health Program with staff re-assignments and training, in cooperation with a new Wilmington Office of Interfaith Refugee Ministry, and began serving this new population with immunizations, laboratory testing and communicable disease follow-up.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|---|--|-------------------|-------------------|----------------------|-----|
| COUNTY GOAL: | Ensure the health and welfare of all New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: | To protect the public health and environment, promote healthy living, and optimize the quality of life through preventive, restorative, environmental, and educational services. | | | | |
| OBJECTIVE: | To have at least 70% of children 12-24 months of age receiving a blood lead test. | | | | |
| Measure: | Children receiving blood lead test | 69% | 70% | 70% | 70% |
| OBJECTIVE: | To have at least 75% of eligible WIC population receiving WIC services. | | | | |
| Measure: | % WIC eligible receiving services | 72% | 74% | 73% | 74% |
| OBJECTIVE: | To increase immunization rates from birth to 2 years old to 90%. | | | | |
| Measure: | Clinic Assessment Software Application (CASA) rates | 88% | 93% | 97% | 95% |
| OBJECTIVE: | To have at least 50% of all clients admitted to School Mental Health program successfully complete their treatment goals. | | | | |
| Measure: | % of services completed/goals met | N/A | N/A | N/A | 50% |

HEALTH DEPARTMENT CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

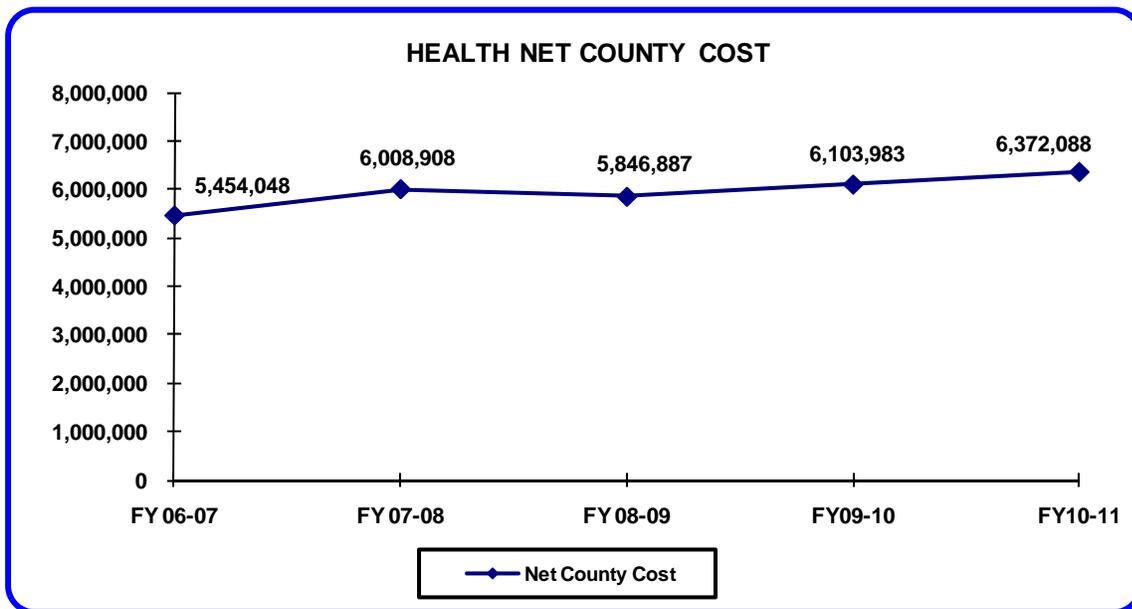
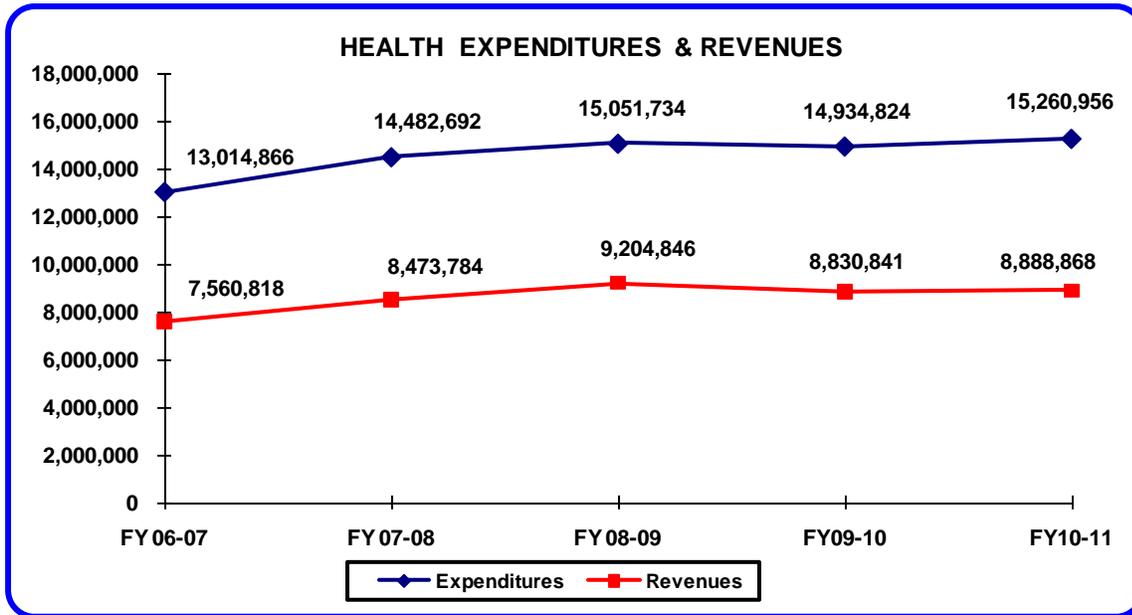
| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|---|---|-------------------|-------------------|----------------------|-----------|
| OBJECTIVE: | To increase by 5% the enrollment in Care Coordination programs. | | | | |
| Measure: | Enrollment rate of eligible referrals | 76% | 80% | 76% | 78% |
| OBJECTIVE: | To increase by 5% the number of new, unduplicated patients per year receiving services in the Mobile Dental Unit. | | | | |
| Measure: | # of unduplicated patients per year | 713 | 773 | 909 | 955 |
| OBJECTIVE: | To obtain new diabetic care plans for at least 95% of students with diabetes in New Hanover County School System. | | | | |
| Measure: | % of diabetic care plans given to diabetic students | 96% | 97% | 97% | 95% |
| OBJECTIVE: | To increase animal rabies vaccinations of owned dogs and cats by 2%. | | | | |
| Measure: | # received from area veterinary hospitals / % increase | 29,799/8% | 30,395/2% | 29,000/-4.6% | 29,580/2% |
| DEPARTMENT GOAL: | To provide healthcare services to children who do not qualify for medical services under Medicaid guidelines and whose parents cannot afford private insurance. | | | | |
| OBJECTIVE: | To provide age-appropriate laboratory testing that meets Medicaid and Health Check guidelines to at least 75% of children seen in the Health Clinic. | | | | |
| Measure: | % of children given Health Check test | 100% | 98% | 98% | 100% |
| DEPARTMENT GOAL: | To protect the public from vector-borne illnesses and provide comfort to citizens from mosquitoes. | | | | |
| OBJECTIVE: | To control vector-borne illnesses by spraying larvicide on mosquito habitats. | | | | |
| Measure: | Spray hours | 675 | 661 | 660 | 900 |
| Measure: | Acres larvicided | 350 | 730 | 752 | 700 |
| Measure: | # reported cases of Eastern Equine Encephalitis (EEE) in horses/caprines in NHC | 0 | 0 | 0 | 0 |
| Measure: | # reported cases of West Nile Virus (WNV) in humans in NHC | 0 | 0 | 0 | 0 |

HEALTH DEPARTMENT CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

| <u>HEALTH DEPARTMENT</u> | <u>ACTUAL</u> | <u>ADOPTED</u> | <u>REQUESTED</u> | <u>RECOMMENDED</u> | <u>ADOPTED</u> |
|---------------------------------|-----------------------|-----------------------|-------------------------|---------------------------|-----------------------|
| | <u>FY08-09</u> | <u>FY09-10</u> | <u>FY10-11</u> | <u>FY10-11</u> | <u>FY10-11</u> |
| # OF POSITIONS: | 226 | 226 | 228 | 228 | 226 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$12,973,347 | \$12,647,432 | \$13,653,691 | \$13,146,360 | \$12,918,415 |
| OPERATING EXPENSES | 1,986,344 | 2,287,392 | 2,228,113 | 2,322,052 | 2,327,541 |
| CAPITAL OUTLAY | 92,042 | 0 | 25,000 | 15,000 | 15,000 |
| TOTAL EXPENDITURES: | \$15,051,734 | \$14,934,824 | \$15,906,804 | \$15,483,412 | \$15,260,956 |
| TOTAL REVENUES: | \$9,204,846 | \$8,830,841 | \$9,268,295 | \$9,111,986 | \$8,888,868 |
| NET COUNTY COST: | \$5,846,887 | \$6,103,983 | \$6,638,509 | \$6,371,426 | \$6,372,088 |

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



The slight increase in Net County Cost is mainly due to the reduction of furlough days.

DEPARTMENT OF SOCIAL SERVICES

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' staff 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 locates permanent homes for children whose parental rights have been terminated or whose parental rights have been voluntarily relinquished.

Child Day-Care Services enables 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.

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 provides 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.

Adult Services places adult clients in licensed substitute homes or institutions if they are no longer able to remain in their own homes. Social workers monitor group homes and adult care homes in New Hanover County.

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

Faith Community Fund, General Assistance, Crisis Intervention, Temporary Assistance to Needy Families (TANF)-Emergency Assistance, Good Friends, and Project Share provide short-term financial assistance to individuals and families in emergency situations as part of a goal for long-term independence.

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

Homemaker Services provides 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.

Individual and Family Adjustment Services assists individuals and families to restore social and emotional equilibrium in order to accomplish life tasks, alleviate distress and realize their own aspirations. The services are designed to prevent abuse and neglect and long term welfare dependency.

Low-Income Energy Assistance provides assistance to eligible low-income recipients to help pay heat-related costs.

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

Protective Services for Children receives reports of suspected child abuse or neglect. Social workers conduct investigations or assessments that respect the family's integrity and ensure child safety. Protective Services are provided to children and families to protect children from abuse and neglect and improve the ability of the parents to care for their children.

DEPARTMENT OF SOCIAL SERVICES CONTINUED

Protective Services for Disabled Adults protects adults who are vulnerable to abuse, neglect or exploitation because of physical or mental incapacity.

Services for the Blind offers group therapy, chore and adjustment services and arranges 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.

Transportation Services provides transportation for Medicaid recipients for medical appointments.

Work First Services provides 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.

FY09-10 ACCOMPLISHMENTS

- Provided timely and accurate benefits to eligible families in the face of increasing demand for services. In the past year, Family and Children’s Medicaid cases increased 9% to 12,445 cases and Food and Nutrition Services were provided to 18,705 New Hanover County residents this year, a 21% increase since June 2009.
- Provided Special Assistance In Home services to 58 individuals in fiscal year 2009/2010. These services prevented their placement into an Adult Care Home and allowed them to remain at home safely with a cost savings to the County and the State.
- Provided permanent homes for 61 children through the adoption process; a 25% increase over FY2008/2009.
- Partnered with the North Carolina Employment Security Commission (ESC) to provide increased services to County residents. DSS and ESC joined forces to form a “Rapid Response Team.” At the request of local employers, this team of staff goes to the employer’s site to inform employees of benefits that are available to them at the point they become laid off. ESC also co-located staff at the DSS office to provide Employment and Training services to 668 Food and Nutrition Services volunteers, resulting in secured employment for 257 participants.
- Created in collaboration with New Hanover County’s Finance Department for fiscal year 2009-2010, the Program Integrity Unit of DSS exceeded expectations for collections. The targeted amount for the year was \$300,000. The actual amount was \$352,090. This represented a 1.17% increase for collections stemming from fraud investigation of AFDC/TANF, Food Stamps and Medicaid.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 | FY08-09 | FY09-10 | FY10-11 |
|---|--|----------------|----------------|----------------|------------------|
| | | Actual | Actual | Actual | Projected |
| COUNTY GOAL: | Ensure the health and welfare of all New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: | To provide services that will enable children, families and adults to become economically secure. | | | | |
| OBJECTIVE: | To increase the % of Work First (WF) persons moving from WF to employment and increase the % of clients retaining jobs after 6 months of employment. | | | | |
| Measure: | % of clients leaving WF for employment | 41.6% | 48.5% | 29.6% | 35.0% |
| Measure: | % of clients leaving WF and still employed after 6 months | 71% | 100% | 100% | 100% |
| OBJECTIVE: | To eliminate barriers to employment and training for families with small children by setting goal of 80% receiving child-care subsidy. | | | | |
| Measure: | % of clients receiving child-care subsidy for school or work | 73.4% | 63.3% | 67.7% | 68.0% |

DEPARTMENT OF SOCIAL SERVICES CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

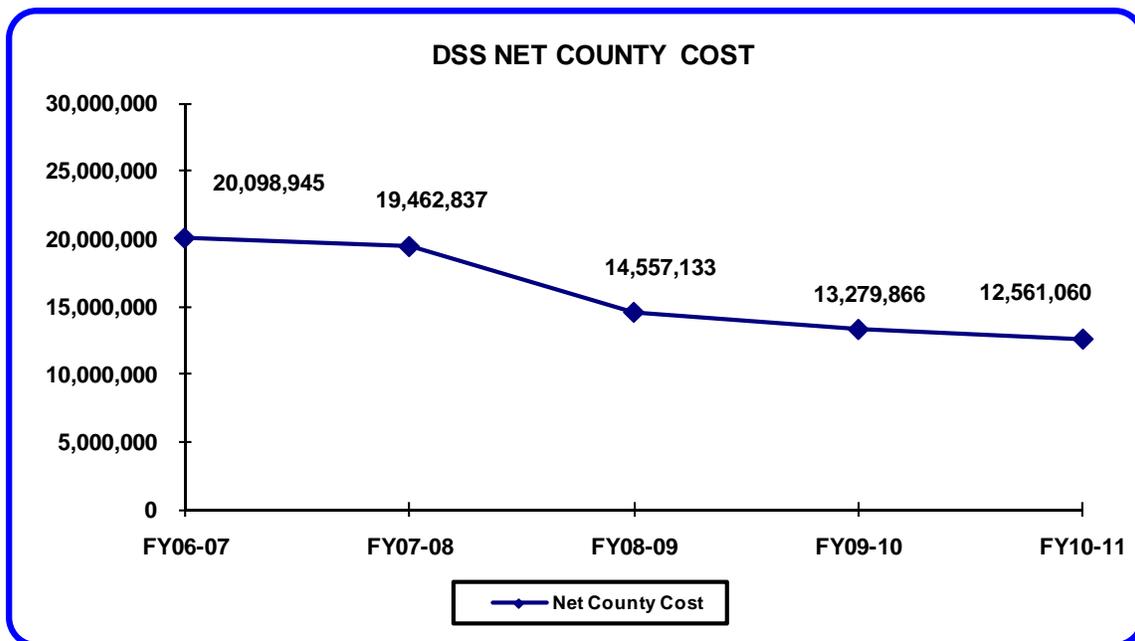
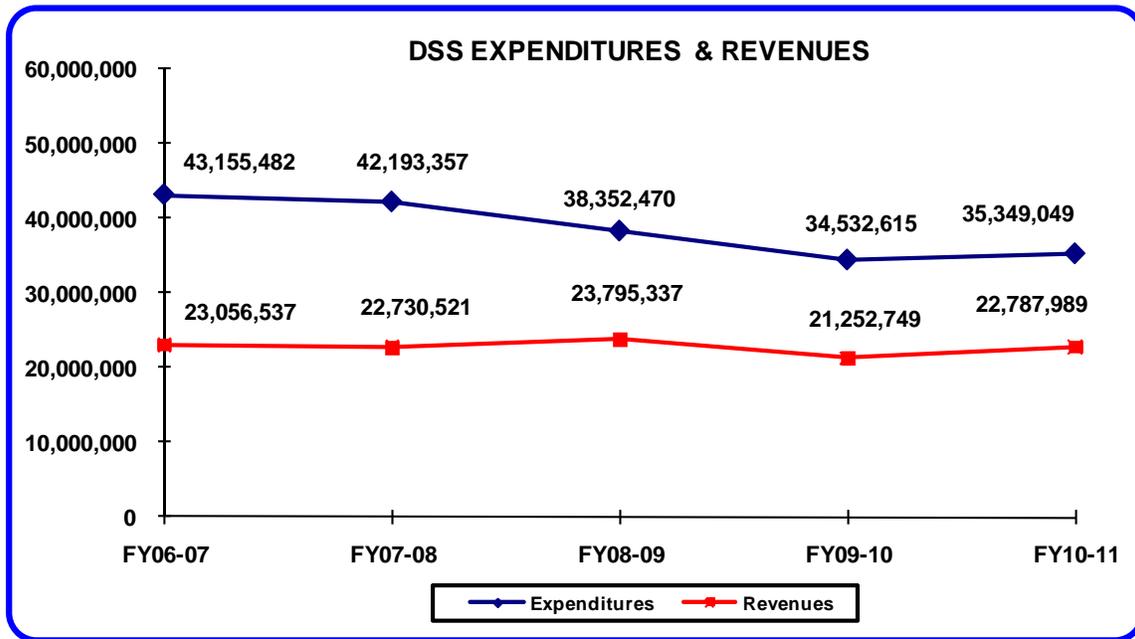
| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY06-07 Actual | FY07-08 Actual | FY09-10 Actual | FY09-10 Projected | |
|--|--|-------------------|-------------------|----------------------|--------|
| COUNTY GOAL: | Ensure the health and welfare of all New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: | To ensure aged and disabled adults live in safe, healthy, stable and least restrictive environments. | | | | |
| OBJECTIVE: | 100% of aged/disabled are not repeat victims of substantiated maltreatment. | | | | |
| Measure: | % aged/disabled not repeat victims | 80.8% | 94.7% | 89.7% | 90.0% |
| OBJECTIVE: | To have at least 100% of aged/disabled adults living in licensed facilities who have not been abused, neglected or exploited. | | | | |
| Measure: | % aged/disabled not abused, neglected, or exploited in licensed facility | 98.2% | 99.4% | 99.0% | 100.0% |
| DEPARTMENT GOAL: | To ensure children in custodial care will achieve safety, permanence, and well being. | | | | |
| OBJECTIVE: | No children in foster homes will be neglected/abused in foster home environment. | | | | |
| Measure: | % of children in foster homes who are neglected/abused | 0.0% | 0.0% | 0.6% | 0.0% |
| OBJECTIVE: | Of children with a reunification plan, to increase % of children returning to their parents/caretakers in less than 12 months of removal. | | | | |
| Measure: | % of children returning to parents within 12 months | 44.9% | 37.7% | 39.3% | 45.0% |
| COUNTY GOAL: | Ensure the health and welfare of all New Hanover County citizens. Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To ensure children and families will be in safe, healthy and stable environments. | | | | |
| OBJECTIVE: | No abused or neglected children become repeat victims. | | | | |
| Measure: | % of children who are repeat victims | 11.0% | 19.7% | 16.7% | 15.0% |
| OBJECTIVE: | To improve thoroughness and timeliness of child assessments no unconfirmed cases will be confirmed in the future. | | | | |
| Measure: | % of children in unconfirmed CPS reports within the past 12 months involved in future confirmed reports | N/A | N/A | 29% | 25% |
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To provide professionally responsive and effective services to all clients through retention of qualified staff providing quality services. | | | | |
| OBJECTIVE: | To reduce employee turnover to 10% or less. | | | | |
| Measure: | % employee turnover | 11% | 17% | 11% | 10% |

DEPARTMENT OF SOCIAL SERVICES CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

| <u>SOCIAL SERVICES</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|-------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 274 | 274 | 274 | 274 | 274 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$15,811,407 | \$15,201,437 | \$16,979,204 | \$16,114,042 | \$16,060,082 |
| OPERATING EXPENSES | 22,531,398 | 19,120,328 | 19,103,999 | 19,093,999 | 19,288,967 |
| CAPITAL OUTLAY | 9,665 | 210,850 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$38,352,470 | \$34,532,615 | \$36,083,203 | \$35,208,041 | \$35,349,049 |
| TOTAL REVENUES: | \$23,795,337 | \$21,252,749 | \$22,822,048 | \$22,582,154 | \$22,787,989 |
| NET COUNTY COST: | \$14,557,133 | \$13,279,866 | \$13,261,155 | \$12,625,887 | \$12,561,060 |

**NEW HANOVER COUNTY DEPARTMENT OF SOCIAL SERVICES
EXPENDITURES AND REVENUES AND NET COUNTY COST**



The decrease in Net County Cost for the Department of Social Services is primarily due to higher anticipated reimbursements.

**SOUTHEASTERN CENTER FOR MENTAL HEALTH,
DEVELOPMENTAL DISABILITIES & SUBSTANCE ABUSE SERVICES**

Southeastern Center for Mental Health, Development Disabilities and Substance Abuse Services, established by NC General Statute 122c, is an autonomous local public agency that provides management and oversight of mental health, developmental disabilities and substance abuse services, through a network of contract providers, for the residents of Brunswick, New Hanover and Pender Counties. The Center manages a comprehensive array of services for children, adults and families.

SUMMARY OF EXPENDITURES AND REVENUES

| <u>SOUTHEASTERN MENTAL HEALTH, DEVELOPMENTAL DISABILITIES, AND SUBSTANCE ABUSE SERVICES</u> | | | | | |
|--|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| EXPENDITURES: | | | | | |
| SOUTHEASTERN CNTR | \$1,766,260 | \$1,843,584 | \$1,843,584 | \$1,843,584 | \$1,843,584 |
| SEMH - ABC 5 CENTS | 91,018 | 94,000 | 92,000 | 92,000 | 92,000 |
| TOTAL EXPENDITURES: | \$1,857,278 | \$1,937,584 | \$1,935,584 | \$1,935,584 | \$1,935,584 |
| TOTAL REVENUES: | \$91,018 | \$94,000 | \$92,000 | \$92,000 | \$92,000 |
| NET COUNTY COST: | \$1,766,260 | \$1,843,584 | \$1,843,584 | \$1,843,584 | \$1,843,584 |

VETERAN SERVICES

The Veteran Service Officer (VSO) and Veteran Services Specialist (VSS) serve as advocates assisting eligible veterans, their dependents and/or survivors to gain access to entitlements and benefits under federal and state laws. They interview, counsel and advise the appropriate parties on federal laws, regulations, and administrative procedures prior to processing applications to the Department of Veterans Affairs or other agencies. The VSO and VSS also research and analyze denied claims assisting clients to appeal these denials to the Veterans Affairs Regional Office and, if necessary, the Board of Veterans Appeals. The Veteran Service Officer is also available to conduct informative presentations to local veterans and service/civic organizations regarding available benefits.

FY09-10 ACCOMPLISHMENTS

- Counseled, assisted and advised 4,040 veterans, their dependents and survivors regarding Veterans Administration benefits. These benefits include, but are not limited to, disability compensation, pension, medical treatment, home loans, burial, education and insurance.
- Conducted presentations to local community organizations, veteran's organizations, and incarcerated veterans at the New Hanover County Jail.
- Collaborated with several local, state and federal agencies to organize the 2010 Wilmington Homeless Veteran Stand Down.
- Relocated office operations to a space more conducive to providing professional services.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|--|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To provide comprehensive benefit counseling and claim services to veterans, their dependents and survivors. | | | | |
| OBJECTIVE: | To process an increasing number of requests for veterans' services annually. | | | | |
| Measure: | Request for services | 3,300 | 3,726 | 4,040 | 4,200 |
| OBJECTIVE: | To increase outreach services to area veterans and eligible family members. | | | | |
| Measure: | Number of outreach activities conducted | N/A | N/A | N/A | 30 |
| OBJECTIVE: | To provide prompt and courteous service by averaging less than 7 business days from initial interview to initiation of benefit or claim application. | | | | |
| Measure: | Average time from initial contact to appointment | N/A | N/A | N/A | 5 days |
| OBJECTIVE: | To collaborate with local agencies to address needs and provide services to area veterans. | | | | |
| Measure: | Number of projects collaborated on | N/A | N/A | N/A | 5 |

VETERAN SERVICES CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

| <u>VETERAN SERVICES</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|--------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 2 | 2 | 2 | 2 | 2 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$99,866 | \$115,616 | \$119,237 | \$118,056 | \$117,656 |
| OPERATING EXPENSES | 5,265 | 5,033 | 5,463 | 5,463 | 5,463 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$105,131 | \$120,649 | \$124,700 | \$123,519 | \$123,119 |
| TOTAL REVENUES: | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 |
| NET COUNTY COST: | \$103,131 | \$118,649 | \$122,700 | \$121,519 | \$121,119 |

**NEW HANOVER COUNTY
NET COUNTY COST HUMAN SERVICES DEPARTMENTS**

| DEPARTMENT | FY 09-10 ADOPTED | FY 10-11 ADOPTED | DOLLAR CHANGE | PERCENT CHANGE |
|----------------------------|----------------------|----------------------|---------------------|-------------------|
| HEALTH | | | | |
| EXPENDITURES | \$ 14,934,824 | \$ 15,260,956 | \$ 326,132 | 2.2% |
| REVENUES | 8,830,841 | 8,888,868 | 58,027 | 0.7% |
| COUNTY \$ REQUIRED | \$ 6,103,983 | \$ 6,372,088 | \$ 268,105 | 4.4% |
| SOCIAL SERVICES | | | | |
| EXPENDITURES | \$ 34,532,615 | \$ 35,349,049 | \$ 816,434 | 2.4% |
| REVENUES | 21,252,749 | 22,787,989 | 1,535,240 | 7.2% |
| COUNTY \$ REQUIRED | \$ 13,279,866 | \$ 12,561,060 | \$ (718,806) | -5.4% |
| SOUTHEASTERN CENTER | | | | |
| EXPENDITURES | \$ 1,937,584 | \$ 1,935,584 | \$ (2,000) | -0.1% |
| REVENUES | 94,000 | 92,000 | (2,000) | -2.1% |
| COUNTY \$ REQUIRED | \$ 1,843,584 | \$ 1,843,584 | \$ 0 | 0.0% |
| VETERAN SERVICES | | | | |
| EXPENDITURES | \$ 120,649 | \$ 123,119 | \$ 2,470 | 2.0% |
| REVENUES | 2,000 | 2,000 | 0 | 0.0% |
| COUNTY \$ REQUIRED | \$ 118,649 | \$ 121,119 | \$ 2,470 | 2.1% |
| TOTAL COUNTY COST | \$ 21,346,082 | \$ 20,897,851 | \$ (448,231) | -2.1% |

EXPLANATION OF CHANGES TO NET COUNTY COST:

- 1) Increase in Health due to fewer furlough days in FY10-11 than FY09-10 and grant adjustments.
- 2) Increase in Department of Social Services expenses primarily due to staffing adjustments to help address higher caseloads and fewer furlough days in FY10-11 than FY09-10. The increased expenses are offset by higher anticipated reimbursements, resulting in a reduction in Net County Cost.
- 3) Southeastern Center was held to the same net County contribution as last year due to budget constraints.
- 4) Increase in Veteran Services due to fewer furlough days in FY10-11 than FY09-10.



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. Therefore, 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, such as bailiffs, Court counselors and pretrial personnel, are provided through the Sheriff's Office, Juvenile Services, Pretrial Release, or other County departments and are additional Court support services paid by the County but also not reflected in the amounts below.

SUMMARY OF EXPENDITURES AND REVENUES

| <u>COURTS</u> | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
|--|---------------------------------|----------------------------------|------------------------------------|--------------------------------------|----------------------------------|
| EXPENDITURES: | | | | | |
| Clerk of Superior Court | \$33,659 | \$38,590 | \$38,590 | \$36,490 | \$36,490 |
| Lease for Adult Probation and Parole Officers ¹ | 96,540 | 96,540 | 200,280 | 200,280 | 200,280 |
| Criminal Justice Partnership Grant - Day Sentencing ² | 163,690 | 163,690 | 163,734 | 163,734 | 163,734 |
| Roadside Trash Pick Up Program ³ | 4,644 | 9,345 | 0 | 0 | 0 |
| Drug Court | 5,289 | 5,554 | 0 | 2,845 | 2,845 |
| District Attorney | 39,169 | 37,509 | 15,000 | 5,000 | 5,000 |
| Public Defender's Office | 3,799 | 8,500 | 8,500 | 4,000 | 4,000 |
| Judicial Offices | 10,584 | 10,507 | 7,840 | 7,840 | 7,840 |
| TOTAL DIRECT EXPENDITURES: | \$357,374 | \$370,235 | \$433,944 | \$420,189 | \$420,189 |
| REVENUES: | | | | | |
| Jail Fees | \$19,023 | \$18,085 | \$20,595 | \$20,595 | \$20,595 |
| Officer Fees | 136,709 | 125,155 | 148,375 | 148,375 | 148,375 |
| Court Facility Fees | 435,767 | 432,380 | 0 | 435,766 | 435,766 |
| Criminal Justice Partnership Grant - State | 163,690 | 163,690 | 163,734 | 163,734 | 163,734 |
| TOTAL REVENUES: | \$755,189 | \$739,310 | \$332,704 | \$768,470 | \$768,470 |

¹ Lease for Adult Probation and Parole Offices is included in the Clerk of Superior Court.

² Day Sentencing Program: 100% funded through a Criminal Justice Partnership Grant.

³ Roadside Trash program eliminated during FY09-10.

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS

The 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 Department of Emergency Management and 9-1-1 Communications 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 Department of Emergency Management and 9-1-1 Communications 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.

FY09-10 ACCOMPLISHMENTS

- Maintained 24-hour readiness posture related to severe weather and homeland security.
- Maintained oversight and control of New Hanover County's 4-site analog and digital trunked radio systems.
- Installed third emergency generator at Eaton Elementary School. This is the third installation in our 5-year plan to purchase generators for all NHC emergency shelters.
- Processed 486,500 calls for service through the 9-1-1-Communications Center for area agencies.
- Upgraded 911 telephone system to VIPER (Next Generation Voice over Internet Protocol E9-1-1 Controller).

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|--|---------------------------|---------------------------|---------------------------|------------------------------|
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. Provide for the educational, cultural and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | To effectively recruit, train and retain 9-1-1 Center employees to deliver a high quality of service to the citizens and public agencies in New Hanover County. | | | | |
| OBJECTIVE: | To have 9-1-1 Center employees trained on all required functions within 12 months of hire. | | | | |
| Measure: | % of employees trained within 12 months | 80% | 80% | 84% | 90% |
| OBJECTIVE: | To maintain employee longevity level of 90% with more than 1 year of service. | | | | |
| Measure: | % of employees with more than 1 year of service | 82% | 90% | 90% | 95% |
| COUNTY GOAL: | Provide a safe community for all New Hanover County citizens. Provide prompt, courteous and professional services to the citizens of New Hanover County. Provide for the educational, cultural and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | To ensure the Department of Emergency Management and 911 Communications is well prepared to protect the lives of the citizens in New Hanover County from all emergency and disaster situations, including bio-terrorism. | | | | |
| OBJECTIVE: | To improve community disaster preparedness by conducting emergency preparedness, response, mitigation and recovery exercises with a satisfaction rating of at least 98%. (Fixed nuclear facility incidents, severe weather, mass casualty, hazardous materials incidents and terrorism responses.) | | | | |
| Measure: | Satisfactory completion of all exercise objectives | 99% | 99% | 99% | 99% |
| OBJECTIVE: | To provide timely responses to emergency incidents and disasters. | | | | |
| Measure: | Response time: On-scene coordination (multi hazard) | 1 hour or less |
| Measure: | Response time: Activate EOC (fully staffed) | 2 hours or less |
| OBJECTIVE: | 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. | | | | |
| Measure: | Time to submit damage assessments | N/A | 24 Hours | 24 hours | 24 hours |
| OBJECTIVE: | To effectively coordinate with local municipalities for the safe and expeditious return of residents after natural and other disasters. | | | | |
| Measure: | Coordination with all affected municipalities in re-entry decisions | N/A | 100% | 100% | 100% |
| OBJECTIVE: | To develop and implement a countywide program to ensure compliance with the National Incident Management System (NIMS). | | | | |
| Measure: | % local agencies in compliance with current NIMS guidelines | 95% | 96% | 96% | 97% |

EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|---|---------------------------|---------------------------|---------------------------|------------------------------|
| DEPARTMENT GOAL: | To provide exemplary services to the public safety agencies and citizens served by the 9-1-1 Communications Center by performing duties in an efficient and effective manner. | | | | |
| OBJECTIVE: | To maintain at least a 90% call processing time of less than 3 minutes for 9-1-1 calls. | | | | |
| Measure: | % call processing time is less than 3 minutes | 95% | 97% | 95% | 97% |
| OBJECTIVE: | To maintain an average answer time of 10 seconds, or less, for 9-1-1 phone line response at least 90% of the time. | | | | |
| Measure: | Average ring time | 8 seconds | 6-7 seconds | 9-11 seconds | 6-7 seconds |
| OBJECTIVE: | To maintain an abandoned call level of less than 3% of calls. | | | | |
| Measure: | Abandoned call volume | 2% | 2% | 4% | 2% |

SUMMARY OF EXPENDITURES AND REVENUES

| <u>EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS⁴</u> | | | | | |
|---|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| # OF POSITIONS: | 65 | 65 | 64 | 64 | 64 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$3,723,736 | \$3,572,364 | \$3,631,523 | \$3,574,961 | \$3,564,259 |
| OPERATING EXPENSES | 1,167,609 | 1,322,098 | 1,138,216 | 1,046,633 | 1,046,633 |
| CAPITAL OUTLAY | 186,983 | 125,500 | 193,000 | 58,000 | 58,000 |
| TOTAL EXPENDITURES: | \$5,078,328 | \$5,019,962 | \$4,962,739 | \$4,679,594 | \$4,668,892 |
| TOTAL REVENUES: | \$574,738 | \$587,125 | \$516,729 | \$541,729 | \$541,729 |
| NET COUNTY COST: | \$4,503,590 | \$4,432,837 | \$4,446,010 | \$4,137,865 | \$4,127,163 |

⁴ During FY08-09, the Public Safety Communications Center and Emergency Management merged as one department named Emergency Management & 911 Communications. For ease of comparison, FY08-09 data has been aggregated to show what the combined department would have looked like at the time.

JUVENILE SERVICES

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 REVENUES⁵

| <u>JUVENILE SERVICES</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|---------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 6 | 6 | 6 | 5 | 5 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$222,778 | \$207,142 | \$252,347 | \$207,654 | \$206,931 |
| OPERATING EXPENSES | 227,679 | 221,051 | 137,553 | 177,205 | 177,205 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$450,457 | \$428,193 | \$389,900 | \$384,859 | \$384,136 |
| TOTAL REVENUES: | \$305,481 | \$265,893 | \$221,494 | \$266,994 | \$264,136 |
| NET COUNTY COST: | \$144,976 | \$162,300 | \$168,406 | \$117,865 | \$120,000 |

⁵ Consists of Detention Center payments and 2 juvenile related programs.

PLANNING & INSPECTIONS

In October 2009, the Inspections Department and the Planning Department were combined to form a unified Planning and Inspections Department. Responsibilities for the combined department include all of the major responsibilities that each department previously completed. The department continues to enforce the North Carolina State Building, Electrical, Plumbing, Mechanical, and Mobile Home Codes within New Hanover County, the city of Wilmington (by contract), and four surrounding beach communities (by different codes in separate contract). 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 overarching goal in combining Planning and Inspections is to foster 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.

The Department continues to provide guidance and direction in the adoption of policies and regulations to encourage orderly growth and development and long-range planning in New Hanover County. These public policy choices include: residential, commercial and industrial land use development standards, transportation and service delivery and capital improvements. This work involves the collection and evaluation of data, research and analysis of options and alternatives, and the selection and implementation of projects and programs.

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 Inspection 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.

FY09-10 ACCOMPLISHMENTS

- Approved 227 final subdivision lots and 2,108 preliminary lots, including revisions, extensions, and re-approvals. Processed 11 applications for Rezoning, 14 Special Use Permits, 2 road closures, and 2 roads renamed. Over 3,000 customer contacts relating to development projects, service provision, or growth and development in the County were taken during the year.
- Completed major ordinance amendments as part of our ongoing comprehensive ordinance improvement effort. The Exceptional Design Zoning District was adopted and has received recognition from the North Carolina Chapter of the American Planning Association for outstanding plan implementation. The ordinance which promotes sustainable development was identified in the 2006 CAMA Plan update.
- Our Low Impact Development manual is being utilized throughout the County and is the basis for North Carolina's LID storm water improvement review process.
- Completed implementation of Community Development Block Grant (CDBG) program replacing three homes and completing substantial rehabilitation of one additional home.
- Completed a housing-needs assessment to identify areas appropriate for assistance and help to document progress towards improving conditions where substandard housing exists.

PLANNING & INSPECTIONS CONTINUED

FY09-10 ACCOMPLISHMENTS CONTINUED

- Completed the transition from the Watershed Management Advisory Board to a water quality task force. The task force has proven far more responsive to specific water quality concerns that have arisen at various locations throughout the County. The task force oversees a comprehensive water quality monitoring effort which involves 10 public and private monitoring efforts. All of the County's major water bodies are now being monitored on a regular basis, so that if problems are detected they can be addressed and corrected as quickly as possible.
- Began cross training electrical and mechanical inspectors to allow one inspector to perform all necessary inspections for the less complicated jobs.
- Undertook an image initiative with the goal of focusing departmental efforts on helping our customers comply with the code rather than identifying violations and writing citations.
- Worked closely with the State Department of Health and Human Services in final inspections for the major additions to New Hanover Regional Medical Center and was commended by the State for the thoroughness of our inspections.
- Provided leadership through training other local jurisdictions in the use of software developed by the Inspections Department for damage assessment duties as part of the department's continuing emergency preparedness activities.
- Worked with GE/Hitachi Nuclear to insure that the Inspections Department facility team completed Blue Dot safety training required for continued access into the nuclear processing facility.

GOALS, OBJECTIVES, & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOALS: Provide a safe community for all New Hanover County Citizens. Ensure the Health and Welfare of all New Hanover County Citizens. Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: To provide for the health, general welfare, and public safety through the enforcement of the North Carolina State Building Code in a professional, timely, and uniform manner. | | | | |
| OBJECTIVE: Inspections requested before 3:30 p.m. will be completed by close of next business day. | | | | |
| Measure: % inspections performed within 24 hours | 93% | 97% | 97% | 97% |
| DEPARTMENT GOAL: To ensure adequate code enforcement staffing ability to properly execute the requirements mandated by State General Statutes and Federal Law. ⁷ | | | | |
| OBJECTIVE: To maintain optimal staffing efficiency for field inspections. | | | | |
| Measure: Inspections per inspector per day: Building ⁶ | 11 | 10 | 8.5 | 9 |
| Measure: Inspections per inspector per day: Plumbing ⁶ | 11 | 8 | 7 | 8 |
| Measure: Inspections per inspector per day: Mechanical ⁶ | 9 | 8 | 9 | 9 |
| Measure: Inspections per inspector per day: Electrical ⁶ | 10 | 9 | 9 | 9 |

⁶ Services per statewide industry averages are as follows: Building: 10-12; Plumbing: 8-10; Mechanical: 8-10; and Electrical: 8-10.

PLANNING & INSPECTIONS CONTINUED

GOALS, OBJECTIVES, & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOALS: | Provide a safe community for all New Hanover County Citizens. Ensure the Health and Welfare of all New Hanover County Citizens. Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | Increase efficiency and effectiveness by reducing the number of instances where two inspectors are required to make site visits for equipment replacements and other minor projects. | | | | |
| OBJECTIVE: | Implement a task oriented cross-training program for inspectors. | | | | |
| Measure: | % Increase in the number of concurrent inspections made for identified inspection types (HVAC replacements and gas piping) | N/A | N/A | N/A | 40% |
| DEPARTMENT GOAL: | To provide for the health, general welfare, and public safety through the enforcement of the North Carolina State Building Code in a professional, timely, and uniform manner. | | | | |
| OBJECTIVE: | To issue a permit or respond in writing to residential single-family (SF) permit requests within 5 working days. | | | | |
| Measure: | % of permits issued within 5 working days | 94% | 98% | 98% | 98% |
| OBJECTIVE: | To consistently and correctly enforce all code requirements mandated by State General Statutes and Federal Law. | | | | |
| Measure: | % inspections audited that are determined to be compliant | N/A | N/A | N/A | 90% |
| DEPARTMENT GOAL: | To encourage efficiency by providing timely information to the citizens served by the Planning & Inspections Department. | | | | |
| OBJECTIVE: | To reduce or maintain the response time for zoning inquiries and violations. | | | | |
| Measure: | # of days from issuance of violation to final resolution | N/A | N/A | N/A | 30 |
| Measure: | # of days from request to issuance of flood determination letter | N/A | N/A | N/A | 5 |
| Measure: | # of days from request to issuance of zoning verification letter | N/A | N/A | N/A | 3 |
| Measure: | # of days from request to issuance of zoning only permit | N/A | N/A | N/A | 3 |
| OBJECTIVE: | Review existing development regulations, identify sections which are outdated or in need of improvement and draft new language that is more in tune with our County and development techniques being utilized. | | | | |
| Measure: | # of text amendments generated by staff | N/A | N/A | 8 | 10 |

PLANNING & INSPECTIONS CONTINUED

GOALS, OBJECTIVES, & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|---|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOALS: | Provide a safe community for all New Hanover County Citizens. Ensure the Health and Welfare of all New Hanover County Citizens. Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To encourage efficiency by providing timely information to the citizens served by the Planning & Inspections Department. | | | | |
| OBJECTIVE: | To meet County ordinance requirements for processing subdivision plans. | | | | |
| Measure: | # of preliminary lots approved ⁷ | 2799 | 2108 | 137 | 190 |
| Measure: | % of preliminary lots completed within ordinance | 100% | 100% | 100% | 100% |
| DEPARTMENT GOAL: | To reduce the County's risk of flood hazards through hazard mitigation efforts, resulting in lower insurance premiums for unincorporated area residents. | | | | |
| OBJECTIVE: | To improve the County's Community Rating System (CRS) rating through the "CRS 6" initiative. | | | | |
| Measure: | CRS rating | 8 | 8 | 8 | 8 |
| Measure: | Reduction in flood insurance premiums for floodplain property owners | 10% | 10% | 10% | 10% |
| DEPARTMENT GOAL: | To improve the quality of life in New Hanover County by the revitalization of neighborhoods. | | | | |
| OBJECTIVE: | To reduce the percentage of substandard housing units. | | | | |
| Measure: | % increase of substandard housing units improved | 0% | 0% | 0% | 15% |
| COUNTY GOAL: | Protect the environment and the quality of life enjoyed by New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: | To provide for orderly growth and development in the County by implementing the policies in the CAMA Land Use Plan. | | | | |
| OBJECTIVE: | To implement the policies and strategies of the CAMA Land Use Plan. | | | | |
| Measure: | # of policies implemented | 10 | 17 | 16 | 15 |
| OBJECTIVE: | Provide greater transportation options and improve commuting for New Hanover County citizens. | | | | |
| Measure: | % of new development/redevelopment with at least one interconnection | N/A | N/A | N/A | 80% |
| Measure: | % increase in bike/ped pathways | N/A | N/A | N/A | 20% |
| OBJECTIVE: | To monitor and improve water quality in New Hanover County water bodies. | | | | |
| Measure: | % of watersheds with active water quality improvement project | N/A | N/A | 40% | 50% |

⁷ In 2008 and 2009 data included re-approvals which are no longer counted.

PLANNING & INSPECTIONS CONTINUED

GOALS, OBJECTIVES, & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|-----------------------|-----------------------|-----------------------|--------------------------|
| COUNTY GOAL: Protect the environment and the quality of life enjoyed by New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: To preserve open space, protect water quality and natural habitats through the preservation of land into conservation easements. | | | | |
| OBJECTIVE: Implement Land Conservation Plan for New Hanover County through identification of undeveloped land and establishment of conservation priorities. | | | | |
| Measure: % of identified conservation land set aside for protection | N/A | N/A | N/A | 2% |
| OBJECTIVE: Increase green building/sustainable building practices in New Hanover County. | | | | |
| Measure: % increase of Stewardship Awarded projects | N/A | N/A | N/A | 25% |
| Measure: % of projects that utilize low impact development practices | N/A | N/A | N/A | 40% |

SUMMARY OF EXPENDITURES AND REVENUES⁸

| <u>PLANNING AND INSPECTIONS</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|--|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 71 | 71 | 71 | 70 | 70 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$4,559,973 | \$3,770,315 | \$3,888,024 | \$3,253,807 | \$3,243,333 |
| OPERATING EXPENSES | 452,631 | 442,373 | 428,026 | 391,633 | 391,633 |
| CAPITAL OUTLAY | 0 | 0 | | | |
| TOTAL EXPENDITURES: | \$5,012,604 | \$4,212,688 | \$4,316,050 | \$3,645,440 | \$3,634,966 |
| TOTAL REVENUES: | \$2,547,600 | \$2,625,000 | \$2,155,919 | \$2,055,919 | \$2,055,919 |
| NET COUNTY COST: | \$2,465,004 | \$1,587,688 | \$2,160,131 | \$1,589,521 | \$1,579,047 |

⁸ During FY08-09, Inspections divested the Public Services function which was then incorporated into the Engineering Department. FY08-09 expenditures and revenues includes Public Services until the time it was divested (cannot be disaggregated from Inspections). For ease of comparison, FY08-09 and FY09-10 Inspections and Planning data has been aggregated to show what the combined department would have looked like in those years.

PRETRIAL RELEASE PROGRAM

The Pretrial Release Program⁹ provides assistance to the Courts in selecting and monitoring defendants who pose little danger to the community if released, while holding down the increasing Jail population and related costs. The assistance is provided at Video First Appearance, through Jail Population Management, and in Civil Court (Child Support). Pretrial Release Program activities include: (1) screening defendants and determining eligibility; 2) contacting attorneys, probation officers, family members, employers, district attorneys, the Sheriff's Office, judges and others; 3) recommending those who meet the guidelines and those who have special circumstances; 4) responding to referrals from judges, defense attorneys, family members or other agencies; 5) attending bond hearings and providing information to the Court; 6) processing paperwork and coordinating release with the Sheriff's Department; 7) monitoring defendants until disposition of cases; 8) assisting in the process of expediting cases and 9) enforcing child support obligations by allowing those defendants to find and continue employment.

FY09-10 ACCOMPLISHMENTS

- Enhanced electronic monitoring equipment to include Global Positioning System units have increased the number of program participants through court referrals of more serious cases who would not have been considered for pretrial release otherwise.
- Increased number of releases through coordination with Public Defender's Office.
- Increased number of cases expedited due to collaboration with District Attorney's Office.
- Increased success rate of youthful offenders through coordination with other resources in community.
- Successfully contracted with new electronic monitoring vendor.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY09-10 Projected | |
|--|--|-------------------|-------------------|----------------------|-----|
| COUNTY GOAL: | Provide a safe community for all New Hanover County Citizens. | | | | |
| DEPARTMENT GOAL: | To assist the County in reducing the cost of housing defendants and to ensure defendants' compliance with judicial orders. | | | | |
| OBJECTIVE: | To increase the number served without electronic monitoring by 10%. | | | | |
| Measure: | Number of clients without electronic monitoring | 265 | 465 | 430 | 512 |
| OBJECTIVE: | To increase the number served with electronic monitoring by 10%. | | | | |
| Measure: | Number of clients with electronic monitoring | 177 | 194 | 220 | 213 |
| OBJECTIVE: | To increase the number of expedited cases by 10%. | | | | |
| Measure: | Number of cases expedited | 618 | 487 | 490 | 536 |
| OBJECTIVE: | To increase the number of clients complying with judicial orders by 10%. | | | | |
| Measure: | Number compliant | 151 | 319 | 288 | 351 |
| Measure: | Number noncompliant | 114 | 138 | 92 | 152 |

⁹ Pretrial Release was budgeted in Courts until FY08-09 when it became a separate department.

PRETRIAL RELEASE PROGRAM CONTINUED

SUMMARY OF EXPENDITURES

| <u>PRETRIAL RELEASE</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|--------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 4 | 4 | 4 | 4 | 4 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$207,265 | \$162,055 | \$169,278 | \$167,613 | \$167,049 |
| OPERATING EXPENSES | 362,753 | 366,581 | 387,870 | 387,870 | 387,870 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$570,018 | \$528,636 | \$557,148 | \$555,483 | \$554,919 |
| TOTAL REVENUES: | \$0 | \$0 | \$0 | \$0 | \$0 |
| NET COUNTY COST: | \$570,018 | \$528,636 | \$557,148 | \$555,483 | \$554,919 |

SHERIFF'S OFFICE

The Sheriff is the principal law enforcement officer of New Hanover County. The Sheriff's Office patrols the County, investigates crimes, apprehends criminals, operates the Detention Facility and provides custody or control for arrested defendants between the time of arrest and the time that guilt or innocence is determined and sentence imposed. Courtroom security is also provided. In addition, the Sheriff's Office is responsible for the service of civil process, transporting prisoners and mental patients and service of criminal papers. The Department offers a countywide Community Watch Program and operates a Sheriff's Alcohol Field Enforcement (S.A.F.E.) squad which monitors and enforces highway safety. The Sheriff's Office main divisions include the following:

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

Support 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 that 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. Additionally, 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 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. Additionally, Officers are assigned to augment the medical staff, which includes moving inmates to and from medical appointments within the confines of the Detention Facility. A new Detention Facility for housing inmates opened during FY04-05.

Vice and Narcotics conducts undercover investigations and arrests the perpetrators of crimes involving drugs, narcotics, sex crimes, firearms 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 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. A Sheriff's Alcohol Field Enforcement (S.A.F.E.) unit, K-9 squad, Crime Prevention, School Resource Officer/D.A.R.E. section, Boat Patrol, Training/Range Master, Bomb Squad, Emergency Operations Division (EOD) and Emergency Response Team (ERT) supplement the Patrol squads.

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.

SHERIFF'S OFFICE CONTINUED

FY09-10 ACCOMPLISHMENTS

- Offered three Citizen Academy classes to New Hanover County citizens. Classes have been very successful educating citizens on the crucial role of law enforcement and have received excellent feedback from participants.
- Implemented the Gang Resistance Education and Training, "G.R.E.A.T." Program in Middle Schools to supplement the D.A.R.E Elementary School Training.
- Certified 52 Deputies and supervisors in Crisis Intervention Training (CIT). This program offers intensive practical training for Officers on how to deal with persons with mental illness.
- Improved communications with citizens by advancing the use of Social Media to include Twitter, Facebook and a News and Info Blog.
- Seized over \$2.7 million in drugs, currency, guns, vehicles and real property.
- Entered into a two-year collaborative grant with Wilmington Police Department to combat gang violence.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | CY 2007 Actual | CY 2008 Actual | CY 2009 Actual | CY 2010 Projected |
|---|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: Provide a safe community for all New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: To ensure a safe community, reduce crime, and prevent personal injury and loss of life and property in New Hanover County. | | | | |
| OBJECTIVE: To achieve high clearance rate in all areas of violent crime, resulting in overall violent crime clearance rate of 75%. ¹² | | | | |
| Measure: Clearance rate: Murder | 100% | N/A | 66% | 90% |
| Measure: Clearance rate: Aggravated Assault | 90% | 86% | 98% | 75% |
| Measure: Clearance rate: Robbery | 50% | 75% | 86% | 70% |
| Measure: Clearance rate: Rape | 75% | 83% | 62% | 80% |
| Measure: Clearance rate: Overall | 79% | 81% | 78% | 78% |
| OBJECTIVE: To achieve overall clearance rate of 75% for property crime. | | | | |
| Measure: Clearance rate: Burglary | 40% | 86% | 92% | 80% |
| Measure: Clearance rate: Larceny | 45% | 83% | 85% | 75% |
| Measure: Clearance rate: Motor Vehicle | 60% | 91% | 95% | 80% |
| Measure: Clearance rate: Overall | 48% | 86% | 91% | 78% |
| OBJECTIVE: To achieve clearance rate of 75% for assigned detective cases. | | | | |
| Measure: Clearance rate | 63% | 83% | 85% | 78% |
| OBJECTIVE: To decrease availability of drugs by increasing the number of arrests while maintaining conviction rate of at least 99%. | | | | |
| Measure: Drug arrests: # of drug arrests | 2,224 | 2,305 | 2,357 | 2,391 |
| Measure: Drug arrests: \$ value of seized drugs | \$10.5 million | \$24 million | \$2.7 million | Cannot be measured |
| Measure: Drug arrests: Drug conviction rate | 99% | 99% | 99% | 99% |

¹⁰ Clearance rate possibly includes offenses in prior years cleared this year.

SHERIFF'S OFFICE CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | CY 2007 Actual | CY 2008 Actual | CY 2009 Actual | CY 2010 Projected | |
|---|---|-------------------|-------------------|----------------------|---------------------|
| OBJECTIVE: | To strive for recovery rate of 35%, or better, for stolen property. | | | | |
| Measure: | Property losses: \$ value of property recovered | \$1.4 million | \$1.4 million | \$1.4 million | Cannot be measured |
| Measure: | Property losses: % recovered | 38% | 38% | 38% | 39% |
| OBJECTIVE: | To achieve an overall service rate of 80% for civil papers served. | | | | |
| Measure: | Civil Process: # received | 22,875 | 24,483 | 25,608 | 26,248 |
| Measure: | Civil Process: % served | 75% | 77% | 80% | 82% |
| COUNTY GOAL: | Provide a safe community for all New Hanover County citizens. Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To provide a safe and humane detention facility for inmates, staff, and visitors by ensuring that staff strictly adhere to reporting procedures. | | | | |
| OBJECTIVE: | To reduce reported inmate/staff incidents, decrease inmate grievances upheld, and strive to reduce rate of employees receiving disciplinary sanctions. | | | | |
| Measure: | Inmate/staff incidents: # inmate/staff reported incidents | 1,556 | 1,159 | 1,381 | 1,250 |
| Measure: | % of grievances upheld | 14% | 7% | 17% | 11% |
| Measure: | % of employees receiving disciplinary sanctions | 6% | 5% | 4% | 4% |
| COUNTY GOAL: | Provide prompt, courteous, and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: | To enhance child support collections/enforcement and to aggressively enforce collections. | | | | |
| OBJECTIVE: | To increase number of child support papers served and number of arrests. | | | | |
| Measure: | Orders for arrests: # orders received | 819 | 698 | 595 | 638 |
| Measure: | Orders for arrests: % served | 81% | 77% | 86% | 80% |
| OBJECTIVE: | To aggressively pursue child support collections. | | | | |
| Measure: | Cash bonds imposed | \$943,094 | \$1.2 million | \$1.7 million | Cannot be estimated |

SHERIFF'S OFFICE CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES**SHERIFF'S OFFICE**

| | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
|----------------------------|---|--|--|--|--|
| # OF POSITIONS: | 383 | 383 | 385 | 384 | 384 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$27,344,801 | \$27,046,178 | \$28,345,886 | \$27,241,007 | \$27,158,185 |
| OPERATING EXPENSES | 6,315,201 | 6,574,659 | 6,695,016 | 6,338,629 | 6,338,629 |
| CAPITAL OUTLAY | 568,961 | 30,000 | 327,434 | 255,861 | 255,861 |
| TOTAL EXPENDITURES: | \$34,228,963 | \$33,650,837 | \$35,368,336 | \$33,835,497 | \$33,752,675 |
| TOTAL REVENUES: | \$5,451,396 | \$3,685,007 | \$3,623,976 | \$3,623,976 | \$3,623,976 |
| NET COUNTY COST: | \$28,777,567 | \$29,965,830 | \$31,744,360 | \$30,211,521 | \$30,128,699 |

YOUTH EMPOWERMENT SERVICES

Youth Empowerment Services (YES) serves at risk, delinquent and adjudicated youth, ages six to seventeen, who are currently not achieving their full potential. The YES Department is comprised of four integrated divisions that focus on the participation of the individual, their family and the community to assist youth in becoming productive members of society. The YES divisions are as follows: Community Service and Restitution, which fundamentally focuses on crime prevention and reduction of criminal behavior with an emphasis on civic learning and social responsibility. Juvenile Psychological Services, which conducts comprehensive clinical assessments and psychological evaluations to provide appropriate behavioral/mental health treatment and placement recommendations to court-involved youth. Individual and Family counseling is provided to ameliorate symptoms and strengthen skill development, as well as increase the overall level of adaptive functioning for the youth and family. Prosocial Development Services provides an array of programs and services for youth and families to include interactive parent/family skill building groups; prevention services for siblings of youth currently involved in the legal system; and the Changing Lives through Literature Program in collaboration with the New Hanover County Library. Support Services, which is underneath it all, serving all YES youth, families and staff.

FY09-10 ACCOMPLISHMENTS

- Provided valuable services to 395 youth and families.
- Completed a successful first year in the Community Service and Restitution program serving 148 youth and achieving a 9% (13/148) recidivism rate during the course of the program.
- Expanded assessment services by providing Comprehensive Clinical Assessments that evaluate youth for mental health and substance abuse disorders, thus allowing youth to receive one assessment as opposed to separate mental health and substance abuse assessments.
- Reported a recidivism rate of 7% meaning only (1/14) youth post one year after termination of treatment received additional charges.
- Provided youth with life changing experiences to include service learning and vocational activities in collaboration with the Arboretum, Hospice, Kids Making It, Inc., Senior Resource Center, and UNCW's Accessible Recreation Day working with disabled youth and adults.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|--|---------------------------|---------------------------|------------------------------|
| COUNTY GOAL: | Provide a safe community for all New Hanover County citizens. | | | |
| DEPARTMENT GOAL: | Provide programs and services to at risk, delinquent and adjudicated youth and their families to promote prosocial interactions and civic responsibility to prevent and reduce delinquent behaviors in the community, at home and in school. | | | |
| OBJECTIVE: | During the course of the program youth will have no new legal charges. | | | |
| Measure: | 80% of youth | N/A | N/A | 91% 85% |
| OBJECTIVE: | Youth will have no new legal charges post one year from satisfactorily/successfully terminating the program. | | | |
| Measure: | 80% of youth | N/A | 87% | 93% 85% |

YOUTH EMPOWERMENT CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|--|-------------------|-------------------|-------------------|----------------------|
| OBJECTIVE: | Youth will satisfactorily/successfully complete their court sanctioned community service and/or restitution. | | | | |
| Measure: | 80% of youth | N/A | N/A | 84% | 80% |
| OBJECTIVE: | During the course of the program youth and their family will increase their positive behaviors. | | | | |
| Measure: | 80% of youth/family | 77% | 80% | 83% | 80% |
| OBJECTIVE: | Youth court referred for psychological assessment will follow up with treatment recommendations. | | | | |
| Measure: | 75% of youth | 75% | 79% | 78% | 77% |

SUMMARY OF EXPENDITURES AND REVENUES

| YOUTH EMPOWERMENT SERVICES | | | | | |
|-----------------------------------|---------------------------|----------------------------|------------------------------|--------------------------------|----------------------------|
| | ACTUAL FY08-09 | ADOPTED FY09-10 | REQUESTED FY10-11 | RECOMMENDED FY10-11 | ADOPTED FY10-11 |
| # OF POSITIONS: | 16 | 16 | 15 | 16 | 13 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$996,972 | \$874,710 | \$818,939 | \$768,945 | \$598,000 |
| OPERATING EXPENSES | 106,057 | 47,217 | 51,043 | 38,483 | 32,508 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$1,103,029 | \$921,927 | \$869,982 | \$807,428 | \$630,508 |
| TOTAL REVENUES: | \$602,328 | \$340,128 | \$340,128 | \$340,128 | \$160,085 |
| NET COUNTY COST: | \$500,701 | \$581,799 | \$529,854 | \$467,300 | \$470,423 |

COOPERATIVE EXTENSION SERVICE

The North Carolina Cooperative Extension Service provides informal educational opportunities supported by county, state and federal governments as the outreach arm of the state's two land-grant universities, North Carolina State University and North Carolina A&T State University. Cooperative Extension helps people solve problems and improve the quality of their lives by providing research-based information in the areas of consumer and commercial horticulture, nutrition and wellness, 4-H youth development, urban forestry, turf management, storm water, water quality and other environmental issues and community resource development. Unique to the New Hanover Cooperative Extension Center is the 7.5 acre Arboretum that serves as a display garden and outdoor laboratory.

Only the local share of funding is included in the New Hanover County Budget. Staff members of Cooperative Extension are considered state employees, but the County contributes a portion of their salaries and benefits. Funds for a portion of the operating and capital expenditures are included in the County budget and the County provides and maintains the facility.

FY09-10 ACCOMPLISHMENTS

- Accumulated a total of 22,125 donated hours by over 600 volunteers in support of Cooperative Extension programs in consumer and commercial horticulture, 4-H youth development, family and consumer science and environmental education valued at \$448,000.
- Diagnosed 7,270 problems for New Hanover County citizens through the Master Gardener Plant Clinic, staff and volunteers valued at \$363,500.
- Conducted 15 workshops attended by over 1,000 green industry professionals that provided 16 hours of pesticide recertification credit and 2 pesticide licensing schools with 150 students.
- Reached over 100,000 households in the region through weekly television segments, a television show and radio shows.
- Improved customer experience at the New Hanover County Arboretum through enhanced signage, completion of overflow parking area, expansion of wedding lawn, addition of new turf demonstration area, and improvements to the Tribute Garden and plant collection.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 | FY08-09 | FY09-10 | FY10-11 |
|--|---|---------|---------|---------|-----------|
| | | Actual | Actual | Actual | Projected |
| COUNTY GOAL: | Provide prompt, courteous and professional services to the citizens of New Hanover County. Provide for the educational, cultural and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | To utilize the services of volunteers in providing educational programs, advising on horticultural and agricultural issues, and enrolling youth in numerous developmental programs. | | | | |
| OBJECTIVE: | To have at least 90% of all Master Gardener volunteers complete the required volunteer hours. | | | | |
| Measure: | Volunteers completing required hours | 75% | 85% | 75% | 85% |
| OBJECTIVE: | To increase the annual retention rate of volunteers completing 25 hours of volunteer time to 85%. | | | | |
| Measure: | Volunteer retention rate | 86% | 83% | 85% | 84% |
| OBJECTIVE: | To enlist the use of volunteers in providing educational programs and conducting events. | | | | |
| Measure: | Volunteer hours | 22,200 | 20,520 | 22,125 | 22,000 |

COOPERATIVE EXTENSION SERVICE CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|---|---|---------------------------|---------------------------|---------------------------|------------------------------|
| COUNTY GOAL: | Protect the environment and the quality of life enjoyed by New Hanover County citizens. Provide prompt, courteous and professional services to the citizens of New Hanover County. Provide for the educational, cultural and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | To serve the citizens of New Hanover County by delivering information and educational resources designed to improve the social, economic, and environmental well being of all participants. | | | | |
| OBJECTIVE: | To provide NHC citizens with practical, research-based, locally adopted information for storm water management. | | | | |
| Measure: | # of citizens reached with storm water management | 10,000 | 10,500 | 2,000 | 3,500 |
| OBJECTIVE: | To increase the number of citizens receiving horticultural and environmental education through the Arboretum grounds. | | | | |
| Measure: | Estimated # of visits to the Arboretum | 35,000 | 38,500 | 42,000 | 45,000 |
| OBJECTIVE: | To provide prompt, unbiased research-based responses to citizens' horticultural questions through the plant information clinic and other educational programs. | | | | |
| Measure: | # of questions answered and problems addressed | 5,500 | 6,750 | 7,270 | 8,500 |
| OBJECTIVE: | To increase the intellectual growth and development of life skills among all youth by participation in 4-H. | | | | |
| Measure: | # of 4-H youth participating in educational programs and opportunities | 2,750 | 2,206 | 2,375 | 750 |
| COUNTY GOAL: | To ensure the health and welfare of all New Hanover County Citizens. | | | | |
| DEPARTMENT GOAL: | Empower County citizens to improve their health and wellness by increasing activity levels and adopting healthier dietary practices. | | | | |
| OBJECTIVE: | Provide nutrition and wellness programs that will empower youth and adults to lead healthier lives. | | | | |
| Measure: | Number indicating improved dietary and exercise habits | 2,400 | 2,370 | 300 | 1,600 |

COOPERATIVE EXTENSION SERVICE CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

| <u>COOPERATIVE EXTENSION SERVICE</u> | | | | | |
|---|---|--|--|--|--|
| | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$11,740 | \$11,196 | \$11,196 | \$11,196 | \$11,196 |
| OPERATING EXPENSES | 440,587 | 404,024 | 429,741 | 433,741 | 433,741 |
| CAPITAL OUTLAY | 11,377 | 0 | 50,373 | 35,373 | 35,373 |
| TOTAL EXPENDITURES: | \$463,704 | \$415,220 | \$491,310 | \$480,310 | \$480,310 |
| TOTAL REVENUES: | \$50,634 | \$46,695 | \$46,281 | \$46,281 | \$46,281 |
| NET COUNTY COST: | \$413,071 | \$368,525 | \$445,029 | \$434,029 | \$434,029 |

LIBRARY

The New Hanover County Public Library system provides services through the Main, Northeast Regional, Myrtle Grove, Carolina Beach, Law Library and a Virtual Library branch. General reference service, business and consumer health information, inter-Library loan, a variety of adult and children's programs, audiovisual materials, specialized local history and genealogical research are available at most facilities. Meeting rooms and computers are available for public use. Registered Library users via the Virtual Library Branch at www.nhclibrary.org can access most services available at any facility, in addition to various downloadable resources and electronic databases accessible through the Library's website.

FY09-10 ACCOMPLISHMENTS

- Completed work on a new Strategic Plan that will help guide library development for the next ten years by "Creating Library Experiences That Matter."
- Successfully transitioned to a new Integrated Library System that reminds patrons via email to renew library material before they are overdue and notifies them immediately when items are available for pick-up.
- Increased circulation of library materials by 2% to over 1.3 million items despite a 12% reduction in hours of operation and reduced staffing.
- Expanded access to public internet workstations at Myrtle Grove and Carolina Beach Branches.
- Developed community partnerships to improve access to information on emergency preparedness and increase computer literacy.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | | FY07-08 | FY08-09 | FY09-10 | FY10-11 |
|---|--|---------|---------|---------|-----------|
| | | Actual | Actual | Actual | Projected |
| COUNTY GOAL: | Continue investing in technology for citizens to easily and efficiently conduct County business. Provide prompt, courteous, and professional services to the citizens of New Hanover County. Provide for the educational, cultural, and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | Continue to be a welcoming and dynamic destination that provides exceptional Customer Service, as well as providing cutting edge technology that allows us to foster literacy and technology competency that meets the growing demands of workforce development. | | | | |
| OBJECTIVE: | To answer approximately 400,000 reference and directional transactions with a fill rate of 85%, at a cost of no more than \$2.30 per transaction and a minimum of 2.4 requests per capita. | | | | |
| Measure: | Reference transactions: number | 288,063 | 360,908 | 338,593 | 355,522 |
| Measure: | Material and Information fill rate | 92% | 93% | 92.3% | 93.2% |
| Measure: | Reference transactions: cost | \$2.75 | \$2.05 | \$1.91 | \$2.15 |
| Measure: | Reference transactions: per capita | 1.6 | 1.9 | 1.8 | 1.8 |
| OBJECTIVE: | To strive for a base level of 5 visits per capita. | | | | |
| Measure: | Visits per capita | 4.2 | 4.4 | 4.55 | 4.68 |
| OBJECTIVE: | To provide 120,000 Internet sessions to the public and increase access to Internet resources and on-line library services by 10% annually. | | | | |
| Measure: | Number of Internet sessions | 140,023 | 157,717 | 153,399 | 161,069 |
| Measure: | Hits to Library's web pages | 384,072 | 300,699 | 394,718 | 404,586 |
| Measure: | Use of NC LIVE databases | 19,276 | 69,400 | 172,497 | 176,809 |

LIBRARY CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | | FY07-08 | FY08-09 | FY09-10 | FY10-11 |
|--|---|----------------|----------------|----------------|------------------|
| | | Actual | Actual | Actual | Projected |
| COUNTY GOAL: | Provide prompt, courteous, and professional services to the citizens of New Hanover County. Provide for the educational, cultural, and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | To provide a wealth of resources that meet the public's needs and requests. | | | | |
| OBJECTIVE: | To circulate a minimum of 1.1 million items from the Library's collections, representing a circulation rate of 6.4 circulations/capita, at a cost of no more than \$2.85 per circulation. | | | | |
| Measure: | Circulation: number | 1.23 million | 1.32 million | 1.34 million | 1.37 million |
| Measure: | Circulation: per capita | 6.7 | 6.9 | 6.82 | 6.86 |
| Measure: | Circulation: cost | \$3.06 | \$2.68 | \$2.54 | \$2.39 |
| OBJECTIVE: | To provide 2.7 turnover rate for materials in Library's collections. | | | | |
| Measure: | Turnover rate | 2.9 | 3.0 | 3.1 | 3.1 |
| OBJECTIVE: | To spend a minimum of \$3.50 per capita on Library materials. | | | | |
| Measure: | Per capita cost | \$2.93 | \$2.96 | \$2.91 | \$2.77 |
| OBJECTIVE: | To have a customer satisfaction rate of over 90%. | | | | |
| Measure: | Assistance rated "very helpful" | 95% | 95% | 96% | 96% |
| COUNTY GOAL: | Ensure equality for all New Hanover County citizens. Provide for the educational, cultural, and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | To enrich and enhance the quality of life of each individual we touch. | | | | |
| OBJECTIVE: | To provide Library resources to the homebound at no more cost than to circulate a book system wide. | | | | |
| Measure: | # of items circulated | 7,027 | 7,828 | 6,167 | 6,322 |
| Measure: | Cost to circulate | \$2.58 | \$2.24 | \$2.82 | \$2.84 |
| OBJECTIVE: | To increase number of day-care center providers and their participants reached through our Growing Readers & Raising a Reader Programs. | | | | |
| Measure: | # of day-care center visits | 891 | 638 | 758 | 778 |
| Measure: | # of day-care providers reached | 139 | 201 | 285 | 292 |
| Measure: | # of children reached | 7,648 | 5,939 | 7,520 | 7,708 |
| OBJECTIVE: | To provide 250 Library programs for adults and 988 programs for children. | | | | |
| Measure: | Adult programs: number | 321 | 393 | 211 | 216 |
| Measure: | Adult programs: average attendance | 21 | 16.13 | 45.29 | 45.53 |
| Measure: | Children's programs number | 1,860 | 1,574 | 777 | 796 |
| Measure: | Children's story hours: average attendance | 18.1 | 18.98 | 25.4 | 25.4 |

LIBRARY CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

| <u>LIBRARY</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|----------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 42 | 42 | 44 | 42 | 42 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$2,800,294 | \$2,736,738 | \$2,984,451 | \$2,663,506 | \$2,654,671 |
| OPERATING EXPENSES | 917,262 | 902,083 | 955,267 | 928,967 | 928,967 |
| CAPITAL OUTLAY | 59,392 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$3,776,947 | \$3,638,821 | \$3,939,718 | \$3,592,473 | \$3,583,638 |
| TOTAL REVENUES: | \$603,045 | \$639,474 | \$618,061 | \$605,463 | \$605,463 |
| NET COUNTY COST: | \$3,173,902 | \$2,999,347 | \$3,321,657 | \$2,987,010 | \$2,978,175 |

MUSEUM

Cape Fear Museum of History and Science was established in 1898 and is the oldest history museum in the state of North Carolina. The Museum was awarded accreditation by the American Association of Museums, the highest honor a museum can receive. Cape Fear Museum preserves and interprets artifacts relating to the history, science and cultures of the Lower Cape Fear region. This collection is available to the public through educational exhibitions, publications and programs. Staff-produced temporary exhibits, lectures and hands-on workshops provide a constantly changing atmosphere to attract visitors of all ages. Cape Fear Museum promotes life-long learning by providing school classes that meet North Carolina learning standards, teacher training, family and adult programs and internship experiences. The Strategic Framework adopted in 2002, and revised annually, will continue to guide the Museum in FY10-11.

FY09-10 ACCOMPLISHMENTS

- Improved Visitor Experiences: Celebrated the opening of *Land of the Longleaf Pine* to rave reviews. The long-term exhibits received over 2/3 of funding from grants, corporate sponsors, and private individuals. Additionally, 5 other exhibitions opened during the year.
- Cared for Collections: Conserved over 20 objects in the collection, most of which are now on display in the new *Land of the Longleaf Pine* exhibition. One artifact not on display is the 1861 commission for Wilmingtonian, James H. Hill, signed by Abraham Lincoln, which will be incorporated into a later exhibit. New private donors supported these efforts. The Museum received an Institute for Museum and Library Services *Conservation Project Support* grant for \$27,280 to conserve three significant Civil War-era artifacts over the next two years.
- Expanded Services to Schools: Enriched curriculum for 15,700 students; 2,000 students participated in four new field trips added to this year's offerings. Over 98% of teacher evaluations continue to rate programs as "Very Good" to "Excellent".
- Increased Community Service: The Museum served 47,128 people or 14% more this year than FY2009. 37% more people visited the Museum on the first Sunday of the month, when admission is waived for New Hanover County residents. For the first time, NOAA hosted *StormFest* at the Museum in June bringing 2,700 people in for hurricane awareness education.
- Recognized for Excellence: The Southeast Museums Conference awarded the Museum a second place for print material and honorable mentions for two exhibits – "*OCEAN. explore. discover*". and "*Cape Fear Volunteers*". Representative Mike McIntyre nominated the Museum for a National Medal competition. The American Association of Museums Accreditation Commission awarded the Museum subsequent accreditation.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|---|--|-------------------|-------------------|----------------------|-----------|
| COUNTY GOAL: | Ensure the financial stability and legal protection of the County. | | | | |
| DEPARTMENT GOAL: | To ensure a well-funded base of financial support from New Hanover County, Cape Fear Museum Associates, Inc., admission revenues, and other sources. | | | | |
| OBJECTIVE: | To increase average non-County support for Museum expenditures to 45% of total expenditures. | | | | |
| Measure: | Non-County funded expenditures | \$539,051 | \$406,821 | \$700,679 | \$504,118 |
| Measure: | % of total expenditures (Average over 4 years is 39%) | 36% | 30% | 48% | 43% |

MUSEUM CONTINUED

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES, & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|---|---|-------------------|-------------------|----------------------|--------|
| COUNTY GOAL: | Provide for the educational, cultural, and recreational needs of the community. | | | | |
| DEPARTMENT GOAL: | To increase individuals served by the scope of Museum activities so that the Museum will continue to be recognized as a valuable community asset. | | | | |
| OBJECTIVE: | To see 3% annual increase of individuals served based on sustainable, mission-driven programming. | | | | |
| Measure: | Total individuals served | 38,456 | 41,424 | 47,128 | 48,500 |
| Measure: | % increase | 17.0% | 8.0% | 14.0% | 3.0% |
| OBJECTIVE: | To increase by 3% the number of participants in Museum-sponsored programs. | | | | |
| Measure: | Program participation | 19,251 | 18,341 | 19,500 | 20,085 |
| Measure: | % increase | 14.00% | -5.00% | 6.00% | 3.00% |
| COUNTY GOAL: | Strengthen Regional and Collaborative Partnerships to Address Regional Needs. | | | | |
| DEPARTMENT GOAL: | To collaborate with New Hanover County and regional county educational institutions to increase youth participation in museum programs. | | | | |
| OBJECTIVE: | To realize a 3% annual increase in New Hanover County participants served by Museum education programs for youth. | | | | |
| Measure: | Participants served | 10,318 | 11,058 | 11,519 | 11,865 |
| Measure: | % increase | 21.0% | 7.0% | 4.0% | 3.0% |
| OBJECTIVE: | To realize a 3% annual increase in participants from Pender, Brunswick, and Onslow counties served in Museum education programs for youth. | | | | |
| Measure: | Participants served | 2,224 | 3,277 | 2,899 | 2,986 |
| Measure: | % increase | 64.00% | 45.00% | -12.00% | 3.00% |

MUSEUM CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

| <u>MUSEUM</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|----------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 14 | 14 | 14 | 14 | 14 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$930,231 | \$862,400 | \$942,806 | \$837,363 | \$834,748 |
| OPERATING EXPENSES | 332,431 | 362,016 | 235,080 | 171,160 | 171,160 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$1,262,662 | \$1,224,416 | \$1,177,886 | \$1,008,523 | \$1,005,908 |
| TOTAL REVENUES: | \$477,439 | \$424,555 | \$120,887 | \$280,974 | \$288,661 |
| NET COUNTY COST: | \$785,223 | \$799,861 | \$1,056,999 | \$727,549 | \$717,247 |

PARKS, GARDENS AND SENIOR RESOURCE CENTER

The Parks, Gardens and Senior Resource Department provides quality programs in both indoor and outdoor spaces for County citizens and visitors through the operation of areas specifically designed for utilization by all age groups and user types. These departments work with other agencies and organizations to maximize the county resources throughout the New Hanover County area. The Parks and Gardens Department manages parks, sporting areas and public spaces including Airlie Gardens, an historic landmark that encompasses 67 acres of quintessential Southern landscape featuring azaleas, camellias, statuary and the historic 467 year old Airlie Oak and world renowned Minnie Evans' tribute garden. The New Hanover County Senior Resource Center (formerly called the Department of Aging) offers direct services to the older adult population of the County. Various services and programs offered by the department include: Retired and Senior Volunteer Program, Family Caregiver Program, In-Home Aide Services, Foster Grandparent Program, Adult Day Care, Information and Referral, Home-Delivered Meals, Congregate Nutrition, transportation services, and many other educational, recreational and wellness programs for seniors.

FY09-10 ACCOMPLISHMENTS

- Attracted 88,000 tourists from around the world to Airlie Gardens last year. It had over 100,000 additional visits from local families, members, guests or business groups located here. Last year Airlie's Environmental Education program led more than 7,000 students on visits to Airlie for hands-on learning.
- Opened the prized Airlie Gardens Butterfly House in May of 2010, the only one of its kind in the Coastal Carolinas; additionally, visitations increased by 30% since the opening. Funding for the \$364,000 structure was provided through private donations.
- Worked with the City of Wilmington on joint projects to develop the Olsen Park Complex for a summer 2010 opening. The County is also working with the city of Wilmington to plan and develop the Empie Park Tennis Center with a scheduled fall 2010 opening. These are both joint County-City projects included in the 2006 Parks Bond program.
- Began development and construction of several parks using bond approved funds. These include: Arrowhead Park, Parkwood Recreation Area, Wrightsboro Park, Smith Creek Park and Monterey Heights. The department also completed Trails End Park and Boating Facility and River Road Park in spring 2010.
- Provided more active volunteers, 1,100, than any other Retired and Senior Volunteer Program (RSVP) in the state and provided 25% of all volunteer service hours generated by RSVP programs offered in North Carolina. Its tax assistance program, VITA, allowed for volunteers to prepare free income tax returns for 4,875 persons resulting in federal refunds in the amount of \$3,540,000.
- Provided, via the Home-Delivered Meals and Congregate Nutrition Site programs, nutritionally-balanced meals to over 100,000 ambulatory or homebound clients. Information and Referral services offered information about appropriate resources for older adults, provided in-home assessments and a support-linkage system to our area seniors. The Senior Resource Center and its 25 different programs and activities saw over 300 persons per day and estimated 80,000 seniors annually.

PARKS, GARDENS AND SENIOR RESOURCE CENTER

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected |
|--|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOALS: Protect the environment and the quality of life enjoyed by New Hanover County citizens. Provide for the educational, cultural and recreational needs of the community. Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: To provide quality recreational facilities and activities for County citizens, while effectively and efficiently managing the operational and financial responsibilities of the NHC Parks and Gardens. | | | | |
| OBJECTIVE: To efficiently and effectively maintain the various park and non-public acreage. | | | | |
| Measure: # Acres maintained: public space | 1,207 | 1,207 | 1,310 | 1,403 |
| Measure: # Acres maintained: other (FEMA Properties, etc.) | 900 | 900 | 900 | 1,167 |
| Measure: Park acres per 1,000 capita | 4.83 | 4.83 | 6.6 | 7.01 |
| OBJECTIVE: To efficiently accommodate requests for use of park facilities. Measures show # of facilities available (% of requests accommodated) by user group. | | | | |
| Measure: Facilities: # (% accommodated) | 2 (N/A) | 2 (N/A) | 2 (N/A) | 2 (50%) |
| Measure: Picnic pavilions: # (% accommodated) | 25 (N/A) | 25 (N/A) | 28 (N/A) | 28 (80%) |
| Measure: Open event field space: # (% accommodated) | 120 (N/A) | 120 (N/A) | 120 (75%) | 127 (80%) |
| Measure: Wedding venues: # (% accommodated) | 32 (25%) | 24 (15%) | 35 (30%) | 40 (40%) |
| OBJECTIVE: To provide Environmental Education Programs to serve New Hanover County Schools. | | | | |
| Measure: # Programs presented | 90 | 150 | 200 | 200 |
| Measure: Attendance | 2,575 | 3,500 | 4,500 | 4,500 |
| COUNTY GOAL: Ensure the health and welfare of all New Hanover County citizens. | | | | |
| DEPARTMENT GOAL: To provide social and recreational activities, transportation services and safe nutritionally-balanced noon meals to the elderly and frail population of New Hanover | | | | |
| OBJECTIVE: To provide cost-effective transportation services to eligible seniors. | | | | |
| Measure: # Medical trips provided | N/A | 7,414 | 9,482 | 11,000 |
| Measure: # Non-medical trips provided | N/A | 10,588 | 10,077 | 10,500 |
| Measure: # Trip requests that could not be accommodated | N/A | 0 | 5 | 10 |

PARKS, GARDENS AND SENIOR RESOURCE CENTER

GOALS, OBJECTIVES & PERFORMANCE MEASURES CONTINUED

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | FY07-08 Actual | FY08-09 Actual | FY09-10 Actual | FY10-11 Projected | |
|--|--|-------------------|-------------------|----------------------|------------|
| COUNTY GOAL: | Ensure the health and welfare of all New Hanover County citizens. | | | | |
| OBJECTIVE: | To provide nutritious, cost-effective meals to eligible seniors. | | | | |
| Measure: | # Meals served at Congregate Nutrition Site | 20,460 | 17,474 | 13,927 | 16,000 |
| Measure: | # Meals served at by Home Delivered Meals (HDM) program | 67,013 | 66,953 | 73,775 | 75,000 |
| Measure: | Avg. # on HDM waitlist | N/A | 83 | 90 | 100 |
| DEPARTMENT GOAL: | To identify, evaluate and educate the "At Risk/Special Needs" senior residents of New Hanover County who might be vulnerable during a disaster. | | | | |
| OBJECTIVE: | To provide disaster preparedness educational programs to "At Risk/Special Needs" senior residents. | | | | |
| Measure: | # Targeted seniors attending programs | 4,616 | 4,970 | 4,832 | 4,800 |
| Measure: | New "At Risk/Special Needs" individuals added | 220 | 225 | 132 | 130 |
| DEPARTMENT GOAL: | To provide exemplary volunteer services that benefit the community through the work of Retired and Senior Volunteers (RSVP) and Foster Grandparents (FGP). | | | | |
| OBJECTIVE: | To provide tax assistance to seniors through the work of RSVP volunteers in the VITA Income Tax program. | | | | |
| Measure: | # of tax forms prepared | 7,391 | 7,955 | 6,875 | 6,800 |
| Measure: | Dollar amount of refund | \$3.35 mil. | \$4.13 mil | \$4.25 mil | \$4.10 mil |
| OBJECTIVE: | To increase reading level of children at risk (elementary school age) where Foster Grandparents are assigned. (Goal = 95%) | | | | |
| Measure: | % of children enrolled in program who achieved reading "grade level or higher" | 95% | 98% | 85% | 90% |

PARKS, GARDENS AND SENIOR RESOURCE CENTER

SUMMARY OF EXPENDITURES AND REVENUES¹

| <u>PARKS, GARDENS, and SRC</u> | | | | | |
|---------------------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| # OF POSITIONS: | 76 | 76 | 74 | 74 | 74 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$3,653,893 | \$3,402,774 | \$3,548,965 | \$3,230,204 | \$3,219,950 |
| OPERATING EXPENSES | 2,640,829 | 2,820,684 | 2,789,157 | 2,480,585 | 2,580,585 |
| CAPITAL OUTLAY | 668,389 | 159,248 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$6,963,110 | \$6,382,706 | \$6,338,122 | \$5,710,789 | \$5,800,535 |
| TOTAL REVENUES: | \$1,853,889 | \$1,915,521 | \$1,773,760 | \$1,773,837 | \$1,783,837 |
| NET COUNTY COST: | \$5,109,221 | \$4,467,185 | \$4,564,362 | \$3,936,952 | \$4,016,698 |

¹ During FY09-10, Parks, Airlie Gardens and the Senior Resource Center were consolidated into one department. For ease of comparison, the data for FY08-09 and FY09-10 has been aggregated to show what the "combined" departments would have looked like.



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

| <u>EMERGENCY TELEPHONE SYSTEM - ARTICLE 3</u> | | | | | |
|--|-----------------------|-----------------------|-------------------------|---------------------------|-----------------------|
| | <u>ACTUAL</u> | <u>ADOPTED</u> | <u>REQUESTED</u> | <u>RECOMMENDED</u> | <u>ADOPTED</u> |
| | <u>FY08-09</u> | <u>FY09-10</u> | <u>FY10-11</u> | <u>FY10-11</u> | <u>FY10-11</u> |
| EXPENDITURES: | | | | | |
| TRANSFERS TO OTHER FUNDS | \$214,460 | \$431,105 | \$370,583 | \$395,583 | \$395,583 |
| TOTAL EXPENDITURES: | \$214,460 | \$431,105 | \$370,583 | \$395,583 | \$395,583 |
| TOTAL REVENUES: | \$1,117,170 | \$431,105 | \$370,583 | \$395,583 | \$395,583 |

ENVIRONMENTAL MANAGEMENT FUND

The Environmental Management Department provides municipal solid waste services to residents and businesses within New Hanover County. The department currently operates a lined landfill, waste-to-energy facility (WASTEC), and countywide drop-off site recycling program.

The Environmental Management Fund is a self-supported Enterprise Fund. Revenues are generated by tipping fees, sales of electricity generated at the WASTEC facility, and sales of recycled and scrap materials.

After an extensive review of operations, the Board of County Commissioners conducted a Request for Proposal (RFP) process to solicit potential solid waste solutions for New Hanover County. The Board of Commissioners selected the proposal from R3 Environmental, LLC, and instructed County staff to negotiate a contract. The detailed term sheet was approved at the June 23, 2010 regular meeting and staff was authorized to finalize and sign the contract document.

The FY10-11 Adopted Budget was constructed based on the available proposal details and anticipated tonnage of waste to be collected.

SUMMARY OF EXPENDITURES AND REVENUES

| <u>ENVIRONMENTAL MANAGEMENT</u> | | | | | |
|--|---|--|--|--|--|
| | <u>ACTUAL</u> <u>FY08-09</u> | <u>ADOPTED</u> <u>FY09-10</u> | <u>REQUESTED</u> <u>FY10-11</u> | <u>RECOMMENDED</u> <u>FY10-11</u> | <u>ADOPTED</u> <u>FY10-11</u> |
| # OF POSITIONS: | 88 | 88 | 89 | 88 | 88 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$4,670,763 | \$4,541,659 | \$5,327,677 | \$1,460,947 | \$1,460,947 |
| OPERATING EXPENSES | 6,235,749 | 8,791,561 | 9,296,789 | 8,342,985 | 8,342,985 |
| DEBT SERVICE | 1,056,924 | 738,328 | 668,937 | 668,937 | 668,937 |
| CAPITAL OUTLAY | 43,770 | 410,431 | 1,999,500 | 17,500 | 17,500 |
| TRANSFERS TO OTHER FUNDS | 75,051 | 3,028,051 | 1,928,051 | 678,051 | 678,051 |
| ADMINISTRATIVE RESERVE | 0 | 33,870 | 33,870 | 1,641,955 | 1,641,955 |
| TOTAL EXPENDITURES: | \$12,082,257 | \$17,543,900 | \$19,254,824 | \$12,810,375 | \$12,810,375 |
| TOTAL REVENUES: | \$13,495,652 | \$17,543,900 | \$8,292,500 | \$12,810,375 | \$12,810,375 |

NEW HANOVER COUNTY SCHOOLS FUND (FUND 225)

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. Effective October 1, 2009, the distribution of proceeds from the Article 42 sales tax transitioned from per capita to point of origin (point of sale).

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 at this time.

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
(FUND 225)**

SUMMARY OF EXPENDITURES AND REVENUES

| <u>NEW HANOVER COUNTY SCHOOLS</u> | | | | | |
|--|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
| EXPENDITURES: | | | | | |
| CURRENT OPERATING | \$65,377,120 | \$61,908,440 | \$63,740,440 | \$61,808,440 | \$61,808,440 |
| CAPITAL OUTLAY | 0 | 0 | 0 | 0 | 0 |
| PENSION | 0 | 0 | 0 | 0 | 0 |
| PRINCIPAL-BONDED DEBT | 12,465,109 | 13,581,425 | 13,980,819 | 13,980,819 | 13,980,819 |
| INTEREST-BONDED DEBT | 8,251,223 | 8,748,127 | 8,701,173 | 8,701,173 | 8,701,173 |
| BOND SVC CHARGES | 194,998 | 68,986 | 40,339 | 40,339 | 40,339 |
| TOTAL EXPENDITURES: | \$86,288,450 | \$84,306,978 | \$86,462,771 | \$84,530,771 | \$84,530,771 |
| REVENUES: | | | | | |
| TRANSFER FROM GENERAL FUND | \$76,866,046 | \$72,754,574 | \$77,531,978 | \$75,453,657 | \$75,453,657 |
| TRANSFER 1/2 SALES TAX | 7,242,286 | 7,487,404 | 6,730,793 | 6,877,114 | 6,877,114 |
| TRANSFER FROM CAPITAL PROJECT | 1,074,027 | 1,065,000 | 0 | 0 | 0 |
| LOTTERY FUNDS | 500,000 | 0 | 0 | 0 | 0 |
| APPROPRIATED FUND BALANCE | 0 | 3,000,000 | 2,200,000 | 2,200,000 | 2,200,000 |
| INTEREST ON INVESTMENTS | 79,182 | 0 | 0 | 0 | 0 |
| TOTAL REVENUES: | \$85,761,541 | \$84,306,978 | \$86,462,771 | \$84,530,771 | \$84,530,771 |

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. Before July 2008, the funds were designated to the Convention Center account (40%), beach renourishment (30%), and the Tourism Development Authority (TDA) for promotion (30%). 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 is dedicated to beach renourishment. The additional 3% that is collected within the city limits of Wilmington beyond the Convention Center District is dedicated to the Convention Center account. The second 3% of the room occupancy tax is classified as an agency fund and is, therefore, not reported in the budget document.

SUMMARY OF EXPENDITURES AND REVENUES

| <u>ROOM OCCUPANCY TAX</u> | | | | | |
|----------------------------------|-----------------------|-----------------------|-------------------------|---------------------------|-----------------------|
| | <u>ACTUAL</u> | <u>ADOPTED</u> | <u>REQUESTED</u> | <u>RECOMMENDED</u> | <u>ADOPTED</u> |
| | <u>FY08-09</u> | <u>FY09-10</u> | <u>FY10-11</u> | <u>FY10-11</u> | <u>FY10-11</u> |
| EXPENDITURES: | | | | | |
| OPERATING EXPENSES | \$1,215,766 | \$3,476,540 | \$3,719,801 | \$3,719,801 | \$3,719,801 |
| TRANSFER TO OTHER FUNDS | 0 | 356,671 | 0 | 0 | 0 |
| TOTAL EXPENDITURES: | \$1,215,766 | \$3,833,211 | \$3,719,801 | \$3,719,801 | \$3,719,801 |
| TOTAL REVENUES: | \$6,187,520 | \$3,833,211 | \$3,719,801 | \$3,719,801 | \$3,719,801 |

SPECIAL FIRE SERVICE DISTRICT FUND

The Department of Fire Services provides a full-service emergency response system that includes fire, rescue, medical and technical incident response, utilizing a combination of volunteer fire stations and County-operated facilities. In addition, the department provides code enforcement, fire investigations, public education and logistical support for the fire service community.

The department provides service through three major divisions. The Operations Division is responsible for service delivery. The Administration Division is accountable for employee development, hiring, staffing levels and work force safety. The Logistics Division is responsible for countywide equipment purchase and maintenance, facility evaluations and capital project planning.

The department Chief is also responsible for serving as liaison for the Board of Fire Commissioners that is appointed by the County Commissioners. Additionally, the Chief administers contracts and evaluates the volunteer fire departments based on specific performance objectives.

FY09-10 ACCOMPLISHMENTS

- Completed construction, set up, and staffing of new Murrayville Fire Station. Held Open House and Family Fun Day.
- Completed the installation of 25 fire hydrants in the Beau Rivage subdivision, Weatherwood subdivision, and other areas in the north end of the County.
- Completed the certification classes for Fire Officer III.
- Awarded the 2009 Child Passenger Safety Program of the Year Award by the NC Governor's Highway Safety Program and the Child Passenger Safety Committee.
- Completed Master Plan and presented to County management for recommendations.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

| GOALS, OBJECTIVES & PERFORMANCE MEASURES | CY 2007 Actual | CY 2008 Actual | CY 2009 Actual | CY 2010 Projected |
|--|-------------------|-------------------|-------------------|----------------------|
| COUNTY GOAL: Provide a safe community for all New Hanover County citizens. Provide prompt, courteous and professional services to the citizens of New Hanover County. | | | | |
| DEPARTMENT GOAL: To provide a superior level of fire protection and other protective services to the citizens of the unincorporated portions of the County. | | | | |
| OBJECTIVE: To decrease number of fires and fire alarm activations per capita by providing public safety education and code enforcement. | | | | |
| Measure: Fire incidents per 1,000 capita | 73.3 | 59 | 65 | 67 |
| OBJECTIVE: To respond to at least 70% of all emergency incidents in less than 6 minutes. | | | | |
| Measure: Emergency calls with response time < 6 minutes | 71% | 68% | 72% | 78% |
| OBJECTIVE: To maintain community fire protection rating of less than 9 for NHC County residents. | | | | |
| Measure: Fire service area with insurance grade less than 9 | 100% | 100% | 100% | 100% |
| OBJECTIVE: To complete mandated fire inspections in accordance with NC General Statutes. | | | | |
| Measure: Inspections: # completed | 4,082 | 4,380 | 4,500 | 4,273 |
| Measure: Inspections per Deputy Fire Marshal | 1,361 | 1,460 | 1,500 | 1,328 |

SPECIAL FIRE SERVICE DISTRICT FUND CONTINUED

SUMMARY OF EXPENDITURES AND REVENUES

| <u>FIRE SERVICES</u> | <u>ACTUAL FY08-09</u> | <u>ADOPTED FY09-10</u> | <u>REQUESTED FY10-11</u> | <u>RECOMMENDED FY10-11</u> | <u>ADOPTED FY10-11</u> |
|-----------------------------|----------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| # OF POSITIONS: | 85 | 95 | 106 | 95 | 95 |
| EXPENDITURES: | | | | | |
| SALARIES & BENEFITS | \$4,540,838 | \$5,821,753 | \$6,516,401 | \$5,944,659 | \$5,944,659 |
| OPERATING EXPENSES | 2,157,388 | 2,147,767 | 5,545,583 | 2,485,330 | 2,485,330 |
| DEBT SERVICE | 1,081,094 | 1,170,290 | 1,096,891 | 1,095,705 | 1,095,705 |
| CAPITAL OUTLAY | 1,069,083 | 152,120 | 4,678,850 | 104,850 | 104,850 |
| TRANSFER TO OTHER FUNDS | 48,541 | 645,541 | 645,541 | 645,541 | 645,541 |
| ADMIN. RESERVE | 0 | 0 | 120,000 | 0 | 0 |
| TOTAL EXPENDITURES: | \$8,896,945 | \$9,937,471 | \$18,603,266 | \$10,276,085 | \$10,276,085 |
| TOTAL REVENUES: | \$8,355,583 | \$9,937,471 | \$9,364,558 | \$10,276,085 | \$10,276,085 |



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.

Capital Outlay

Capital outlay items are capital expenditures that are greater than \$5,000 that will be completed in less than one fiscal year. Capital outlay expenditures tend to be equipment purchases, facility upgrades, or lease-hold improvements. The Computer Replacement Program and Fleet Vehicle Replacement Program also fall into this category. These expenditures are budgeted in the various funds' operating budgets.

| DEPARTMENT | TYPE OF CAPITAL OUTLAY | DESCRIPTION | FY10-11 ADOPTED BUDGET |
|---|------------------------|--|---|
| General Fund | | | |
| Human Resources | Computer & Other | Camera Package (Panasonic- HD Camcorder) | \$20,328 |
| | Computer & Other | Final Cut / System Wide Storage | 5,104 |
| | | | \$25,432 |
| IT | Equipment | New Virtual Infrastructure | 100,000 |
| | Equipment | Cisco Wireless Controller | 40,000 |
| | Equipment | IBM Server Replacements | 30,000 |
| | Equipment | Redirect User Storage | 70,000 |
| | | | \$240,000 |
| Property Management | Other Improvements | Upgrade Elevator Operating System | 375,000 |
| | Other Improvements | Replace Electrical Switchgear and Circuit Breakers | 85,000 |
| | Other Improvements | Admin Building Reserve for Water Damage Repairs | 265,778 |
| | Other Improvements | Replace Museum Roof | 80,000 |
| | Other Improvements | Miscellaneous Requirements for 911 Call Center | 5,000 |
| | Other Improvements | Water Filtration System at Detention Center | 5,000 |
| | Other Improvements | Senior Center HVAC System | 10,000 |
| | Other Improvements | Detention Center Cooling Tower | 100,000 |
| | Motor Vehicle | Vehicle Replacement Program (\$50,000 in proceeds from sale of cars/trucks plus \$30,000 carry forward from FY09-10) | 80,000 |
| | | | \$1,005,778 |
| Emergency Mgt. and 911 Communications | Equipment | Last Consoles to be Equipped to Complete Room | 58,000 |
| | | | \$58,000 |
| Sheriff | Equipment | Commercial Kettle (Detention Center) | 15,861 |
| | Motor Vehicle | Patrol Cars (10 vehicles) | 240,000 |
| | | | \$255,861 |
| Cooperative Extension | Equipment | Mini Skid steer Loader with Attachments (25 HP diesel engine with rototiller, trencher, auger drive unit, etc.) | 35,373 |
| | | | \$35,373 |
| Health | Equipment | Replacement Copier (Animal Control) | 15,000 |
| | | | \$15,000 |
| Total General Fund | | | \$1,635,444 |
| Fire Service District Fund | | | |
| Fire Services | Motor Vehicle | 2011 F250 Crew Cab | \$30,000 |
| | Equipment | Equipment for FY10 Engine (due to be delivered in FY11) | 8,000 |
| | Equipment | Hurst Electric Simo Pump | 7,250 |
| | Equipment | Two (2) MSA Thermal Imaging Cameras | 19,600 |
| | Motor Vehicle | Ford F-350 Crew Cab (Replacement for Squad 92) | 40,000 |
| | | | Total Fire Service District Fund |
| | | | \$104,850 |
| Environmental Management Enterprise Fund | | | |
| Environmental Management | Copier | Tabletop copier for Landfill Office | \$2,500 |
| | Equipment | Emergency Back-up Generator for Scalehouse / Scales | 15,000 |
| | | | Total Environmental Management Enterprise Fund |
| | | | \$17,500 |

CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Projects

Capital improvement projects are major, non-recurring expenditures which are expected to cost in excess of \$100,000 and take longer than one fiscal year to complete. Typically, capital improvement projects relate to infrastructure or facilities. The acquisition of land is also considered a capital expenditure, even if the land is only to preserve an open space and not immediately designated as part of a capital improvement project.

Capital improvement projects are budgeted in separate capital project funds using a “multi-year” basis. This is a technique to account for funds that carry over from one fiscal year to another for a defined purpose, such as funding a capital project from inception to completion. Once the Board of Commissioners (BOC) commits funds to a capital project, those funds remain with the project until the project is completed or the BOC approves a budget amendment reducing the total approved project budget (or transferring funds to another project or fund).

Budgets for capital improvement projects may be approved by the Board of Commissioners for the total project, or for a specific phase (land acquisition, design, engineering, construction, etc.).

Capital Improvement Project Policies

- Scope, estimated costs and funding source(s) of capital improvement projects will be presented at the time of request for funding. Each project proposal will also provide an estimate of the costs for furniture, fixtures, equipment, technology, and the projected annual impact of the project on operating and maintenance costs, including debt service if applicable.
- Funding for operating and maintenance costs for approved capital projects must be identified at the time of project approval.
- Capital improvement projects will be constructed, and expenditures incurred, for the purpose as approved by the County Board of Commissioners. Additional funding or changes to scope must be reviewed and approved by the County Board of Commissioners.
- NHC will utilize a variety of financing strategies for funding capital improvement projects that balance project size, duration and scope, anticipated useful life, current availability of funds, cost of capital, available debt capacity and anticipated revenue stream. These strategies include:
 - General Obligation or Revenue bonds
 - Certificates of Participation
 - Installment debt
 - Grant funding
 - User fees
 - Pay-as-you-go and
 - Miscellaneous other revenue sources (asset sales, contributions from Federal / State / Municipalities, etc.)
- All approved projects will follow County, Legal, and statutory-required bidding processes including Minority / Women Business Enterprise Program.

CAPITAL IMPROVEMENT PROGRAM

What is a Capital Improvement Program?

The Capital Improvement Program (CIP) is a multi-year plan of capital improvement projects. The CIP anticipates future needs, facilitates community growth, and reflects funding priorities.

The development of a Capital Improvement Program is an ongoing and continual process, and should be viewed as a “work in progress.” At a minimum, the CIP is reviewed and revised annually to reflect changes in ongoing projects, accommodate new projects, and respond to opportunities that are presented throughout the year.

While the CIP shows a multi-year perspective, it is important to note that only the currently Adopted Budget year of a project is approved. Projects (or phases of projects) identified for subsequent years are approved in concept and do not receive a funding appropriation. New Hanover utilizes a project-ready approach, where the final scope and budget for proposed projects are defined at the time the funding appropriation is approved.

CIP Budget Process

The CIP budget process involves four (4) key steps: comprehensive needs assessments, the development of in-depth costs estimates, a review of existing projects in process and any pending unfunded needs, and final project prioritization and recommendation.

1. Comprehensive Needs Assessments

- Master Plans / Strategic Plans - Various task forces have been established to identify long-term capital needs and financing mechanisms for specific needs of the County, including fire services, parks and recreation, library and museum. Once master plans are developed, they are presented to the Board of Commissioners for evaluation and approval in concept. These groups report to the Board of County Commissioners on an on-going basis, and their recommendations are considered throughout the current fiscal year and as part of the yearly development of the recommended capital budget.
- County departments also assess the needs for capital investments as part of the annual budget process. In early fall, Department Heads review previously submitted projects that were not approved to determine if the need, cost, timeframe or project scope have changed. At that time, the Department Heads also submit new capital project requests for consideration. The requests must contain a detailed business justification / rationale in addition to preliminary cost estimate. Requests are then compiled into the Requested Capital Improvement Projects list.

2. Development of In-Depth Cost Estimates

Throughout the fall, before preparation begins on the operating budget, the Budget Department works individually with each department requesting project(s) to develop cost estimates, and formulate and refine operating expense estimates for all new and existing Requested Capital Improvement Projects. This analysis includes identification of any associated capital outlay and new position requests.

CAPITAL IMPROVEMENT PROGRAM

3. Ongoing Review of Existing Projects

Progress on authorized and funded capital projects is monitored on a project-by-project basis monthly. Project financial records are reviewed and milestone and timing updates provided by the Department Director and/or project manager. Budget estimates are updated and, if additional funding is requested, business justification and formal Board of Commissioner approval for additional funding is required.

4. Final Requested Project Prioritization and Recommendation

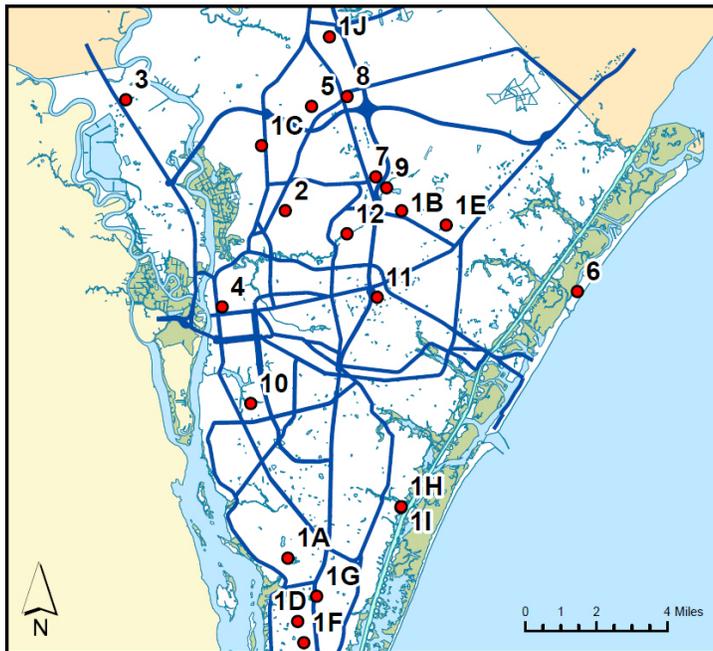
Due to limited funding available, the County must prioritize potential capital projects annually. While some projects flow directly from an approved master plan, these projects must still be evaluated relative to other County priorities, goals and needs.

Based on staff input, overall County Goals, urgency of the request, potential impact on safety or environment, and potential funding opportunities, the County Manager reviews and prioritizes the Requested Capital Improvement Projects List. The most critical projects are recommended to the Board of County Commissioners as part of the County Manager's recommended budget.

Alternate mechanisms for financing the projects are also discussed at this time.

Capital Improvement Program (CIP) Projects In Process

Due to fiscal constraints, no new projects were approved by the Board of County Commissioners as part of the adoption of the FY10-11 Budget. The projects that follow were approved and funded in prior years and are now in various stages of development. The financial information provided is as of June 30, 2010.



| Project | Name |
|---------|--|
| 1A | Arrowhead Park |
| 1B | Parkwood Recreation Area |
| 1C | Wrightsboro Park |
| 1D | Monterey Heights Park |
| 1E | Ogden Park |
| 1F | Veterans Park |
| 1G | Battle Park |
| 1H | Water Access Development |
| 1I | Trails End Park |
| 1J | Northern Park |
| 2 | Burn Pit |
| 3 | Landfill Cell 6D |
| 4 | Community Development Block Grant |
| 5 | Jail Expansion |
| 6 | Mason Inlet Relocation |
| 7 | Murrayville Fire Station |
| 8 | Public Safety Training Center |
| 9 | Smith Creek Park |
| 10 | SE Center for Mental Health / Health Dept Bldg |
| 11 | Tax Computer System |
| 12 | Tidal Creek - Smith Creek Greenway |

CAPITAL IMPROVEMENT PROGRAM PROJECTS

1) \$35.5 Million Parks & Recreational Bond

On May 2, 2006, the voters passed a \$35.5 million bond referendum, which included \$13.8 million of County projects, \$13.6 million of city of Wilmington projects, \$0.6 million of Beach Town projects, and \$7.5 million of joint City and County projects. County projects include renovations, additions and improvements to 4 existing parks, development of 6 new parks (including the contribution to the Kure Beach project), and yet to be determined plans for the Cape Fear Museum Expansion and Library.

Relates to County Goal(s): Provide for Educational, Cultural and Recreational Needs of the Community

Strengthen Regional and Collaborative Partnerships to Address Regional Needs

Impact on Operating Expenses: \$32,500 FY10-11 (\$17,500 for 2 additional FTE and \$15,000 operating expenses for 3 months of FY for Arrowhead and Monterey Heights)
 \$780,000 Future Years (\$275,000 in operating expenses, \$140,000 for 4 additional FTE, and \$100,000 capital outlay for 1 vehicle, 2 mowers and hand tools for Wrightsboro and New Northern Park;
 \$125,000 in operating expenses, \$70,000 for 2 additional FTE, and \$70,000 capital outlay for a vehicle, mower and hand tools for Arrowhead and Monterey Heights)

Debt Service Impact: \$3,183,638 in FY10-11; See New Hanover County Debt Service Schedule on pages 156 and 157 for 5 year impact

Responsible Department(s): Parks, Gardens & Senior Resource Center
 Estimated Completion Date: Ongoing

| Funding Source | Bond Proceeds | Amended County | Amended Total |
|------------------|---------------------|---------------------|---------------------|
| COW Projects | \$13,600,000 | \$0 | \$10,995,000 |
| Beach Projects | 600,000 | 0 | 1,100,000 |
| Joint Projects | 7,500,000 | 0 | 10,105,000 |
| County Projects | 13,800,000 | 13,300,000 | 13,300,000 |
| Transfer from GF | 0 | 3,016,150 | 3,016,150 |
| Total | \$35,500,000 | \$16,316,150 | \$38,516,150 |

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|-------------------------|------------------------|-----------------------|-----------------------------|--------------------|---------------------|
| County Projects | | | | | |
| Planning/ Design | \$550,000 | \$550,000 | \$350,604 | \$199,396 | \$0 |
| Arrowhead | 1,000,000 | 1,000,000 | 0 | 0 | 1,000,000 |
| Parkwood | 500,000 | 500,000 | 0 | 0 | 500,000 |
| Wrightsboro Park | 500,000 | 500,000 | 0 | 0 | 500,000 |
| Monterey Heights | 250,000 | 250,000 | 0 | 0 | 250,000 |
| Ogden | 500,000 | 500,000 | 401,687 | 98,313 | 0 |
| Battle Park | 1,000,000 | 500,000 | 0 | 0 | 500,000 |
| Water Access Dev. | 1,000,000 | 4,046,150 | 4,044,800 | 1,350 | 0 |
| Vet. Park Complet. | 2,500,000 | 334,790 | 319,797 | 14,993 | 0 |
| Vet. Park Lighting | 0 | 466,125 | 466,125 | 0 | 0 |
| Vet. Park-Paragon | 0 | 1,699,085 | 1,699,085 | 0 | 0 |
| Library | 500,000 | 500,000 | 0 | 0 | 500,000 |
| Cape Fear Museum | 500,000 | 500,000 | 0 | 0 | 500,000 |
| Northern Parks | 5,000,000 | 4,860,903 | 20,827 | 0 | 4,840,076 |
| River Road | | 87,292 | 87,292 | 0 | 0 |
| Transfer to Cap. Proj. | | 15,000 | 0 | 15,000 | 0 |
| Transfer to GF | 0 | 6,805 | 6,805 | 0 | 0 |
| County Sub-Total | \$13,800,000 | \$16,316,150 | \$7,397,022 | \$329,052 | \$8,590,076 |
| COW Projects | \$13,600,000 | \$10,995,000 | \$5,410,449 | \$1,129,551 | \$4,455,000 |
| Beach Town Proj. | 600,000 | 1,100,000 | 627,520 | 472,480 | 0 |
| Joint Projects | 7,500,000 | 10,105,000 | 9,233,343 | 871,657 | 0 |
| Total | \$35,500,000 | \$38,516,150 | \$22,668,334 | \$2,802,740 | \$13,045,076 |

2) Burn Pit

In 1968, a 30' by 50' burn pit was constructed at the New Hanover County Airport. From its construction until 1979, the site was used as a fire training facility. During the period of operation, oil based petroleum products were burned in the pit. The site has since been judged to be contaminated. Since 1990, efforts continue to clean up and monitor the Burn Pit. The 4 organizations involved in the remediation, and who have agreed to share in the costs of this project, are: city of Wilmington, New Hanover County, Cape Fear Community College and the Army Corps of Engineers.

Relates to County Goal(s): Ensure the Health and Welfare of all NHC Citizens;

Protect the Environment and Quality of Life

Impact on Operating Expenses: \$5,200 FY10-11 (for operation oversight salary cost)
\$5,200 Future Years (for operation oversight salary cost)

Responsible Department(s) Environmental Management

Estimated Completion Date: Unknown

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Transfer from GF | \$325,000 | \$625,000 |
| Army Corp. of Eng. | 325,000 | 330,191 |
| CFCC | 325,000 | 522,431 |
| COW | 325,000 | 525,684 |
| Interest | 0 | 266,714 |
| Total | \$1,300,000 | \$2,270,020 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|-----------------|---------------------|
| Construction | \$1,300,000 | \$2,140,020 | \$2,039,968 | \$59,922 | \$40,130 |
| Transfer to GF | 0 | 130,000 | 130,000 | 0 | 0 |
| Total | \$1,300,000 | \$2,270,020 | \$2,169,968 | \$59,922 | \$40,130 |

3) Cell 6D (Landfill)

Funding for the construction of a new Landfill disposal cell was approved in the FY08-09 budget. Due to fiscal constraints, no funds were transferred to the capital project. Instead, preliminary engineering work was funded from Environmental Management Fund's operating expenses and construction of Cell 6D was placed on hold. Full funding was re-approved as part of the FY09-10 budget.

During FY09-10, the Board of Commissioners conducted a Request for Proposal (RFP) process to evaluate integrated solid waste option for NHC. The selected proposer, R3 Environmental, LLC., will construct and utilize a material recovery facility (MRF) at the Landfill to divert 80% of future solid waste from the Landfill. Additional plans call for mining the existing Landfill space. Based on the MRF construction timeline, current estimates of waste disposal and available permitted space, cell 6D is not expected to be fully utilized. Significant pick up in the construction industry or an increase in the number and / or severity of inclement weather incidents prior to construction of the MRF and / or commencement of Landfill mining could accelerate when the cell reaches capacity.

Relates to County Goal(s): Ensure the Health and Welfare of all NHC Citizens;

Protect the Environment and Quality of Life

Impact on Operating Expenses: \$0 FY10-11
 \$5,000 Future Years (for seeding & mowing)

Responsible Department(s) Environmental Management

Completed: Winter 2010

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Transfer from 700 | \$1,494,438 | \$1,505,828 |
| Interest | 0 | 0 |
| Total | \$1,494,438 | \$1,505,828 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/09 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|-----------------|---------------------|
| Eng. Services | \$296,661 | \$296,661 | \$282,614 | \$14,047 | \$0 |
| Construction | 1,197,777 | 1,209,167 | 1,207,205 | 1,962 | 0 |
| Total | \$1,494,438 | \$1,505,828 | \$1,489,819 | \$16,009 | \$0 |

4) Community Development Block Grant (CDBG) Scattered Site Housing Program

A 3rd scattered site housing rehabilitation (SSHR) grant was awarded by the North Carolina Department of Commerce, Division of Community Assistance, for housing rehabilitation assistance. Completed in FY09-10, these latest grant funds were used to rehabilitate low-income, owner-occupied houses. The 2 previous scattered site housing rehabilitation grant projects were completed during FY05-06 and FY07-08.

Relates to County Goal(s): Ensure the Health and Welfare of all NHC Citizens;

 Ensure Equality for All NHC Citizens

Impact on Operating Expenses: \$0 FY10-11
 \$0 Future Years

Responsible Department(s) Planning & Inspections

Completion Date: 2010

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Federal Grant | \$400,000 | \$400,000 |
| HUD Grant - G0082 | 400,000 | 400,000 |
| HUD Grant - G0175 | 400,000 | 400,000 |
| Interest | 0 | 0 |
| Total | \$1,200,000 | \$1,200,000 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|-----------------|---------------------|
| SS Housing #1 | \$383,346 | \$383,346 | \$381,946 | \$1,400 | \$0 |
| SS Housing #2 | 400,000 | 400,000 | 373,219 | 26,781 | 0 |
| SS Housing #3 | 400,000 | 393,311 | 389,296 | 4,015 | 0 |
| Transfer to GF | 16,654 | 23,343 | 23,343 | 0 | 0 |
| Total | \$1,200,000 | \$1,200,000 | \$1,167,804 | \$32,196 | \$0 |

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

5) Jail Expansion

Based on the current inmate population and projected long-term needs, the existing NHC Detention Facility will eventually need to be expanded. When suitable land adjacent to the existing Detention Center became available, the NHC Board of Commissioners opportunistically authorized funds for the purchase of land for a future jail expansion. When mature timing and plans are available, they will be brought forward for further consideration.

Relates to County Goal: Provide a Safe Community

Impact on Operating Expenses: \$0 FY10-11
\$0 Future Years

Debt Service Impact: \$490,752 for FY10-11; See New Hanover County Debt Service on pages 156 and 157 for 5 year impact

Responsible Department(s) Sheriff's Office

Estimated Completion Date: Land Acquisition and Survey Complete; Design and Construction Timing Unknown

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Installment Loan | \$5,388,100 | \$5,388,100 |
| Sales Tax Refund | 0 | 0 |
| Interest | 0 | 1,603 |
| Total | \$5,388,100 | \$5,389,703 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|----------------|---------------------|
| Land Acquisition | \$5,380,100 | \$5,380,100 | \$5,380,100 | \$0 | \$0 |
| Survey | 8,000 | 9,603 | 9,603 | 0 | 0 |
| Total | \$5,388,100 | \$5,389,703 | \$5,389,703 | \$0 | \$0 |

6) Mason Inlet Relocation

In 1997, Mason Inlet threatened numerous properties at the northern end of Wrightsville Beach. In an effort to protect property and mitigate a potentially deleterious environmental impact, a plan was developed to relocate the inlet 3,000 feet to the north and to place sand on Figure 8 Island. Following completion of the original dredging project, continued maintenance and monitoring are ongoing and expected to continue indefinitely. Property owners are periodically assessed to recover actual costs incurred.

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

Relates to County Goal: Protect the Environment and Quality of Life Enjoyed by New Hanover County Citizens

Impact on Operating Expenses: \$0 FY10-11
\$0 Future Years

Responsible Department(s) Planning & Inspections / Engineering

Estimated Completion Date: Ongoing

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Transfer from ROTS | \$732,230 | \$10,567,450 |
| Transfer In From GF | 0 | 19,342 |
| Total | \$732,230 | \$10,586,792 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|------------------|---------------------|
| Assessment #1 | \$605,000 | \$8,031,410 | \$8,031,407 | \$3 | \$0 |
| Assessment #2 | 0 | 1,805,874 | 1,805,871 | 3 | 0 |
| Assessment #3 | 0 | 749,508 | 376,157 | 373,351 | 0 |
| Total | \$605,000 | \$10,586,792 | \$10,213,435 | \$373,357 | \$0 |

7) Murrayville Fire Station

To improve response times and meet the demands of anticipated population and commercial growth in the Murrayville area, the Fire Service District requested approval to construct a fire station in the Murrayville area. The Murrayville Fire Station is anticipated to help achieve an improved fire rating, which would reduce insurance costs for some homeowners, and will also provide additional resources for effective manpower and equipment responses.

Relates to County Goal: Provide a Safe Community

Impact on Operating Expenses: \$615,919 FY10-11 (for 9 FTE staff, training, utilities, equipment, and maintenance)
\$621,917 Future Years (for 9 FTE staff, training, utilities, equipment, and maintenance)

Debt Service Impact: \$323,334 FY10-11; See New Hanover County Debt Service on pages 156 and 157 for 5 year impact

Responsible Department(s) Special Fire Service District / Engineering

Completion Date: May 2009; Dedication (August 1, 2009)

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Transfer from GF | \$1,750,000 | \$1,750,000 |
| Transfer from FSDF | 1,750,000 | 1,750,000 |
| Total | \$3,500,000 | \$3,500,000 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|----------------|---------------------|
| Construction | \$3,500,000 | \$3,500,000 | \$3,493,646 | \$6,354 | \$0 |
| Total | \$3,500,000 | \$3,500,000 | \$3,493,646 | \$6,354 | \$0 |

9) Smith Creek Park

On December 17, 2007, the Board of Commissioners approved a capital project for the design of Smith Creek Park. The design work, completed in 2009, was funded by revenues generated from the sale of sand from the site.

During FY08-09, Parks Department was awarded a \$500,000 grant from the North Carolina Parks and Recreation Trust Fund (PARTF) for park construction. The required \$500,000 grant match has been funded by funds generated by sand sales.

The 92-acre park will include a 35-acre freshwater lake and a 10 foot wide paved bicycle and walking trail. Construction is expected to begin in late summer 2010.

Relates to County Goal: Provide for the Educational, Cultural and Recreational Needs of the Community

Impact on Operating Expenses: \$32,500 FY10-11 (\$17,500 for 2 additional FTE and \$15,000 operating expenses for 3 months of FY)
 \$315,000 Future Years (\$70,000 for 2 additional FTE, \$175,000 operating expenses, \$70,000 capital outlay for additional vehicle, mowers and hand tools)

Responsible Department(s) Parks, Gardens & Senior Resource Center / Engineering

Estimated Completion Date: Spring 2011

| Funding Source | Original Budget | Amended Budget |
|-------------------------|------------------------|-----------------------|
| Sale of Sand | \$115,100 | \$644,206 |
| Interest | 0 | 78,592 |
| Fees | 0 | 35,000 |
| Grant - NC PARTF | 0 | 500,000 |
| Transfer fr. Cap. Proj. | 0 | 15,000 |
| Total | \$115,100 | \$1,272,798 |

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|--------------------|---------------------|
| Design | \$115,100 | \$123,310 | \$119,174 | \$4,136 | \$0 |
| Construction | 0 | 1,149,488 | 128,733 | 1,020,755 | 0 |
| Total | \$115,100 | \$1,272,798 | \$247,907 | \$1,024,891 | \$0 |

10) Southeastern Center for Mental Health / Health Department Building

In an effort to improve coordination of and access to services and provide additional space to better serve the Citizens of NHC, the Board of Commissioners approved the construction of a new joint building facility to house the administrative operations of the Southeastern Center for Mental Health and the New Hanover County Health Department.

Relates to County Goal: Provide Prompt, Courteous and Professional Services to the Citizens of NHC;

Ensure the Health and Welfare of all NHC Citizens

Impact on Operating Expenses: \$0 FY10-11
 \$0 Future Years (anticipated to be a larger building but is a replacement for older / less efficient buildings, resulting in no net impact)

Debt Service Impact: \$0 FY10-11; Note: Funding via installment debt was authorized but not issued. Due to continuing fiscal issues at SEMH, project put on hold.

Responsible Department(s) SEMH / Health Department / Engineering

Estimated Completion Date: Unknown

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Contrib. from SEMH | \$5,000,000 | \$5,000,000 |
| Instal. Loan Proceeds | 17,946,195 | 17,946,195 |
| Interest | 0 | 0 |
| Total | \$22,946,195 | \$22,946,195 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|----------------|---------------------|
| Construction | \$22,946,195 | \$22,946,195 | \$6,812 | \$0 | \$22,939,383 |
| Total | \$22,946,195 | \$22,946,195 | \$6,812 | \$0 | \$22,939,383 |

11) Tax Computer System

The Tax Department had been operating on an outdated system that would not operate on a server platform (mainframe based). After examining different replacement system applications, it was decided to purchase software that was compatible with other County

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

departments (MUNIS). In addition to property assessment, administration and tracking software, the County also purchased billing, motor vehicle, collections, business license and web interface applications. The newly purchased appraisal software was used for the 2007 revaluation and listing of personal property. The collections software, motor vehicle billing system and tax bills were implemented during FY07-08. The final modules to be implemented, Business Licenses and Room Occupancy Tax, were implemented during FY09-10.

Relates to County Goal(s): Provide Prompt, Courteous and Professional Services to the Citizens of NHC;

Continue Investing in Technology for Citizens to Easily and Efficiently Conduct County Business

Impact on Operating Expenses: \$125,892 FY10-11 (for software maintenance)
\$125,892 Future Years (for software maintenance)

Debt Service Impact: \$0 for FY10-11 (installment debt repaid in FY09-10)

Responsible Department(s) Tax Department / Information Technology

Estimated Completion Date: 2010

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| Instal. Loan Proceeds | \$1,400,000 | \$1,400,000 |
| Total | \$1,400,000 | \$1,400,000 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|-----------------|---------------------|
| Travel | \$0 | \$25,000 | \$22,099 | \$2,901 | \$0 |
| Construction | 1,400,000 | 1,375,000 | 1,292,039 | 82,961 | 0 |
| Total | \$1,400,000 | \$1,400,000 | \$1,314,138 | \$85,862 | \$0 |

12) Tidal Creeks Water Quality – Smith Creek Greenway Project

In June 2006, the Commissioners adopted a resolution authorizing the submission of a Clean Water Management Trust Fund (CWMTF) grant application to purchase properties located along the Smith Creek Greenway in an identified natural heritage area. Grant funds were awarded in November 2006 to acquire 45 acres of land in the Greenway. Combined with an additional 14-acre donation property, 9 acre donation property and a 47-acre Department of Transportation mitigation property, the greenway projects forms a significant vegetated buffer along a large stretch of Smith Creek. With the exception of passive recreational features, no part of the land will be developed, and most of the land will be placed in a conservation easement. A passive trail will be constructed through part of the property for the public to enjoy.

CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED

Relates to County Goal(s): Protect the Environment and Quality of Life Enjoyed by NHC Citizens

Impact on Operating Expenses: \$0 FY10-11
\$0 Future Years

Responsible Department(s) Planning

Estimated Completion Date: Unknown

| Funding Source | Original Budget | Amended Budget |
|-----------------------|------------------------|-----------------------|
| CWMTF Grant #1 | \$4,000,000 | \$4,000,000 |
| CWMTF Grant #2 | 0 | 25,000 |
| CWMTF Grant #3 | 0 | 500,000 |
| Transfer from GF | 2,080,000 | 2,080,000 |
| Sales Tax Refund | 0 | 0 |
| Interest | 0 | 0 |
| Total | \$6,080,000 | \$6,605,000 |

| Use of Funds | Original Budget | Amended Budget | Expen. As of 6/30/10 | FY10-11 | Future Years |
|---------------------|------------------------|-----------------------|-----------------------------|-----------------|---------------------|
| Land | \$2,500,000 | \$4,799,665 | \$4,746,859 | \$0 | \$52,806 |
| Design | 45,000 | 25,416 | 22,888 | 2,528 | 0 |
| Construction | 3,285,000 | 1,253,694 | 1,084,706 | 28,592 | 140,396 |
| Education Programs | 250,000 | 58,758 | 57,148 | 1,610 | 0 |
| Transfer to GF | | 467,467 | 467,467 | 0 | 0 |
| Total | \$6,080,000 | \$6,605,000 | \$6,379,068 | \$32,730 | \$193,202 |

**NON-COUNTY MANAGED
CAPITAL IMPROVEMENT PROGRAM PROJECTS IN PROGRESS**

| PROJECT: | APPROVED FUNDS 06/30/10 | COUNTY FUNDS COMMITTED | OTHER FUNDS COMMITTED | EXPENDED AS OF 06/30/10 | NHC DEBT SERV. IMPACT FY10-11¹ | PROJECTED COMPLET. DATE |
|--|--|---------------------------------------|--------------------------------------|--|--|--|
| <i>ILM AIRPORT AUTHORITY CAPITAL PROJECTS:</i> | | | | | | |
| AIRPORT IMPROVEMENT PROJECTS ² | \$7,471,097 | \$7,300,000 | \$171,097 | \$7,403,075 | \$299,233 | Complete |
| <i>PUBLIC SCHOOL CAPITAL PROJECTS:</i> | | | | | | |
| \$123 MILLION SCHOOL BONDS PROJECTS | \$132,712,677 | \$123,000,000 | \$9,712,677 | \$123,524,489 | \$10,161,188 | Ongoing |
| ANDERSON & OGDEN ELEMENTARY SCHOOLS | 11,950,000 | 4,275,834 | 7,674,166 | 11,225,710 | 0 | Ongoing |
| PUBLIC SCHOOL BUILDING CAPITAL FUND | 2,301,000 | 0 | 2,301,000 | 2,032,442 | 0 | Ongoing |
| <i>CAPE FEAR COMMUNITY COLLEGE CAPITAL PROJECTS:</i> | | | | | | |
| \$38.3 MILLION CFCC BOND PROJECTS | \$40,597,424 | \$38,300,000 | \$2,297,424 | \$40,597,425 | \$1,832,720 | Complete |
| \$164 MILLION CFCC BOND PROJECTS | \$164,000,000 | \$164,000,000 | \$0 | \$6,998,801 | \$1,559,688 | Ongoing |

¹ Estimated annual impact.

² Airport Improvement Projects include the construction of a new \$2.9 million customs building.

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 County maintains a strong bond rating of Aaa with Moody's and AA+ with Standard and Poor's rating services.

The County had bonded debt outstanding of \$334,244,997 as of June 30, 2010 and estimates \$315,039,997 will be outstanding as of June 30, 2011. Of the total bonded debt amounts on the following page, \$131,646,681 is general obligation debt as of June 30, 2010 and \$126,597,500 is general obligation debt estimated as of June 30, 2011. 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 starting on Page 153.

In addition to bonded debt, the County also has installment debt outstanding of \$110,534,343 as of June 30, 2010 and estimates \$102,172,935 will be outstanding as of June 30, 2011. Detailed information on installment debt is found in the schedule of installment debt outstanding starting on Page 154.

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 on Pages 156 through 157.

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 on Page 158. A graph highlighting net bonded debt per capita is shown on Page 159. 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, 2010 (Actual)

| | |
|--|-------------------------------|
| Total Assessed Valuation: | \$ 33,674,505,469 |
| <hr/> Legal Debt Limit (8% of Assessed Valuation): | <hr/> \$ 2,693,960,438 |
| Gross Debt: | |
| Total Bonded Debt: | \$ 334,244,997 |
| Total Installment Debt: | 110,534,343 |
| Authorized and Unissued Bonds (2): | |
| CFCC General Obligation | \$ 94,000,000 |
| Parks and Recreation | 0 |
| | <u>\$ 94,000,000</u> |
| Total Gross Debt: | \$ 538,779,340 |
| Deductions from Gross Debt in computing net debt (as per G.S. 159-55(a)(2): | |
| 2003 Water & Sewer Bonds (Refunding) | \$ 2,930,000 |
| Installment (non-COPS) | <u>29,253,343</u> |
| Total Deductions from Gross Debt: | \$ 32,183,343 |
| Total Amount of Debt Applicable to Debt Limit (Net Debt): | \$ 506,595,997 |
| Legal Debt Margin for New Hanover County as of June 30, 2010 (Actual): | \$ 2,187,364,441 |

Computation of Legal Debt Margin June 30, 2011 (Estimated)

| | |
|--|-------------------------------|
| Total Assessed Valuation: | \$ 34,220,520,000 |
| <hr/> Legal Debt Limit (8% of Assessed Valuation): | <hr/> \$ 2,737,641,600 |
| Gross Debt: | |
| Total Bonded Debt: | \$ 315,039,997 |
| Total Installment Debt: | 102,172,935 |
| Authorized and Unissued Bonds (2): | |
| CFCC General Obligation | \$ 94,000,000 |
| Parks and Recreation | 0 |
| | <u>\$ 94,000,000</u> |
| Total Gross Debt: | \$ 511,212,932 |
| Deductions from Gross Debt in computing net debt (as per G.S. 159-55(a)(2): | |
| 2003 Water & Sewer Bonds (Refunding) | \$ 1,125,000 |
| Installment (non-COPS) | <u>26,151,102</u> |
| Total Deductions from Gross Debt: | \$ 27,276,102 |
| Total Amount of Debt Applicable to Debt Limit (Net Debt): | \$ 483,936,830 |
| Legal Debt Margin for New Hanover County as of June 30, 2011 (Estimated): | \$ 2,253,704,770 |

NEW HANOVER COUNTY BONDED DEBT OUTSTANDING

| BONDED DEBT OUTSTANDING | ACTUAL JUNE 30, 2010 | ESTIMATED JUNE 30, 2011 |
|--|---------------------------------|------------------------------------|
| GENERAL FUND: | | |
| CFCC 2000 General Obligation Bonds (\$14 million issued) | \$ 608,697 | \$ 0 |
| CFCC 2002 General Obligation Bonds (\$14.3 million issued) | 1,313,780 | 656,890 |
| CFCC 2004 General Obligation Bonds (Refunding) | 9,447,550 | 9,183,350 |
| CFCC 2005 General Obligation Bonds (Refunding) | 8,411,824 | 7,447,430 |
| CFCC 2009A General Obligation Bonds (Refunding) | 8,654,830 | 8,654,830 |
| CFCC 2010 General Obligation Bonds (\$36.715 million issued) | 36,715,000 | 36,715,000 |
| CFCC 2010 General Obligation Bonds RZEDB (\$30 million issued) | 30,000,000 | 30,000,000 |
| 2007 Parks and Recreation Bonds (\$18 million issued) | 17,250,000 | 16,500,000 |
| 2010 Parks and Recreation Bonds (\$16.315 million issued) | 16,315,000 | 16,315,000 |
| 2003 Water and Sewer Bonds (Refunding) ¹ | 2,930,000 | 1,125,000 |
| TOTAL BONDED DEBT -- GENERAL FUND | <u>\$ 131,646,681</u> | <u>\$ 126,597,500</u> |
| PUBLIC SCHOOLS FUND: | | |
| 2000 General Obligation Bonds (\$55 million issued) | \$ 2,391,303 | \$ 0 |
| 2001 General Obligation Bonds (\$42 million issued) | 2,000,000 | 0 |
| 2002 General Obligation Bonds (\$14 million issued) | 1,286,220 | 643,110 |
| 2003 General Obligation Bonds (Refunding) | 4,305,000 | 2,145,000 |
| 2004 General Obligation Bonds (Refunding) | 34,192,450 | 33,616,650 |
| 2005 General Obligation Bonds (Refunding) | 6,198,176 | 5,487,570 |
| 2006 General Obligation Bonds (\$30 million issued) | 24,000,000 | 22,500,000 |
| 2007 General Obligation Bonds (\$50 million issued) | 45,000,000 | 42,500,000 |
| 2009 General Obligation Bonds (\$43 million issued) | 43,000,000 | 41,500,000 |
| 2009A General Obligation Bonds (Refunding) | 40,050,167 | 40,050,167 |
| TOTAL BONDED DEBT -- PUBLIC SCHOOLS FUND | <u>\$ 202,423,316</u> | <u>\$ 188,442,497</u> |
| ENVIRONMENTAL MANAGEMENT FUND: | | |
| 1990 Solid Waste Disposal | \$ 110,000 | \$ 0 |
| 2003 General Obligation Bonds (Refunding) | 65,000 | 0 |
| TOTAL BONDED DEBT -- ENVIRONMENT. MGT. FUND | <u>\$ 175,000</u> | <u>\$ 0</u> |
| TOTAL BONDED DEBT | <u>\$ 334,244,997</u> | <u>\$ 315,039,997</u> |

¹ As of July 1, 2008, the Water and Sewer debt service was transferred to the General Fund as part of the change to the Cape Fear Public Utility Authority.

NEW HANOVER COUNTY INSTALLMENT DEBT OUTSTANDING

| INSTALLMENT DEBT OUTSTANDING | ACTUAL JUNE 30, 2010 | ESTIMATED JUNE 30, 2011 |
|--|---------------------------------|------------------------------------|
| GENERAL FUND: | | |
| 2003 COPS (Administration Annex Bldg) | \$ 4,225,000 | \$ 3,900,000 |
| 2003 COPS (Airport Improvements) | 1,155,000 | 770,000 |
| COPS Refunding 2005A-1997 COPS | 2,656,500 | 2,365,000 |
| COPS Refunding 2005A-1997 COPS | 2,898,000 | 2,580,000 |
| COPS Refunding 2005B-2001 COPS | 19,425,000 | 19,425,000 |
| 138 N. 4th Street ² | 552,689 | 490,501 |
| Shaw Speak Building (Youth Empowerment Services) ² | 29,385 | 0 |
| CISCO Telephone System ² | 300,000 | 100,000 |
| 2010 Limited Obligation Bonds Refunding-2000 COPS | 11,872,363 | 10,154,457 |
| 2010 Limited Obligation Bonds Refunding-2001 COPS | 15,882,750 | 15,882,750 |
| 2010 Limited Obligation Bonds Refunding-Airport Customs Building | 2,218,759 | 2,004,665 |
| 2010 Limited Obligation Bonds Refunding-PSTC | 1,470,054 | 1,349,792 |
| 2010 Limited Obligation Bonds Refunding-Jail Land | 4,374,635 | 4,066,070 |
| 2010 Limited Obligation Bonds Refunding-Government Center | 3,951,409 | 3,398,022 |
| 2010 Limited Obligation Bonds Refunding-800 mhz | 5,046,961 | 4,181,072 |
| 800 MHZ Radio Equipment ² | 923,601 | 735,119 |
| COPS Refunding 2005A-1997 COPS ^{1,2} | 6,279,000 | 5,590,000 |
| 2003 COPS (Brookfield/Brierwood, Middle Sound, Kings Grant) ^{1,2} | 20,020,000 | 18,905,000 |
| TOTAL INSTALLMENT DEBT -- GENERAL FUND | <u>\$ 103,281,105</u> | <u>\$ 95,897,447</u> |
| SPECIAL FIRE DISTRICT: | | |
| 2003 COPS (Federal Point Fire Station) | \$ 845,000 | \$ 780,000 |
| Fire Trucks (2) ² | 139,852 | 0 |
| Ladder Truck ² | 520,192 | 351,833 |
| 2010 Limited Obligation Bonds Refunding-Murrayville Fire Station | 2,882,241 | 2,678,943 |
| 2010 Limited Obligation Bonds Refunding-PSTC | 1,470,054 | 1,349,792 |
| TOTAL INSTALLMENT DEBT -- SPECIAL FIRE DISTRICT | <u>\$ 5,857,339</u> | <u>\$ 5,160,568</u> |
| ENVIRONMENTAL MANAGEMENT FUND: | | |
| Bulldozer and Loader ² | \$ 488,624 | \$ 330,482 |
| COPS Refunding 2005A-1997 COPS | 241,500 | 215,000 |
| 2010 Limited Obligation Bonds Refunding-2000 COPS | 665,775 | 569,439 |
| TOTAL INSTALLMENT DEBT -- ENVIRONMENT. MGT. FUND | <u>\$ 1,395,899</u> | <u>\$ 1,114,921</u> |
| TOTAL INSTALLMENT DEBT | <u>\$ 110,534,343</u> | <u>\$ 102,172,935</u> |

¹ As of July 1, 2008, the Water and Sewer debt service 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 | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| BONDED: | | | | | | |
| CFCC 1998 General Obligation Bonds (\$9 million issued) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| CFCC 1998 General Obligation Bonds (\$10 million issued) | 0 | 0 | 0 | 0 | 0 | 0 |
| CFCC 2000 General Obligation Bonds (\$14 million issued) | 657,897 | 625,197 | 0 | 0 | 0 | 0 |
| CFCC 2002 General Obligation Bonds (\$14.3 million issued) | 1,174,823 | 714,368 | 686,450 | 0 | 0 | 0 |
| CFCC 2004 General Obligation Bonds (Refunding) | 717,673 | 704,463 | 1,276,594 | 1,228,833 | 1,181,305 | 1,133,034 |
| CFCC 2005 General Obligation Bonds (Refunding) | 1,374,522 | 1,328,318 | 1,283,049 | 1,235,801 | 1,192,389 | 1,146,329 |
| 2003 General Obligation Bonds (Refunding) | 0 | 0 | 0 | 0 | 0 | 0 |
| Parks and Recreation Bonds (\$18 million issued) | 1,470,825 | 1,444,575 | 1,418,325 | 1,384,575 | 1,354,575 | 1,317,075 |
| CFCC 2009A General Obligation Bonds (Refunding) | 0 | 401,378 | 738,317 | 1,296,425 | 1,252,778 | 1,208,309 |
| CFCC General Obligation Bonds (\$70 million authorized) | P 0 | 1,559,688 | 6,566,875 | 6,461,875 | 6,348,125 | 6,199,375 |
| Parks and Recreation Bonds (\$17.5 million authorized) | P 0 | 1,739,063 | 1,695,313 | 1,651,563 | 1,607,813 | 1,564,063 |
| CFCC General Obligation Bonds (\$50 million authorized) | P 0 | 0 | 0 | 0 | 0 | 0 |
| CFCC General Obligation Bonds (\$44 million authorized) | P 0 | 0 | 0 | 0 | 0 | 0 |
| Sewer Construction-Water/Sewer 2003 Refunding ¹ | 1,948,288 | 1,890,644 | 1,158,750 | 0 | 0 | 0 |
| Total Bonded Debt Service - General Fund | \$7,344,028 | \$10,407,692 | \$14,823,673 | \$13,259,072 | \$12,936,984 | \$12,568,184 |
| Principal portion of General Fund Bonded Debt | 5,073,576 | 5,924,182 | 9,066,390 | 7,583,156 | 7,572,751 | 7,558,465 |
| Interest portion of General Fund Bonded Debt | 2,270,452 | 4,483,510 | 5,757,283 | 5,675,916 | 5,364,233 | 5,009,719 |
| | \$7,344,028 | \$10,407,692 | \$14,823,673 | \$13,259,072 | \$12,936,984 | \$12,568,184 |

| | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| INSTALLMENT: | | | | | | |
| 1997 Certificates of Participation-Library/Admin Bldg & LE Facility | 0 | 0 | 0 | 0 | 0 | 0 |
| 1997 Certificates of Participation - School/Park Land Purchase | 0 | 0 | 0 | 0 | 0 | 0 |
| 2000 Certificates of Participation - Airlie Gardens | 883,787 | 853,737 | 596,091 | 575,848 | 552,939 | 531,884 |
| 2000 Certificates of Participation - Judicial Building | 1,005,848 | 971,653 | 678,418 | 655,379 | 629,307 | 605,344 |
| 2000 Certificates of Participation - Wilmington-Hanby Beach Water & St | 426,606 | 412,103 | 287,735 | 277,963 | 266,905 | 256,742 |
| 2001 Certificates of Participation - Jail, Parking Deck, Library | 4,424,844 | 4,279,516 | 4,150,563 | 4,003,188 | 646,313 | 646,313 |
| 2003 Certificates of Participation - Administration Annex Building | 531,650 | 516,750 | 506,188 | 495,219 | 483,844 | 467,594 |
| 2003 Certificates of Participation - Airport Improvements | 435,531 | 423,982 | 411,469 | 398,475 | 0 | 0 |
| 2005A Certificates of Participation - Refunding | 808,235 | 806,835 | 805,840 | 808,640 | 807,433 | 807,990 |
| 2005B Certificates of Participation - Refunding | 971,250 | 971,250 | 971,250 | 971,250 | 4,159,500 | 3,991,125 |
| 2010 - Refunding (Savings) | 0 | (170,000) | (170,000) | (170,000) | (170,000) | (170,000) |
| 138 North Fourth Street | 89,700 | 89,700 | 89,700 | 89,700 | 89,700 | 89,700 |
| Shaw Speakes Building | 29,993 | 30,898 | 0 | 0 | 0 | 0 |
| MUNIS Financial/HR Software System | 50,404 | 0 | 0 | 0 | 0 | 0 |
| MUNIS Tax Software System | 152,842 | 0 | 0 | 0 | 0 | 0 |
| Computer Infrastructure Upgrade | 26,567 | 0 | 0 | 0 | 0 | 0 |
| Market Place Mall | 718,429 | 696,419 | 674,408 | 652,398 | 630,387 | 608,376 |
| Public Safety Training Center | 181,796 | 177,060 | 172,323 | 167,587 | 162,849 | 158,113 |
| 800 MHZ System | 1,066,537 | 1,033,282 | 1,000,026 | 966,771 | 933,515 | 900,259 |
| 911 Equipment-Radios | 0 | 210,543 | 210,543 | 210,543 | 210,543 | 140,362 |
| Phone System | 217,212 | 209,562 | 101,594 | 0 | 0 | 0 |
| Jail Expansion Land | 502,904 | 490,752 | 478,598 | 466,445 | 454,292 | 442,138 |
| NHC Airport Authority (Airport Customs Building) | 307,748 | 299,233 | 290,717 | 282,202 | 273,687 | 265,171 |
| SEMH Center Building | P 0 | 0 | 0 | 0 | 0 | 0 |
| Coastal Carolina & G&F Utilities ¹ | 37,089 | 0 | 0 | 0 | 0 | 0 |
| 1997 Certificates of Participation - Sewer Projects ¹ | 0 | 0 | 0 | 0 | 0 | 0 |
| 2003 Certificates of Participation - Brierwood, Kings Grant, Middle Soun | 2,061,794 | 2,028,344 | 1,992,107 | 1,954,475 | 1,915,450 | 1,859,700 |
| 2005A Certificates of Participation - Refunding ¹ | 913,657 | 912,074 | 910,949 | 914,115 | 912,750 | 913,380 |
| Total Installment Debt Service - General Fund | \$15,844,424 | \$15,243,692 | \$14,158,519 | \$13,720,197 | \$12,959,413 | \$12,514,192 |
| Principal portion of General Fund Installment Debt | 10,578,551 | 10,545,639 | 9,857,861 | 9,820,311 | 9,483,438 | 9,471,114 |
| Interest portion of General Fund Installment Debt | 5,265,873 | 4,698,053 | 4,300,658 | 3,899,886 | 3,475,975 | 3,043,078 |
| | \$15,844,424 | \$15,243,692 | \$14,158,519 | \$13,720,197 | \$12,959,413 | \$12,514,192 |

Total Debt Service - General Fund **\$23,188,451** **\$25,651,385** **\$28,982,192** **\$26,979,269** **\$25,896,397** **\$25,082,376**

| PUBLIC SCHOOLS FUND | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| BONDED: | | | | | | |
| 1995 General Obligation Bonds (\$30 million issued) | 360,000 | 0 | 0 | 0 | 0 | 0 |
| 1998 General Obligation Bonds (\$14 million issued) | 0 | 0 | 0 | 0 | 0 | 0 |
| 2000 General Obligation Bonds (\$55 million issued) | 2,588,103 | 2,457,303 | 0 | 0 | 0 | 0 |
| 2001 General Obligation Bonds (\$42 million issued) | 3,338,000 | 2,090,000 | 0 | 0 | 0 | 0 |
| 2002 General Obligation Bonds (\$14 million issued) | 1,150,178 | 699,382 | 672,050 | 0 | 0 | 0 |
| 2003 General Obligation Bonds (Refunding) | 2,499,000 | 2,375,250 | 2,252,250 | 0 | 0 | 0 |
| 2004 General Obligation Bonds (Refunding) | 2,197,778 | 2,168,988 | 4,484,732 | 4,320,743 | 4,157,521 | 3,991,168 |
| 2005 General Obligation Bonds (Refunding) | 1,012,805 | 978,759 | 945,403 | 910,589 | 878,602 | 844,662 |
| 2005 General Obligation Bonds (\$15 million fixed issued) | 1,266,188 | 1,236,188 | 1,206,188 | 1,176,188 | 1,148,064 | 1,118,064 |
| 2005 General Obligation Bonds (\$15 million variable issued) | 1,250,000 | 1,220,000 | 1,190,000 | 1,160,000 | 1,130,000 | 1,100,000 |
| 2007 General Obligation Bonds (\$50 million fixed issue) | 4,517,500 | 4,411,250 | 4,305,000 | 4,198,750 | 4,092,500 | 3,992,500 |
| 2009 General Obligation Bonds (Refunding) | 0 | 1,857,372 | 3,416,558 | 5,999,200 | 5,797,222 | 5,591,441 |
| 2009 General Obligation Bonds (\$43 million issued) | 2,150,000 | 3,187,500 | 3,142,500 | 3,097,500 | 3,045,000 | 3,000,000 |
| Total Debt Service - Public Schools Fund | \$22,329,552 | \$22,681,993 | \$21,614,681 | \$20,862,970 | \$20,248,909 | \$19,637,835 |
| Principal portion of Public Schools Fund Bonded Debt | 13,581,425 | 13,980,819 | 13,553,610 | 14,051,846 | 14,032,257 | 14,006,544 |
| Interest portion of Public Schools Fund Bonded Debt | 8,748,127 | 8,701,174 | 8,061,071 | 6,811,124 | 6,216,652 | 5,631,292 |
| | \$22,329,552 | \$22,681,993 | \$21,614,681 | \$20,862,970 | \$20,248,909 | \$19,637,835 |

NEW HANOVER COUNTY DEBT SERVICE FOR NEXT FIVE YEARS

| SPECIAL FIRE DISTRICT | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| INSTALLMENT: | | | | | | |
| 2003 Certificates of Participation - Federal Point Volunteer Fire Departm | 105,300 | 103,350 | 101,238 | 99,035 | 96,769 | 93,519 |
| Public Safety Training Center | 181,796 | 177,060 | 172,323 | 167,587 | 162,849 | 158,112 |
| Fire Trucks (2) | 285,419 | 142,710 | 0 | 0 | 0 | 0 |
| Ladder Truck | 182,434 | 182,434 | 182,434 | 182,434 | 0 | 0 |
| Station 52-Murrayville Fire Station | 331,340 | 323,334 | 315,326 | 307,320 | 299,311 | 291,304 |
| Fire Engine | P 84,001 | 142,435 | 189,913 | 189,913 | 47,478 | 0 |
| Pumper | P 24,383 | 48,765 | 48,765 | 48,765 | 48,765 | 48,765 |
| Total Debt Service - Special Fire District | \$1,170,290 | \$1,095,705 | \$1,009,999 | \$946,289 | \$655,173 | \$591,701 |
| Principal portion of Special Fire District Installment Debt | 893,818 | 838,380 | 773,190 | 785,454 | 469,077 | 423,700 |
| Interest portion of Special Fire District Installment Debt | 276,472 | 257,325 | 236,809 | 160,835 | 186,096 | 168,001 |
| | \$1,170,290 | \$1,095,705 | \$1,009,999 | \$946,289 | \$655,173 | \$591,701 |
| ENVIRONMENTAL MANAGEMENT | | | | | | |
| | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 |
| BONDED: | | | | | | |
| Steam Plant Construction | \$206,550 | \$188,150 | \$0 | \$0 | \$0 | \$0 |
| Principal portion of Environmental Management Bonded Debt | 180,000 | 175,000 | | | | |
| Interest portion of Environment Management Bonded Debt | 26,550 | 13,150 | | | | |
| | \$206,550 | \$188,150 | \$0 | \$0 | \$0 | \$0 |
| INSTALLMENT: | | | | | | |
| 1997 Certificates of Participation - Scrapper Pan-Landfill | 0 | 0 | 0 | 0 | 0 | 0 |
| Front End Loader-Landfill | 0 | 0 | 0 | 0 | 0 | 0 |
| Trash Compactor-Landfill | 120,948 | 0 | 0 | 0 | 0 | 0 |
| 2000 Certificates of Participation - Baghouses-Wastec | 129,890 | 125,474 | 87,608 | 84,633 | 81,266 | 78,172 |
| 2005A Certificates of Participation - Refunding - Landfill | 35,141 | 35,080 | 35,037 | 35,159 | 35,106 | 35,130 |
| Bulldozer and Loader -Landfill | 171,364 | 171,364 | 171,364 | 171,363 | 0 | 0 |
| Loader -Wastec | 0 | 0 | 0 | 0 | 0 | 0 |
| Scrapper Pan-Landfill | P 74,435 | 148,869 | 148,869 | 148,869 | 148,869 | 74,435 |
| Total Installment Debt Service - Environmental Management Fund | \$531,778 | \$480,787 | \$442,878 | \$440,024 | \$265,241 | \$187,737 |
| Principal portion of Environmental Management Installment Debt | 449,839 | 399,390 | 376,908 | 389,327 | 229,231 | 162,605 |
| Interest portion of Environmental Management Installment Debt | 81,939 | 81,397 | 65,970 | 50,697 | 36,010 | 25,132 |
| | \$531,778 | \$480,787 | \$442,878 | \$440,024 | \$265,241 | \$187,737 |
| Total Debt Service - Environmental Management Fund | \$738,328 | \$668,937 | \$442,878 | \$440,024 | \$265,241 | \$187,737 |
| Total Debt Service - All Funds | \$47,426,621 | \$50,098,020 | \$52,049,750 | \$49,228,552 | \$47,065,721 | \$45,499,649 |

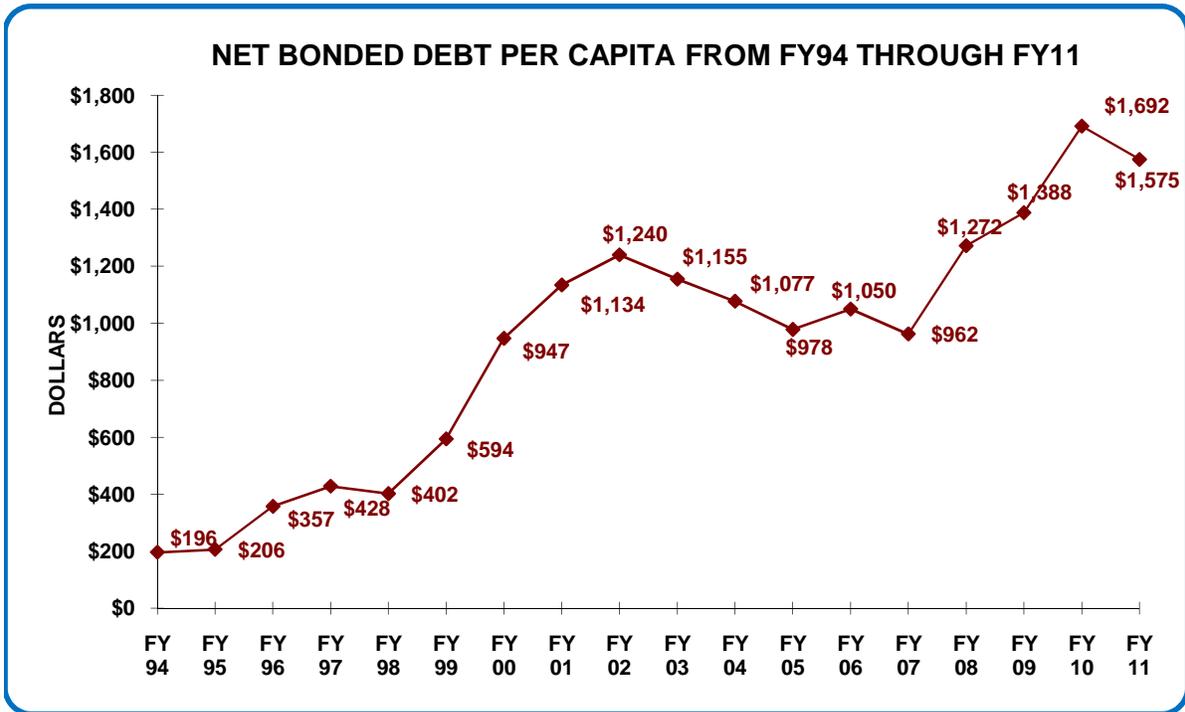
P = Pending further action

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. \$6.7 million of CFPUA debt will be offset by a \$4.8 million transfer from CFPUA.

**NEW HANOVER COUNTY RATIO OF NET GENERAL BONDED DEBT
TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA**

| Fiscal Year Ended June 30 | Population 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 | 197,419 | 33,674,505,469 | 334,244,997 | 175,000 | 334,069,997 | 0.99% | 1,692 |
| 2011 | 200,010 | 34,220,520,000 | 315,039,997 | - | 315,039,997 | 0.92% | 1,575 |

**NEW HANOVER COUNTY
NET BONDED DEBT PER CAPITA**



The decrease in bonded debt per capita is due to the 5 different General Obligation Bonds being retired in FY10. For detail, please see facing page.

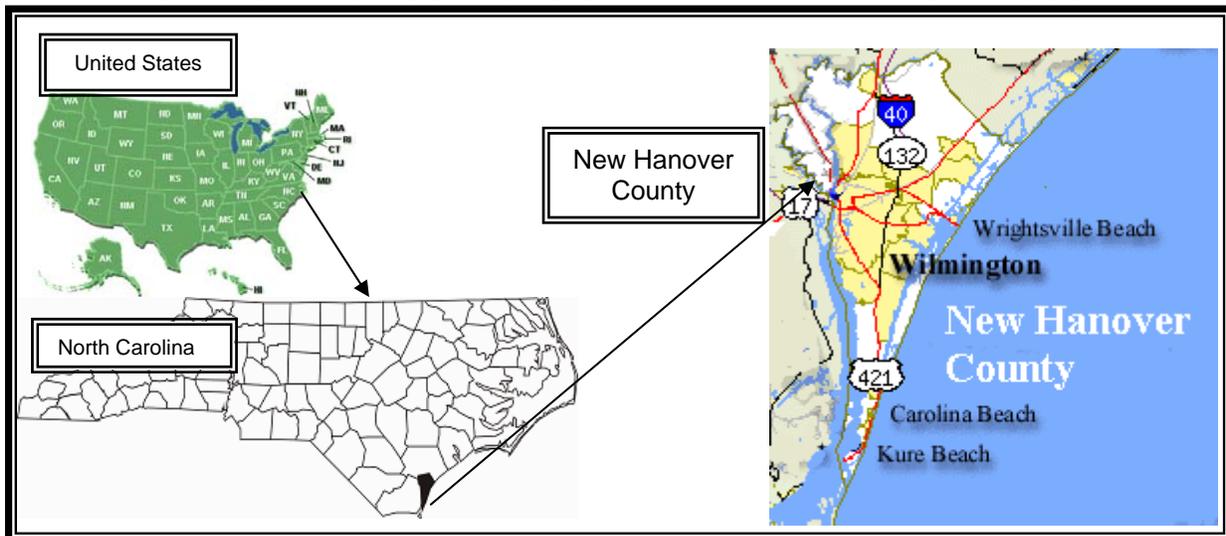


NEW HANOVER COUNTY PROFILE

GENERAL DESCRIPTION

New Hanover, a coastal county in southeastern North Carolina, is home to 4 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 220 square miles. Of this total, over 21 square miles consist of water and wetlands. The projected population of New Hanover County for July 2010 is approximately 197,419, a 23% increase over the 2000 U. S. Census of 160,327.

MAPS INDICATING LOCATIONS STATE AND NEW HANOVER COUNTY¹



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.

The County's focus is government, in partnership with its citizens, dedicated to promoting growth in an orderly fashion, while preserving the outstanding quality of life that has made the County a desirable place in which to live and work.

¹ North Carolina Department of Commerce

GOVERNMENT STRUCTURE



**New Hanover County
Historic Courthouse**

New Hanover County is governed by 5 commissioners who are elected by a countywide vote and serve 4-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, 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 Registrar 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.

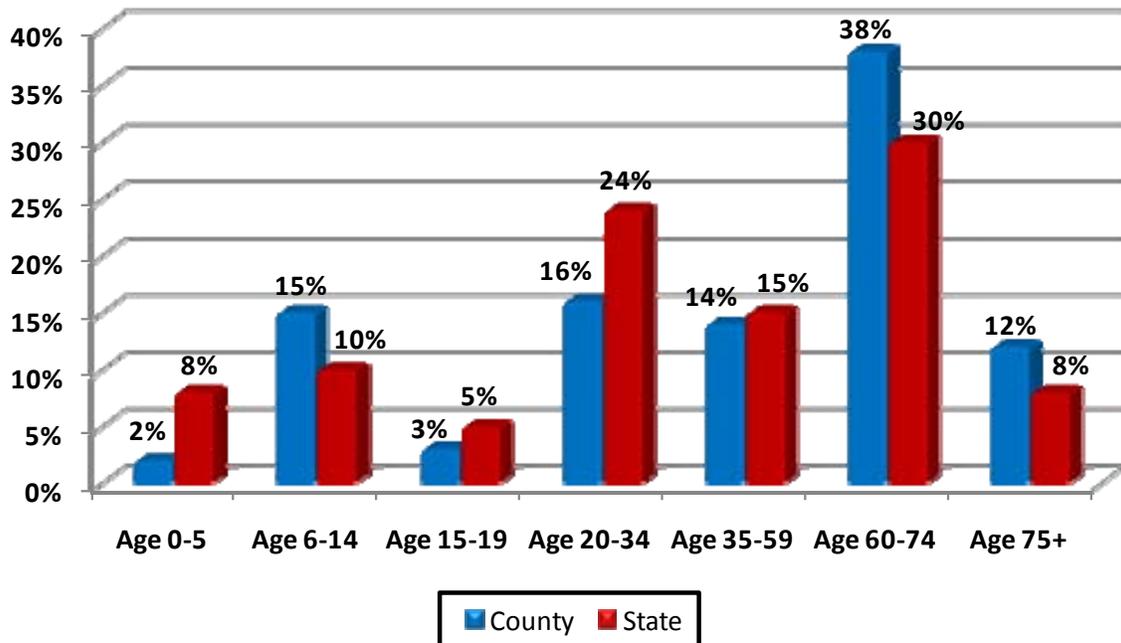
New Hanover County serves its citizens through approximately 27 departments with over 1,600 regular positions.

POPULATION CHARACTERISTICS AND PROJECTIONS²

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 2010 to 2020, the state's population is expected to grow by 17.6%; whereas, the County's population is expected to grow by only 13.1%. Neighboring counties of Brunswick and Pender are expected to grow by 33.4% and 29.7%, respectively.

² North Carolina State Office of Management and Budget

2010-2020 Projected % Change in Population by Age Groups



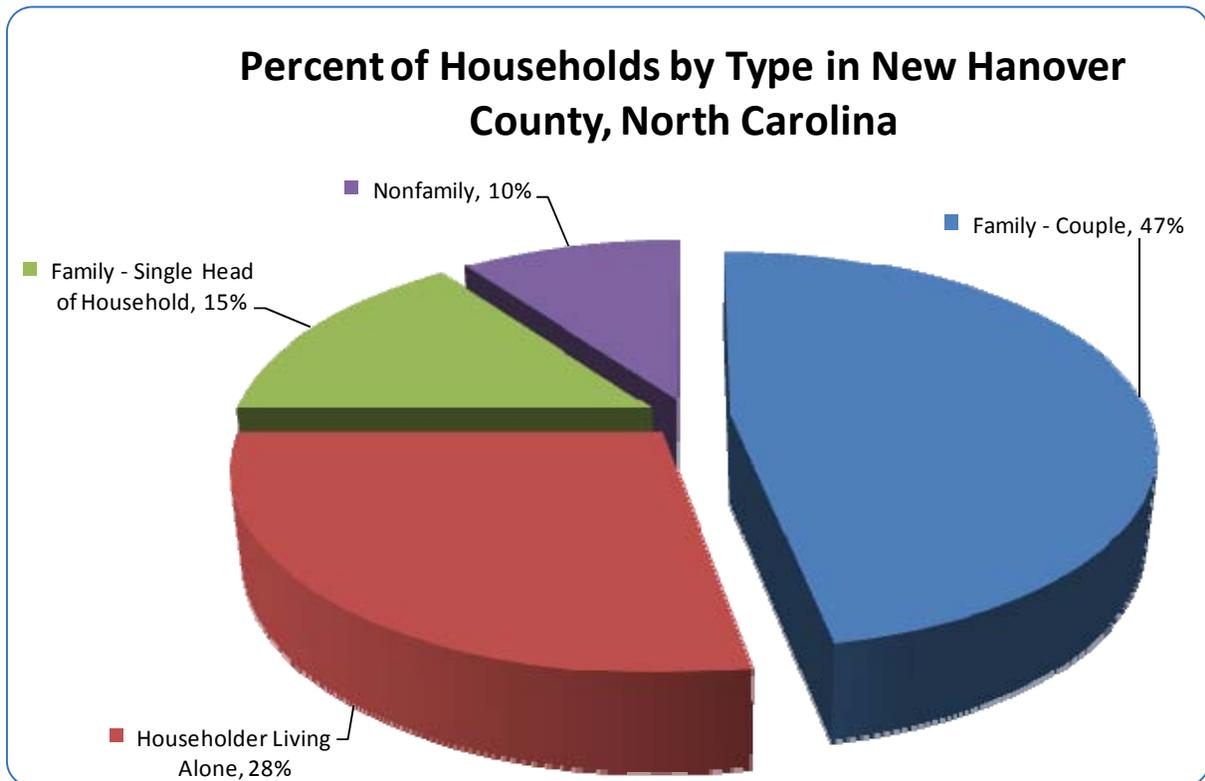
Anticipating future populations by age group assists agencies in developing long-term plans to meet future needs. The graph above provides a comparison of the County's percentage of change in specific population age groups for the period 2010 to 2020 to the state's percentage of change for each respective group. There are significant variations in the percentage of change in several groups. Specifically, the age group of 20-34 shows the County being 8% less than the state projected increase in this group. In contrast, the County age group of 60-74 is anticipated to exceed the state's increase by 8% and the age group of 75+ is anticipated to increase 4% 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.

SELECTED SOCIAL CHARACTERISTICS³

Households and Families

In 2008, there were 82,443 households in New Hanover County. The average household size was 2.26 people.

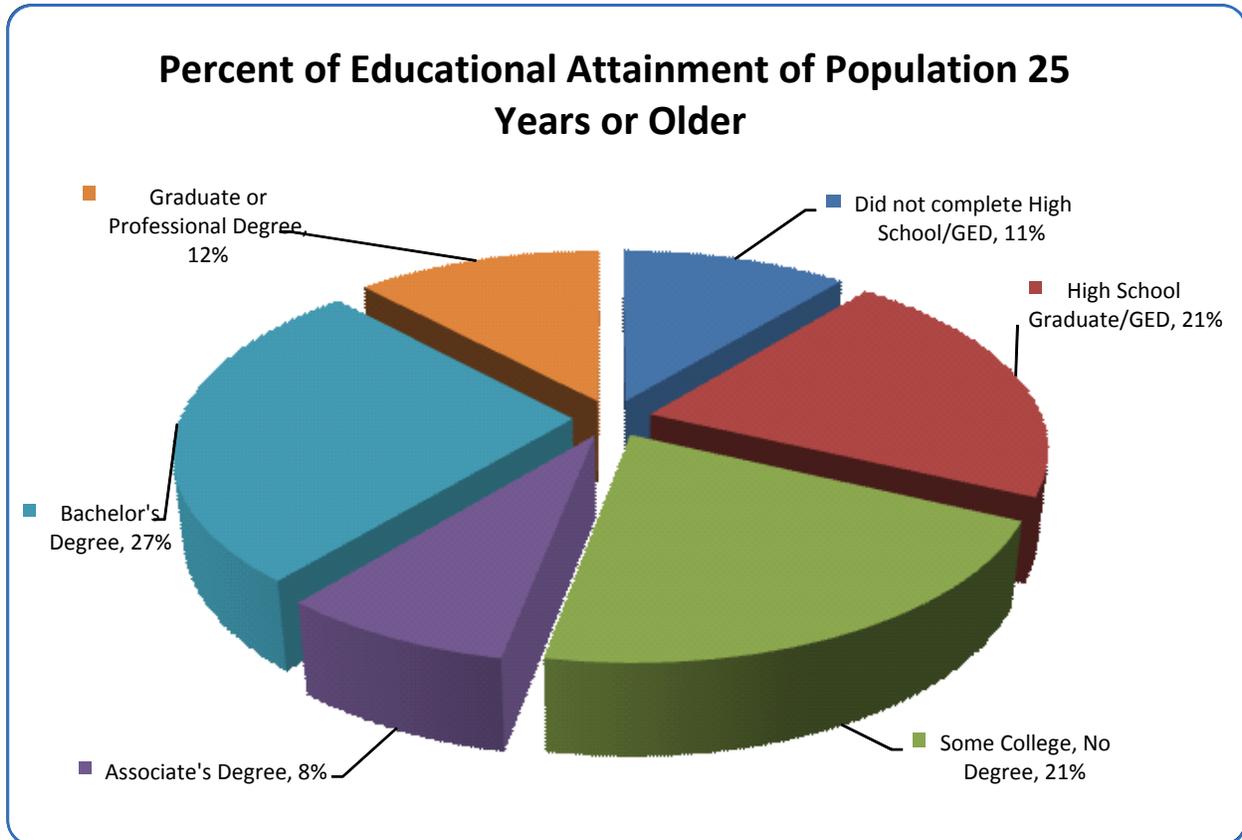
Families make up 62% of the households in New Hanover County. This figure includes married/couple families (47%) and single head of household (15%). Householder living alone was 28% and non-family households were 10%.



³ American Community Survey, 2008 at American FactFinder

Educational Attainment⁴

In 2008, 89% of people 25 years and over had graduated from high school and 27% had a bachelor's degree or higher. 11% percent were not enrolled in school and had not graduated from high school or completed the GED.



Travel to Work⁴

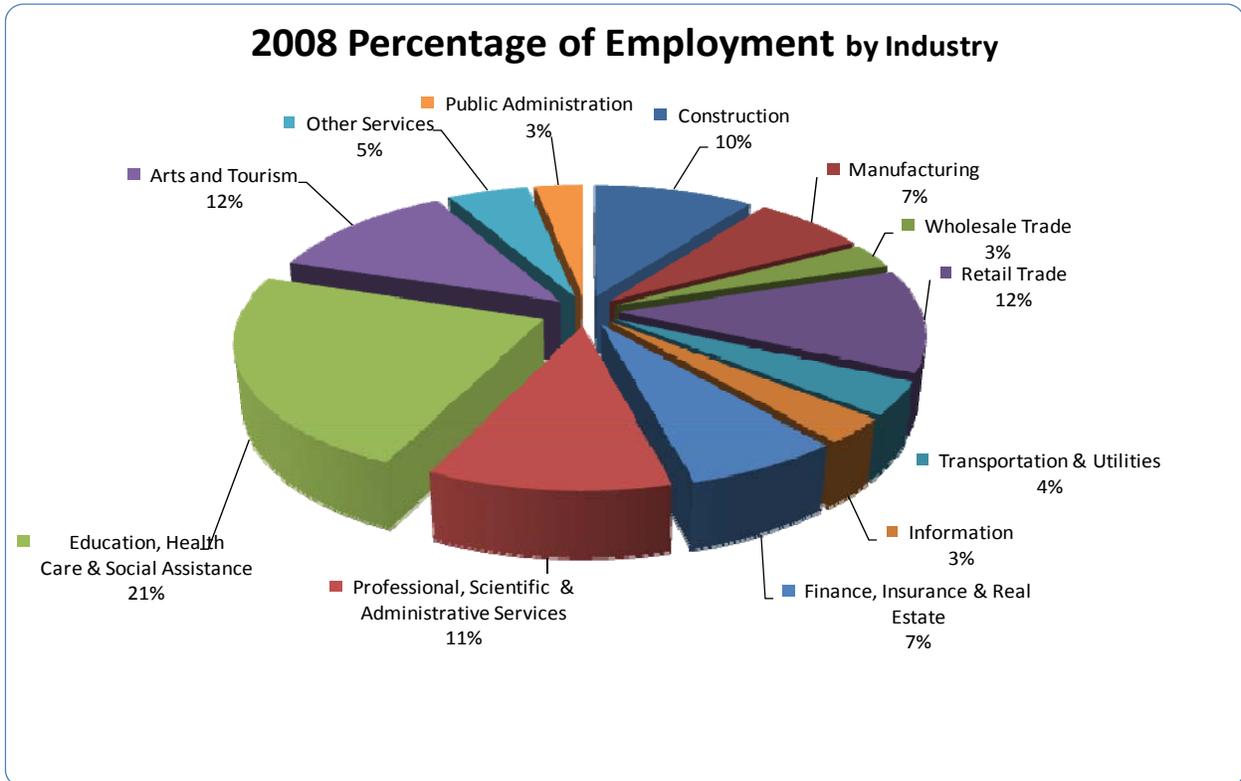
The mean commute time in 2008 was 19.8 minutes to get to work. The percentages of the method of transportation for 2008 were:

- 82% of workers drove to work alone in 2008
- 8% of workers carpooled
- 1% took public transportation
- 4% used other means
- 5% worked at home

⁴ American Community Survey, 2008 at American FactFinder

Employment by Industry in New Hanover County, North Carolina⁵

The chart illustrates the major sectors of the County's economy. Largest is the Education, Healthcare and Social Assistance sector. Arts and Tourism (comprised of entertainment, recreation, accommodations and food services) and retail trade tie for second. The Arts and Tourism sector and the Retail Trade sector total 24% of the County's employment. These two sectors mirror current conditions, whether positive or negative.



Cost of Living⁶

The cost of living for New Hanover County, as measured to a national composite index average of 100.0 for calendar year 2009, measures 96.7. The comparison for New Hanover County's cost of living for specific goods and services is provided below and is also stated as a comparison to the national average index of 100.0 for each index.

| Index for Products & Services | Cost of Living New Hanover County |
|--|--|
| Grocery Items | 103.8 |
| Housing | 88.2 |
| Utilities | 97.4 |
| Transportation | 96.6 |
| Health Care | 104.4 |
| Miscellaneous | 100.5 |

⁵ American Community Survey, 2008 at American FactFinder

⁶ Missouri Economic Research and Information Center, Economic Indicators

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 Wilmington⁷



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 is in the beginning stages of developing the new North Carolina International Port (NCIP) just north of Southport. This port will have 50' channel depth with capability of handling 2,000,000+ TEUs (20-foot equivalent units, the industry standard measurement of container traffic) annually.

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.

⁷ 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.⁸ The "post-Panamax" vessels, sized at 5,000 TEU's, 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 and Norfolk Southern railways. 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."⁹

The Port of Wilmington is also designated 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.¹⁰ 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.

The Wilmington Port participates in the Homeland Security Department's Customs-Trade Partnership Against Terrorism program and received C-TPAT certification in February 2007 and completed a successful validation in March 2008.

In March 2009, two new container shipping companies were added to the Port of Wilmington, bringing the total container shipping companies to three. The prolonged and deep economic recession has reduced general tonnage volumes at the Port of Wilmington. However, the benchmark of "container moves" was only 4% less in FY09 as compared to FY08. General cargo volumes fell 8% in FY09 as compared to FY08. However, broad cost containment initiatives implemented in 2007 helped to reduce expenses by \$700,000 in FY08-09. The continued decline in general cargo, plus one-time write offs for capital assets and construction projects, resulted in a \$5.9 million dollar loss for FY09-10. However, a moderate growth in revenue of 3% for FY10-11 is projected.¹¹

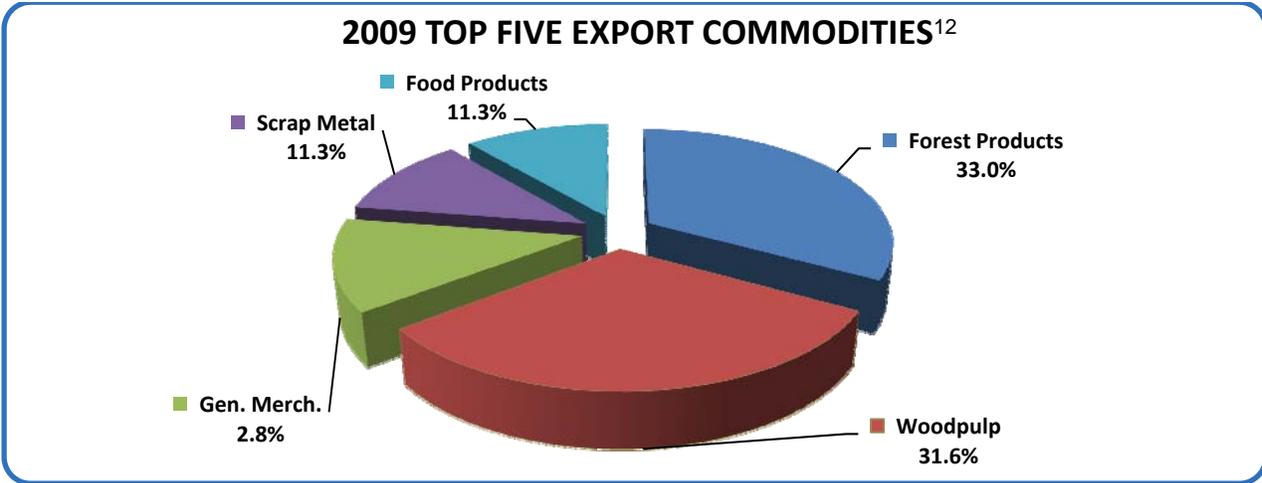
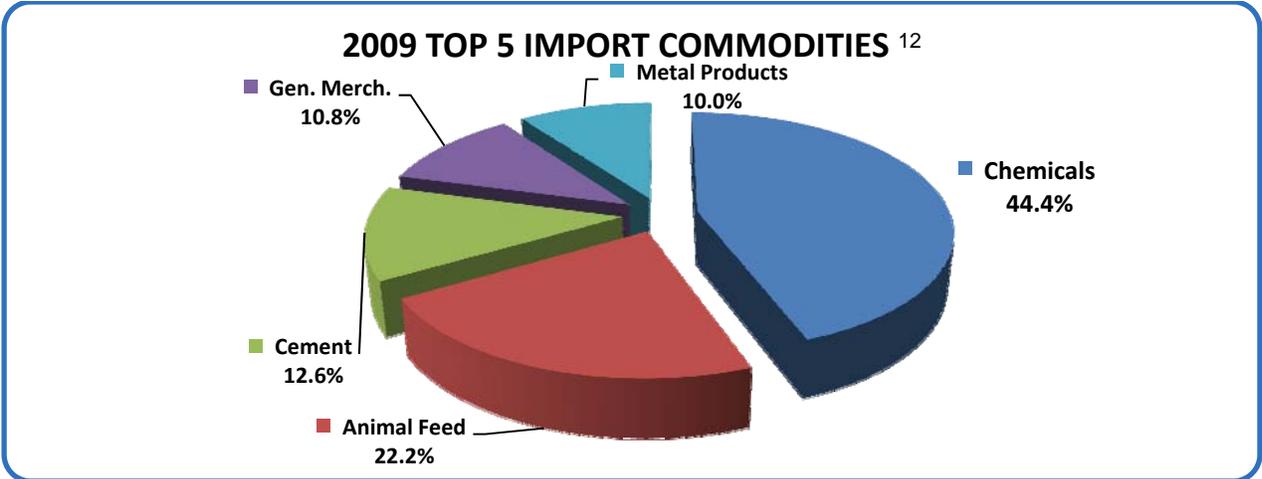
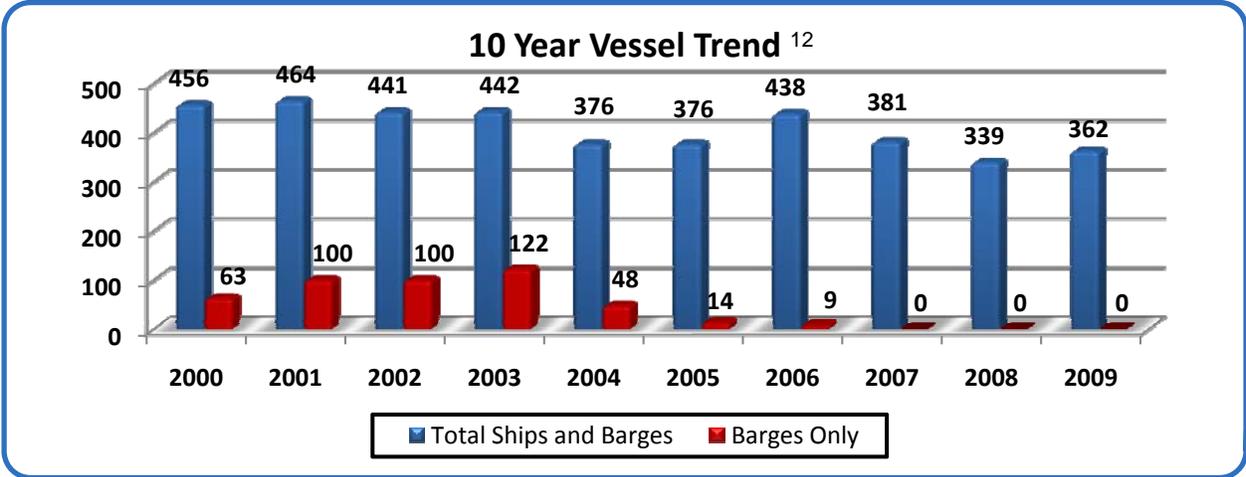
⁸ North Carolina's Southeast

⁹ Business North Carolina, June 2005, Jim Smith, UNC Economist

¹⁰ Sea Power, 2008 Almanac

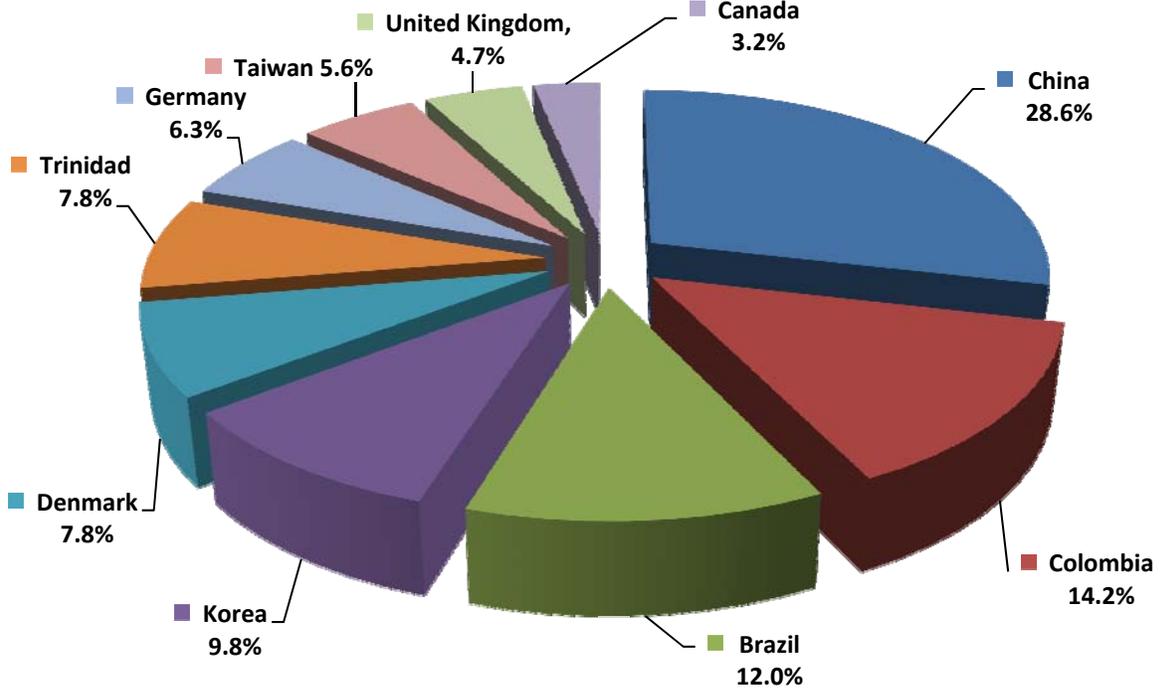
¹¹ Press Release, August 5, 2010, NC State Ports

NEW HANOVER COUNTY PROFILE CONTINUED

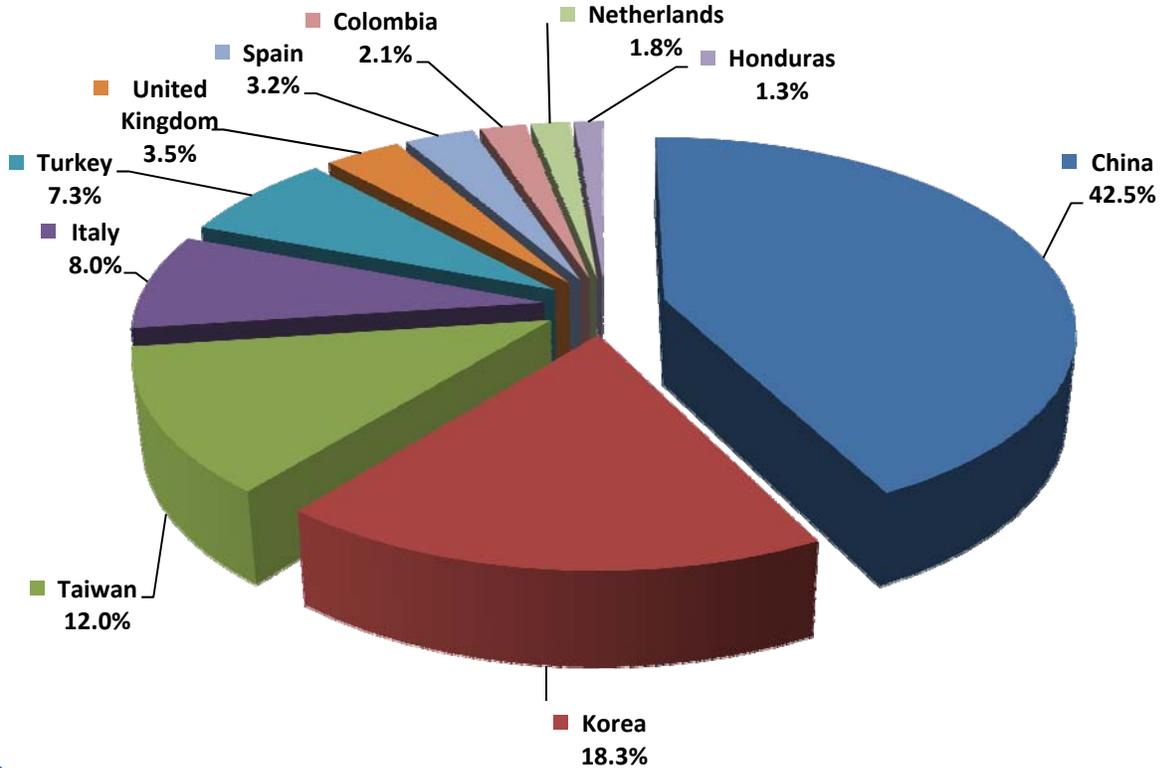


¹² "Port of Wilmington 2009 Statistics", published by Port of Wilmington

2009 TOP 10 IMPORT PARTNERS¹³



2009 TOP 10 EXPORT PARTNERS¹³



¹³ Port of Wilmington 2009 Statistics, published by Port of Wilmington

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.¹⁴

The County is served by two of the premiere national rail companies: CSX and Norfolk Southern Railways. 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. CSX has gone from daily to twice daily service in New Hanover County.

The industry trend toward using rail, and the increase in port activity, puts New Hanover County in priority status for improved rail service. CSX is in the preliminary stages of a \$700 million project to provide double-stacked container trains to move cargo from the ports of Wilmington, North Carolina; Hampton Roads, Virginia; and Baltimore, Maryland.¹⁴ Also, with the dependence of the Department of Defense on commercial ports for military deployment, the Department of Defense has begun evaluating the rail infrastructure between bases and the strategic ports. The DOD uses special heavy equipment railcars known as DODX cars ("X-cars"). While most rail carriers were able to meet DOD requirements, selected areas of the country were not able to accommodate the X-cars. Since Desert Storm, the government has spent \$250 million to improve railways and is considering funding for rail improvements between military installations and strategic ports.

Wilmington International Airport (ILM)^{15, 16}

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 via Delta, US Airways, and Allegiant Air. Wilmington has direct, non-stop flights to New York, Atlanta, Charlotte, Orlando and Philadelphia. 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.).

¹⁴ The Virginia Pilot, Sunday, April 6, 2008

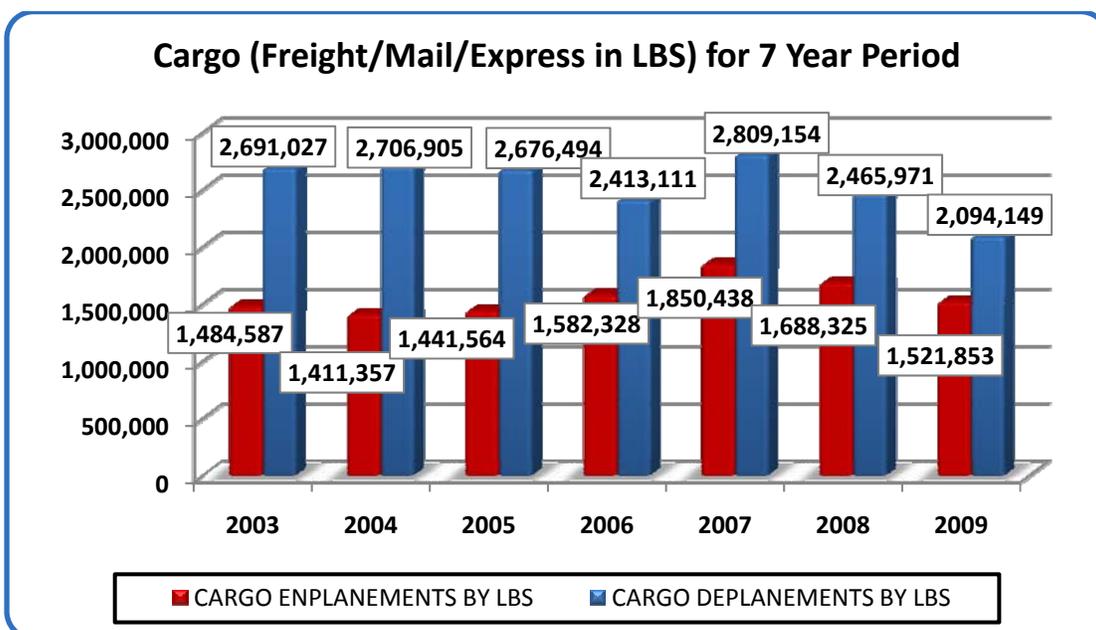
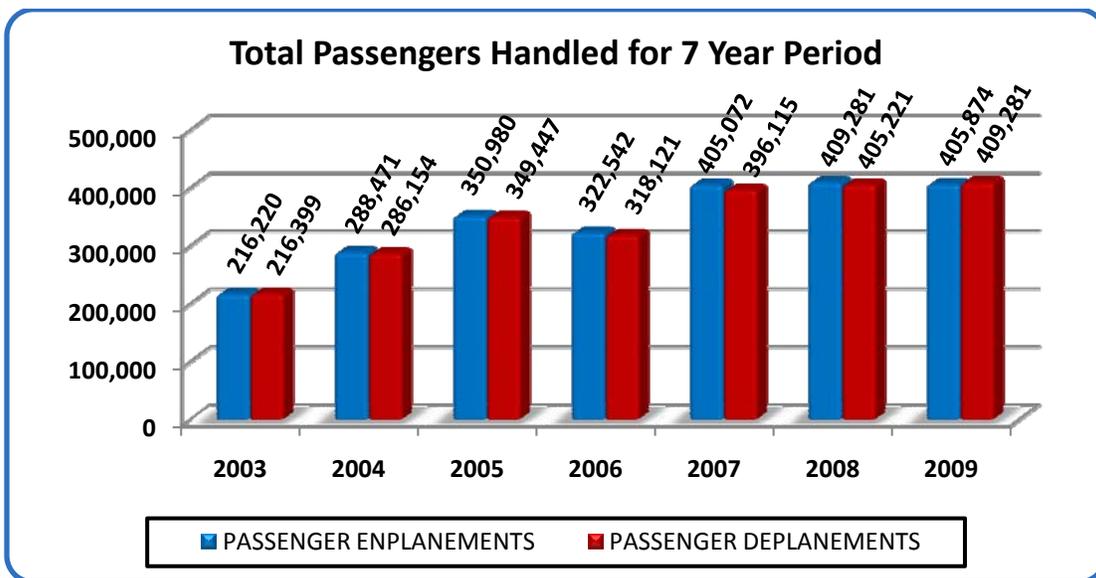
¹⁵ Provided Wilmington International Airport

¹⁶ Star News, "Wilmington International faring better than many small- to medium-sized airports", Gareth McGrath

NEW HANOVER COUNTY PROFILE CONTINUED

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 2003 and 2009 are provided for Passenger Enplanements and Deplanements and for Cargo Enplanements and Deplanements from the Wilmington International Airport.



New Hanover County Roads and Interstate Access

In New Hanover County, 94% of the population lives within 10 miles of a 4-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, UNC-W campus and New Hanover County. It also offers a free 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 suffering from the national economic recession along with the rest of the country. With data in for the period of January through June 2010, the average unemployment rate for that period is 9.6%. In the last two years the County's unemployment rate has been the highest in 20 years.¹⁷ However, overall economic activity for New Hanover in 2010 is projected to show a 4% growth over 2009.¹⁸

Real Estate Market

The average sales price of a house peaked in 2007 at \$352,000. In 2009, the average sales price of a house had dropped to \$225,000. This is approximately a 38% drop in sales price.¹⁹

¹⁷ Employment Security Commission

¹⁸ Wilmington Chamber of Commerce

¹⁹ Wilmington Chamber of Commerce

NEW HANOVER COUNTY PROFILE CONTINUED

Building Permits²⁰

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

| | New Residential Construction Permits | New Construction Dollars Spent (Project Value) | New Commercial Construction Permits | New Construction Dollars Spent (Project Value) |
|----------------|---|---|--|---|
| FY07-08 | 697 | \$175.0 M | 346 | \$313.6 M |
| FY08-09 | 439 | \$107.0 M | 163 | \$197.7 M |
| FY09-10 | 436 | \$110.0 M | 129 | \$ 98.0 M |

Please note that these figures do not include the construction dollars spent for “No Charge” Permits for the City and the County and for renovation to existing buildings. As in other areas of the nation, the County’s construction sector has been severely affected by the economic recession. Since FY07-08, newly constructed residential building permits have dropped by 36% and newly constructed commercial building permits have dropped by 63%. It is hoped that the County will see some slow but steady growth back in this sector of the economy for FY10-11.

Health Care²¹

A trauma center is defined as a specialized hospital facility distinguished by the immediate availability of specialized surgeons, physician specialists, anesthesiologist, 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.

²⁰ Statistics provided by New Hanover County Development Services Department

²¹ NC Division of Health Service Regulation, Office of Emergency Medical Services

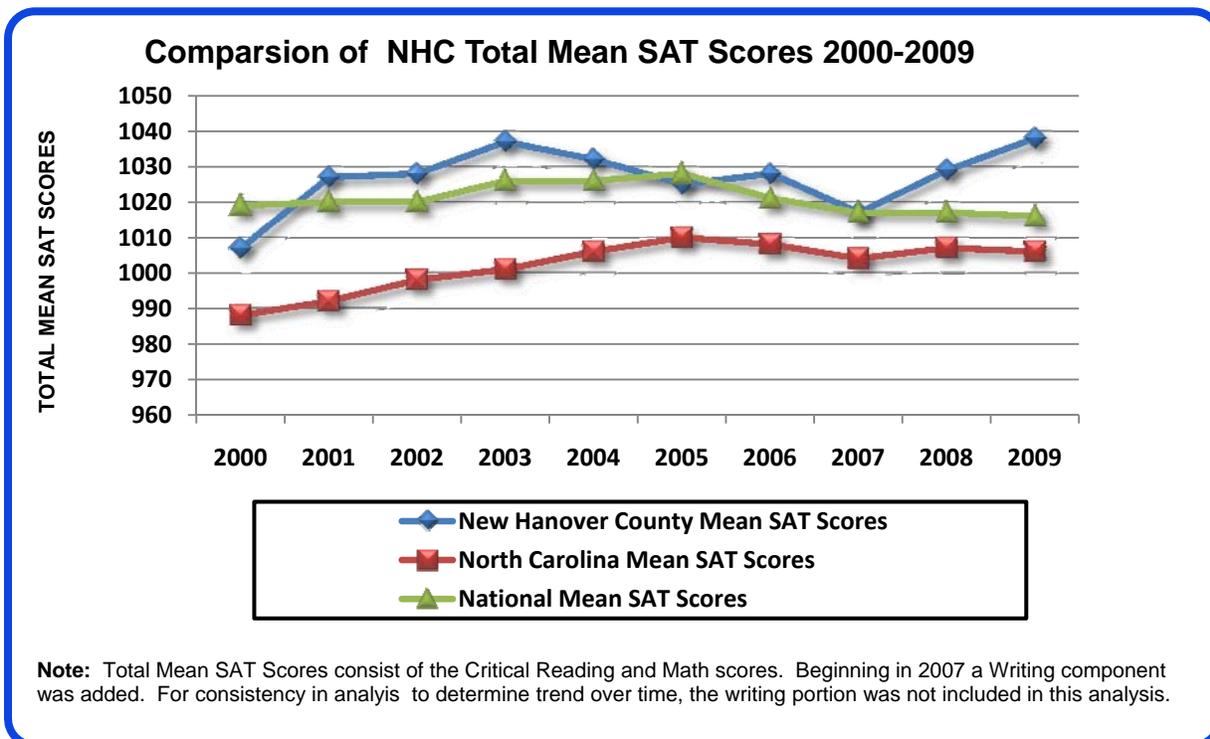
NEW HANOVER COUNTY PROFILE CONTINUED

NHRMC has continued to expand to serve the needs of the southeastern region of North Carolina. Their most recent expansion is the Betty H. Cameron Women’s and Children’s Hospital. This is a \$45 million project opened in the fall of 2008. The addition allowed New Hanover Regional Medical Center to expand into pediatric intensive care, bridging a gap in services provided in this area.

Educational Concerns²²

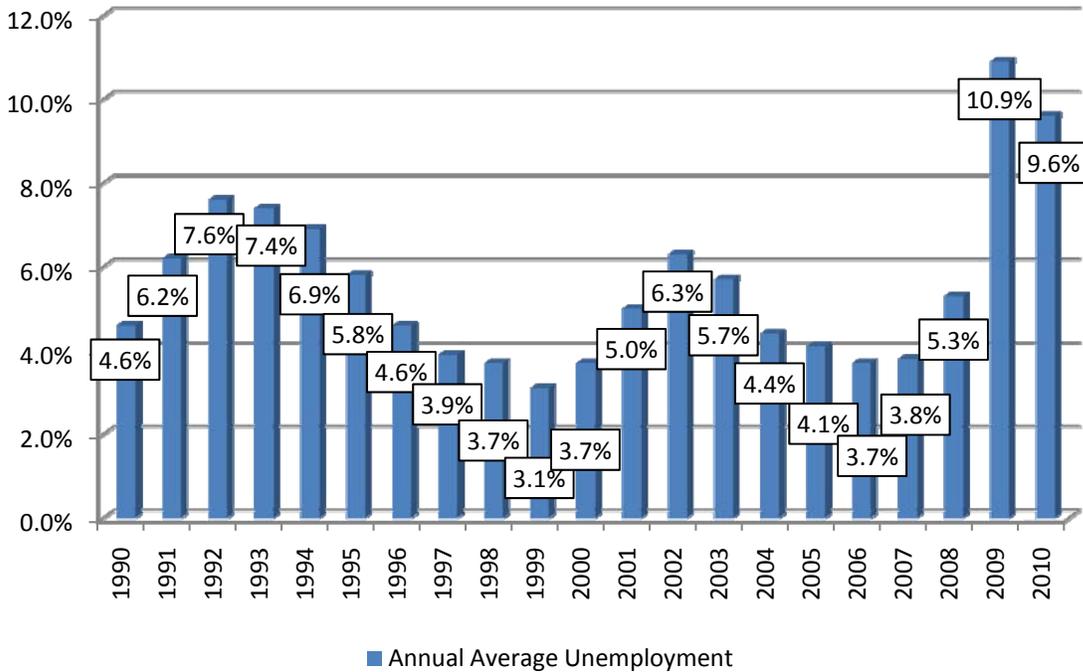
Although the school age population continues to grow, it is at a slower rate than in the past. As discussed previously, the decrease in the rate of growth in this population group requires long-range planning to realign educational resources as needed. In addition, the ratio of this age group to total 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. Economic growth, while excellent for New Hanover County, also comes with a budgeting responsibility to help fund the additional resulting costs of increased student population.

| NHC PUBLIC EDUCATION UNITS | |
|-------------------------------------|-----------|
| Pre-K | 3 |
| Elementary Schools | 25 |
| Middle Schools | 8 |
| High Schools | |
| Traditional | 4 |
| Non-Traditional | 3 |
| Community Colleges | 1 |
| Universities | 1 |
| Total Public Education Units | 45 |



²² Public Education Units provided by New Hanover County School District. Mean SAT Scores from www.ncpublicschools.org

Annual Average Unemployment²³
 (2010 is an average of the first 6 months of 2010)



Top 10 Largest Employers in New Hanover County²⁴

| Rank | Company | Employees | Industry |
|------|----------------------------------|-----------|--------------------------|
| 1 | New Hanover Health Network | 4,803 | Hospital/Health Services |
| 2 | New Hanover County School System | 3,950 | Education |
| 3 | Wal-Mart Stores, Inc. | 2,170 | Retail |
| 4 | GE Hitachi and GE Aviation | 2,000 | Nuclear Energy |
| 5 | University of NC at Wilmington | 1,871 | University |
| 6 | PPD | 1,500 | Contract Research |
| 7 | New Hanover County Government | 1,490 | Local Government |
| 8 | Verizon Wireless Call Center | 1,300 | Wireless Communication |
| 9 | City of Wilmington | 1,000 | Local Government |
| 10 | Corning, Inc. | 1,000 | Optical Fiber |

²³ Employment Security Commission

²⁴ 2010 Book of Lists, published by Greater Wilmington Business Journal

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. However, this past year has been very difficult and the County is experiencing the same effects of the economic downturn as is the state and the nation.

However, 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 1,200 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 feeling the effects of the current national recession. Growth in most sectors of the local economy has slowed, in some sectors dramatically. During the expected beginning of recovery from the current economic recession (early 2010), 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 |
| 1991 | 124,160 | 17,525 | 34.2 | 19,166 | 6.0% |
| 1992 | 127,246 | 18,285 | 34.6 | 19,382 | 7.3% |
| 1993 | 130,746 | 19,153 | 34.9 | 19,679 | 7.0% |
| 1994 | 134,912 | 19,887 | 35.4 | 20,253 | 6.9% |
| 1995 | 139,500 | 21,705 | 35.7 | 20,649 | 5.8% |
| 1996 | 143,234 | 22,819 | 36.1 | 20,929 | 4.6% |
| 1997 | 147,761 | 25,068 | 36.5 | 21,351 | 3.7% |
| 1998 | 148,370 | 26,166 | 36.9 | 21,520 | 3.8% |
| 1999 | 148,822 | 26,479 | 37.3 | 21,468 | 3.0% |
| 2000 | 160,327 | 28,000 | 36.3 | 21,425 | 3.5% |
| 2001 | 163,828 | 28,969 | 38.1 | 21,430 | 4.7% |
| 2002 | 166,017 | 29,408 | 36.7 | 21,854 | 6.6% |
| 2003 | 169,050 | 29,607 | 37.0 | 22,882 | 5.1% |
| 2004 | 174,302 | 30,466 | 36.3 | 22,296 | 3.9% |
| 2005 | 179,553 | 32,607 | 37.0 | 23,208 | 4.0% |
| 2006 | 185,222 | 33,705 | 36.0 | 23,848 | 3.7% |
| 2007 | 189,922 | 35,461 | 38.0 | 23,781 | 3.7% |
| 2008 | 192,279 | 36,629 | 37.1 | 23,757 | 5.3% |
| 2009 | 195,085 | N/A | 37.4 | 24,095 | 9.6% |

| ANNUAL POPULATION GROWTH ⁵ | | | | | | |
|---------------------------------------|--------------------|----------------|------------|--------------------|-----------------------|--------------|
| YEAR | CITY OF WILMINGTON | CAROLINA BEACH | KURE BEACH | WRIGHTSVILLE BEACH | UNINCORPORATED COUNTY | TOTAL COUNTY |
| 1991 | 56,624 | 3,792 | 622 | 2,970 | 60,152 | 124,160 |
| 1992 | 58,679 | 4,291 | 642 | 3,045 | 60,589 | 127,246 |
| 1993 | 59,378 | 4,273 | 693 | 3,052 | 63,350 | 130,746 |
| 1994 | 60,886 | 4,433 | 726 | 3,052 | 65,815 | 134,912 |
| 1995 | 62,256 | 4,598 | 742 | 3,115 | 68,789 | 139,500 |
| 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 |

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

**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 | 32,862,470,391 | 68.53% | 139,222,476 | 136,794,280 | 98.26% | 0.420 |
| 2009 | | 33,424,361,562 | 1.71% | 151,208,013 | 149,085,287 | 98.60% | 0.4525 |
| 2010 | ⁵ | 33,674,505,469 | 1.01% | 152,793,146 | 150,719,243 | 98.64% | 0.4525 |
| 2011 | ⁶ | 34,220,520,000 | 1.02% | 159,322,020 | 156,454,224 | 98.20% | 0.4655 |

TEN LARGEST TAX PAYERS IN NEW HANOVER COUNTY⁷

| Rank | Company | Assessed Valuation | Tax Levy | Type of Industry |
|------|----------------------------------|--------------------|----------|------------------------------|
| 1 | Progress Energy | \$281.6 M | \$1.3 M | Utility |
| 2 | General Electric Co. | \$216.9 M | \$1.0 M | Nuclear/Aircraft/Fuel/Energy |
| 3 | Corning, Inc. | \$192.6 M | \$0.9 M | Optical Fiber Manufacturer |
| 4 | Bell South Tel. Co | \$79.9 M | \$0.4 M | Utility |
| 5 | Fortron Industries | \$54.8 M | \$0.2 M | Chemical Manufacturer |
| 6 | Arteva Specialties DBA Kosa | \$51.7 M | \$0.2 M | Chemical Manufacturer |
| 7 | Centro Independence LLC (Mall) | \$50.4 M | \$0.2 M | Real Estate |
| 8 | GF Management Company LLC | \$49.8 M | \$0.2 M | Real Estate |
| 9 | Walmart | \$48.4 M | \$0.2 M | Retail |
| 10 | Global Nuclear Fuel Americas LLC | \$44.6 M | \$0.2 M | Chemical Manufacturer |

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

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

³ Includes taxes, fee, penalties, and liens

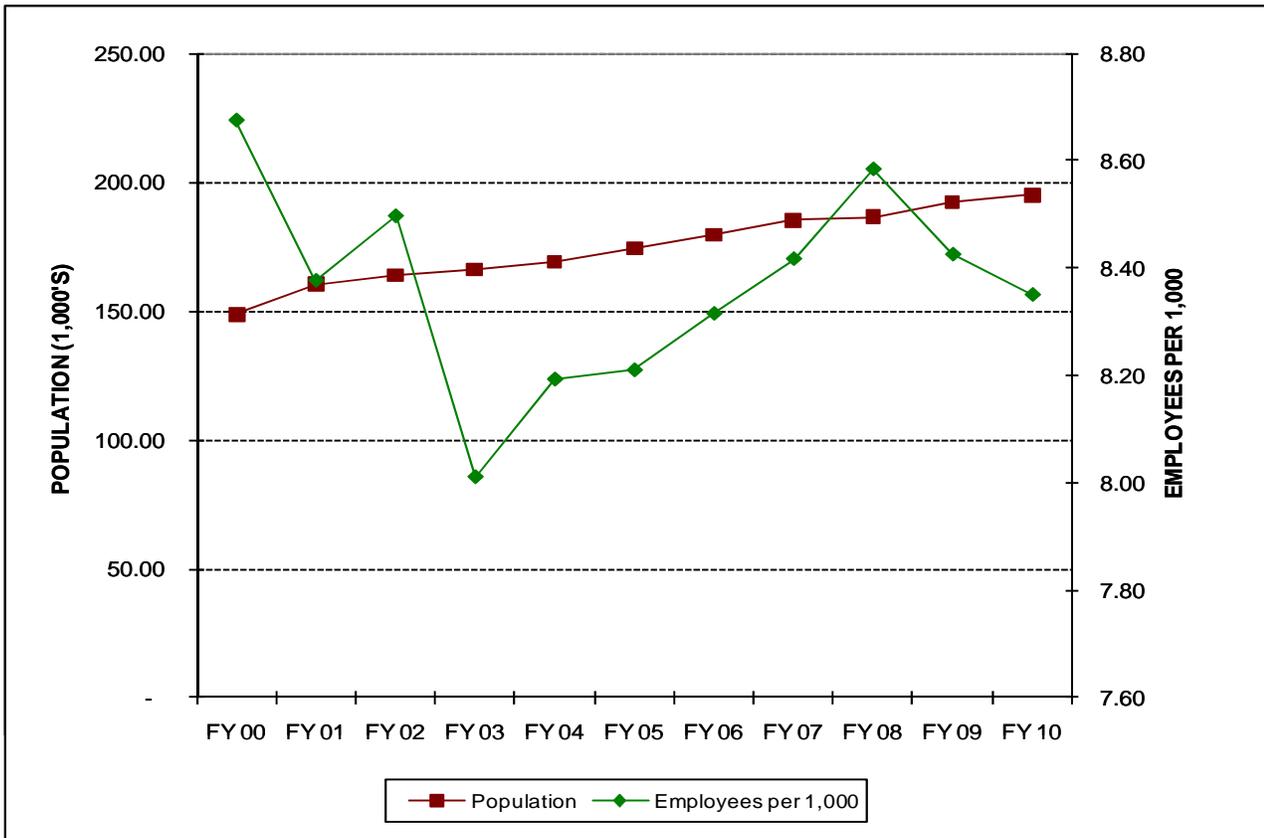
⁴ Revaluation Year

⁵ Amounts provided are estimated figures until final close of FY10.

⁶ Amounts provided are projections for FY11.

⁷ Statistics provided by New Hanover County Tax Department.

NEW HANOVER COUNTY
EMPLOYEES PER 1,000 POPULATION



As the above graph indicates, the growth in County population has increased steadily and that trend is projected to continue. In FY02-03, the number of County employees per 1,000 decreased due to the County Commissioners' directive to decrease the size of County government. Between FY07-08 and FY08-09, the number of employees decreased due to the transfer of 66 Water & Sewer employees to the Cape Fear Public Utility Authority and a slight decrease between FY08-09 and FY09-10 was due to the economic conditions. In FY09-10, 104 positions were frozen (not budgeted). Employees per 1,000 would be further reduced if the 104 frozen positions were excluded.

**NEW HANOVER COUNTY
POSITION SUMMARY BY DEPARTMENT**

| | FY08-09 ADOPTED | | FY09-10 ADOPTED | | FY10-11 ADOPTED | | DIFFERENCE | |
|---|--------------------|-----------------|--------------------|-----------------|--------------------|-----------------|------------|---------------|
| | POSITIONS | FTE | POSITIONS | FTE | POSITIONS | FTE | POSITIONS | FTE |
| GENERAL FUND: | | | | | | | | |
| Administration - County Manager | 7 | 7.00 | 7 | 7.00 | 7 | 7.00 | 0 | 0.00 |
| Airlie Gardens ¹ | 19 | 19.00 | 19 | 19.00 | 0 | 0.00 | (19) | (19.00) |
| Board of Elections | 5 | 5.00 | 5 | 5.00 | 5 | 5.00 | 0 | 0.00 |
| Budget | 4 | 4.00 | 4 | 4.00 | 4 | 4.00 | 0 | 0.00 |
| Development Services ² | 0 | 0.00 | 0 | 0.00 | 14 | 14.00 | 14 | 14.00 |
| Emergency Management & 911 Comm ³ | 4 | 4.00 | 65 | 64.60 | 64 | 63.80 | (1) | (0.80) |
| Engineering ² | 11 | 11.00 | 25 | 25.00 | 10 | 10.00 | (15) | (15.00) |
| Finance | 20 | 20.00 | 19 | 19.00 | 19 | 19.00 | 0 | 0.00 |
| Governing Body - County Commissioners | 8 | 8.00 | 8 | 8.00 | 8 | 8.00 | 0 | 0.00 |
| Health | 225 | 217.95 | 226 | 220.70 | 226 | 218.65 | 0 | (2.05) |
| Human Relations ⁴ | 5 | 5.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| Human Resources & Community Relations | 12 | 11.50 | 12 | 11.50 | 12 | 11.50 | 0 | 0.00 |
| Information Technology | 36 | 36.00 | 36 | 36.00 | 36 | 36.00 | 0 | 0.00 |
| Inspections ⁵ | 76 | 76.00 | 63 | 63.00 | 0 | 0.00 | (63) | (63.00) |
| Juvenile Services | 7 | 6.00 | 6 | 5.12 | 5 | 4.50 | (1) | (0.62) |
| Legal | 10 | 9.75 | 10 | 9.55 | 11 | 10.75 | 1 | 1.20 |
| Library | 42 | 41.80 | 42 | 41.80 | 42 | 41.80 | 0 | 0.00 |
| Museum | 14 | 14.00 | 14 | 14.00 | 14 | 14.00 | 0 | 0.00 |
| Parks ¹ | 42 | 42.00 | 42 | 42.00 | 0 | 0.00 | (42) | (42.00) |
| Parks, Gardens, Senior Resource Center ¹ | 0 | 0.00 | 0 | 0.00 | 74 | 73.75 | 74 | 73.75 |
| Planning ⁵ | 8 | 8.00 | 8 | 8.00 | 0 | 0.00 | (8) | (8.00) |
| Planning & Inspections ⁵ | 0 | 0.00 | 0 | 0.00 | 70 | 70.00 | 70 | 70.00 |
| Pretrial Release | 4 | 4.00 | 4 | 4.00 | 4 | 4.00 | 0 | 0.00 |
| Property Management | 72 | 72.00 | 72 | 72.00 | 72 | 72.00 | 0 | 0.00 |
| Public Safety Communications ³ | 61 | 60.80 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| Register of Deeds | 20 | 20.00 | 20 | 20.00 | 20 | 20.00 | 0 | 0.00 |
| Senior Resource Center ¹ | 17 | 15.43 | 15 | 14.31 | 0 | 0.00 | (15) | (14.31) |
| Sheriff's Office | 381 | 381.00 | 383 | 383.00 | 384 | 384.00 | 1 | 1.00 |
| Social Services | 275 | 275.00 | 274 | 274.00 | 274 | 274.00 | 0 | 0.00 |
| Tax | 50 | 50.00 | 50 | 50.00 | 50 | 50.00 | 0 | 0.00 |
| Youth Empowerment Services | 20 | 20.00 | 16 | 16.00 | 13 | 13.00 | (3) | (3.00) |
| Veteran Services | 2 | 2.00 | 2 | 2.00 | 2 | 2.00 | 0 | 0.00 |
| GENERAL FUND | 1,457 | 1,446.23 | 1,447 | 1,438.58 | 1,440 | 1,430.75 | (7) | (7.83) |
| ENVIRONMENTAL MANAGEMENT FUND: | 88 | 87.50 | 88 | 87.50 | 88 | 87.50 | 0 | 0.00 |
| FIRE SERVICES FUND: | 79 | 79.00 | 95 | 95.00 | 95 | 95.00 | 0 | 0.00 |
| TOTALS: | 1,624 | 1,612.73 | 1,630 | 1,621.08 | 1,623 | 1,613.25 | (7) | (7.83) |

¹ Parks, Gardens & Senior Resource Department became new Department October 2009 combining Airlie Gardens, Parks and Senior Resources.

² Development Services became new Department October 2009. Positions moved from Engineering Department to Development Services.

³ Emergency Management & 911 Communications became new Department July 2009 combining Public Safety Communications and Emergency Management.

⁴ Human Relations Department was eliminated July 1, 2009.

⁵ Planning Department and Inspections Department merged to create Planning and Inspections Department September 2009.

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

| | FY09-10 ADOPTED POSITIONS FTE's | | FY10-11 ADOPTED POSITIONS FTE's | |
|---|------------------------------------|--------------|------------------------------------|--------------|
| GENERAL FUND | | | | |
| ADMINISTRATION: | | | | |
| County Manager | 1 | 1.00 | 1 | 1.00 |
| County Manager, Assistant | 3 | 3.00 | 3 | 3.00 |
| Executive Assistant to County Manager | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Specialist | <u>2</u> | <u>2.00</u> | <u>2</u> | <u>2.00</u> |
| | 7 | 7.00 | 7 | 7.00 |
| AIRLIE GARDENS: (merged with Parks, Gardens, Senior Res Ctr) | | | | |
| Airlie Director | 1 | 1.00 | n/a | n/a |
| Development Coordinator | 1 | 1.00 | n/a | n/a |
| Gardens Superintendent | 1 | 1.00 | n/a | n/a |
| Grounds Maintenance Worker | 4 | 4.00 | n/a | n/a |
| Grounds Curator | 1 | 1.00 | n/a | n/a |
| Landscape Technician | 5 | 5.00 | n/a | n/a |
| Program Manager | 1 | 1.00 | n/a | n/a |
| Program Coordinator | 1 | 1.00 | n/a | n/a |
| Ticket Agent | 1 | 1.00 | n/a | n/a |
| Program Assistant | 2 | 2.00 | n/a | n/a |
| Administrative Support Specialist | <u>1</u> | <u>1.00</u> | <u>n/a</u> | <u>n/a</u> |
| | 19 | 19.00 | n/a | n/a |
| BOARD OF ELECTIONS: | | | | |
| Elections Director | 1 | 1.00 | 1 | 1.00 |
| Elections Program Coordinator | 1 | 1.00 | 1 | 1.00 |
| Elections Specialist | <u>3</u> | <u>3.00</u> | <u>3</u> | <u>3.00</u> |
| | 5 | 5.00 | 5 | 5.00 |
| BUDGET: | | | | |
| Budget Director | 1 | 1.00 | 1 | 1.00 |
| Budget Analyst, Senior | 1 | 1.00 | 1 | 1.00 |
| Budget Analyst | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Specialist | <u>1</u> | <u>1.00</u> | <u>1</u> | <u>1.00</u> |
| | 4 | 4.00 | 4 | 4.00 |
| DEVELOPMENT SERVICES: (new department created 2009) | | | | |
| Development Services Director | n/a | n/a | 1 | 1.00 |
| Administrative Support Coordinator | n/a | n/a | 1 | 1.00 |
| Administrative Support Technician | <u>n/a</u> | <u>n/a</u> | <u>12</u> | <u>12.00</u> |
| | n/a | n/a | 14 | 14.00 |
| EMERGENCY MANAGEMENT & 911 COMMUNICATIONS: | | | | |
| Emergency Management: | | | | |
| Emergency Management/911 Director | 1 | 1.00 | 1 | 1.00 |
| Emergency Management Specialist, Sr. | n/a | n/a | 1 | 1.00 |
| Emergency Management Specialist | 2 | 2.00 | 1 | 1.00 |
| Administrative Support Specialist | 1 | 1.00 | 1 | 1.00 |
| Public Safety Communications: | | | | |
| Public Safety Communications Director | 1 | 1.00 | n/a | n/a |
| 911 Manager | 1 | 1.00 | 1 | 1.00 |
| 911 Supervisor | 4 | 4.00 | 4 | 4.00 |
| 911 Trainer | 1 | 1.00 | 1 | 1.00 |
| Telecommunicator, Senior | 1 | 1.00 | 1 | 1.00 |
| Telecommunicator | 52 | 51.60 | 52 | 51.80 |
| Administrative Support Specialist | <u>1</u> | <u>1.00</u> | <u>1</u> | <u>1.00</u> |
| | 65 | 64.60 | 64 | 63.80 |
| ENGINEERING & PUBLIC SERVICES: | | | | |
| Engineering: | | | | |
| Engineering Services/Economic Development Dir | 1 | 1.00 | n/a | n/a |
| Project Engineer, Chief | 1 | 1.00 | n/a | n/a |
| Project Engineer | 1 | 1.00 | 1 | 1.00 |
| Project Manager, Senior | 1 | 1.00 | 1 | 1.00 |
| County Engineer | n/a | n/a | 1 | 1.00 |
| Construction Project Coordinator | 1 | 1.00 | 1 | 1.00 |
| Engineering CAD Specialist | 1 | 1.00 | 1 | 1.00 |
| Engineering Specialist | 2 | 2.00 | 2 | 2.00 |
| Engineering Construction Inspector | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Assistant | n/a | n/a | 1 | 1.00 |
| Customer Service Assistant | 1 | 1.00 | n/a | n/a |
| Administrative Support Specialist | n/a | n/a | 1 | 1.00 |
| Administrative Support Technician | 1 | 1.00 | n/a | n/a |
| Public Services: (positions moved to Development Srv) | | | | |
| Code Enforcement Officer, Senior | 1 | 1.00 | n/a | n/a |
| Code Administration Services | 1 | 1.00 | n/a | n/a |
| Administrative Support Technician | 11 | 11.00 | n/a | n/a |
| Administrative Support Assistant | <u>1</u> | <u>1.00</u> | <u>n/a</u> | <u>n/a</u> |
| | 25 | 25.00 | 10 | 10.00 |

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

| | FY09-10 ADOPTED POSITIONS FTE's | | FY10-11 ADOPTED POSITIONS FTE's | |
|--|------------------------------------|---------------|------------------------------------|---------------|
| FINANCE: | | | | |
| Finance Director | 1 | 1.00 | 1 | 1.00 |
| Finance Director, Assistant | 1 | 1.00 | 1 | 1.00 |
| Financial Analyst | 2 | 2.00 | 2 | 2.00 |
| Purchasing Supervisor | 1 | 1.00 | 1 | 1.00 |
| Property Auditor | 1 | 1.00 | 1 | 1.00 |
| Grants & Project Analyst | 1 | 1.00 | 1 | 1.00 |
| Investment Officer | 1 | 1.00 | 1 | 1.00 |
| Fiscal Support Supervisor | 2 | 2.00 | 2 | 2.00 |
| Fiscal Support Specialist | 3 | 3.00 | 3 | 3.00 |
| Fiscal Support Technician | 5 | 5.00 | 5 | 5.00 |
| Payroll Administration Specialist | 1 | 1.00 | 1 | 1.00 |
| | 19 | 19.00 | 19 | 19.00 |
| GOVERNING BODY: | | | | |
| Commission Chairperson | 1 | 1.00 | 1 | 1.00 |
| Commissioners | 4 | 4.00 | 4 | 4.00 |
| Clerk to the Board | 1 | 1.00 | 1 | 1.00 |
| Clerk, Deputy | 2 | 2.00 | 2 | 2.00 |
| | 8 | 8.00 | 8 | 8.00 |
| HEALTH: | | | | |
| Accountant | n/a | n/a | 2 | 2.00 |
| Administrative Support Coordinator | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Specialist | 2 | 2.00 | 2 | 2.00 |
| Administrative Support Supervisor | 3 | 3.00 | 3 | 3.00 |
| Administrative Support Technician | 29 | 28.50 | 30 | 29.00 |
| Animal Control Officer | 7 | 7.00 | 7 | 7.00 |
| Animal Control Service Manager | 1 | 1.00 | 1 | 1.00 |
| Animal Control Supervisor | 1 | 1.00 | 1 | 1.00 |
| Business Officer | 1 | 1.00 | n/a | n/a |
| Community Health Assistant | 3 | 3.00 | 3 | 3.00 |
| Dental Assistant | 3 | 2.40 | 3 | 2.40 |
| Dietitian | 1 | 1.00 | 1 | 1.00 |
| Environmental Health Program Specialist, Sr | 1 | 1.00 | 1 | 1.00 |
| Environmental Health Program Specialist | 3 | 3.00 | 3 | 3.00 |
| Environmental Health Specialist | 12 | 12.00 | 12 | 12.00 |
| Environmental Health Service Manager | 1 | 1.00 | 1 | 1.00 |
| Environmental Health Services Specialist, Sr | 3 | 3.00 | 3 | 3.00 |
| Emergency Management Specialist | 1 | 1.00 | 1 | 1.00 |
| Fiscal Support Technician | 10 | 9.80 | 10 | 9.80 |
| Fiscal Support Specialist | 1 | 1.00 | 1 | 1.00 |
| Fiscal Support Supervisor | 2 | 2.00 | 1 | 1.00 |
| Health Dept Support Services Manager | 1 | 1.00 | 1 | 1.00 |
| Health Director | 1 | 1.00 | 1 | 1.00 |
| Health Director, Assistant | 1 | 1.00 | 1 | 1.00 |
| Health Education, Supervisor | 1 | 1.00 | 1 | 1.00 |
| Health Educator | 4 | 3.50 | 4 | 3.50 |
| Health Planner | 1 | 1.00 | 1 | 1.00 |
| Human Resources Representative | 1 | 1.00 | 1 | 1.00 |
| Licensed Clinical Therapist | 15 | 15.00 | 15 | 15.00 |
| Licensed Clinical Therapist Supervisor | 1 | 1.00 | 1 | 1.00 |
| Licensed Practical Nurse | 3 | 2.50 | 3 | 2.50 |
| Medical Lab Assistant | 3 | 3.00 | 3 | 3.00 |
| Medical Lab Supervisor | 1 | 1.00 | 1 | 1.00 |
| Medical Lab Technologist | 2 | 2.00 | 2 | 2.00 |
| Nutritionist | 4 | 4.00 | 5 | 4.50 |
| Nutritionist Services Supervisor | 1 | 1.00 | 1 | 1.00 |
| Personal Health Services Manager | 1 | 1.00 | 1 | 1.00 |
| Physician | 1 | 1.00 | 1 | 1.00 |
| Physician Epidemiologist | 1 | 1.00 | 1 | 1.00 |
| Physician Extender | 2 | 2.00 | 2 | 2.00 |
| Program Assistant | 7 | 7.00 | 5 | 5.00 |
| Program Coordinator | 1 | 0.50 | 2 | 1.25 |
| Public Health Nurse | 62 | 59.70 | 62 | 58.90 |
| Public Health Nurse Epidemiologist | 1 | 1.00 | 1 | 1.00 |
| Public Health Nurse Supervisor | 6 | 6.00 | 6 | 6.00 |
| Shelter Attendant | 3 | 3.00 | 3 | 3.00 |
| Shelter Supervisor | 1 | 1.00 | 1 | 1.00 |
| Social Worker | 11 | 10.80 | 10 | 9.80 |
| Vector Control Operator | 2 | 2.00 | 2 | 2.00 |
| Vector Control Operator, Senior | 1 | 1.00 | 1 | 1.00 |
| | 226 | 220.70 | 226 | 218.65 |

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

| | FY09-10 ADOPTED POSITIONS FTE's | | FY10-11 ADOPTED POSITIONS FTE's | |
|--|------------------------------------|--------------|------------------------------------|--------------|
| HUMAN RESOURCES: | | | | |
| Human Resources Director | 1 | 1.00 | 1 | 1.00 |
| Human Resources/Community Relations Manager | n/a | n/a | 1 | 1.00 |
| Human Resources Analyst, Senior | 3 | 3.00 | 2 | 2.00 |
| Human Resources Analyst | 1 | 1.00 | 1 | 1.00 |
| Public Affairs Specialist | 1 | 1.00 | n/a | n/a |
| Safety Officer | 1 | 1.00 | n/a | n/a |
| Human Resources Technician | 2 | 2.00 | 2 | 2.00 |
| Public Information Officer | 1 | 1.00 | 1 | 1.00 |
| TV Production Specialist | 1 | 1.00 | 1 | 1.00 |
| Community Affairs Specialist | n/a | n/a | 2 | 2.00 |
| Customer Service Assistant | n/a | n/a | n/a | n/a |
| Administrative Support Technician | 1 | 0.50 | 1 | 0.50 |
| | 12 | 11.50 | 12 | 11.50 |
| INFORMATION TECHNOLOGY: | | | | |
| Information Technology Director | 1 | 1.00 | 1 | 1.00 |
| Information Technology Manager | 1 | 1.00 | 1 | 1.00 |
| Information Technology Supervisor | 4 | 4.00 | 4 | 4.00 |
| GIS Analyst | 1 | 1.00 | 1 | 1.00 |
| Network Administrator | 3 | 3.00 | 3 | 3.00 |
| Programmer/Analyst | 7 | 7.00 | 7 | 7.00 |
| Systems Analyst, Sr. | 1 | 1.00 | 1 | 1.00 |
| Information Systems Support Specialist, Sr | 2 | 2.00 | 2 | 2.00 |
| Information Systems Support Specialist | 12 | 12.00 | 12 | 12.00 |
| Computer Operations Coordinator | 1 | 1.00 | 1 | 1.00 |
| Information Systems Technician | 2 | 2.00 | 2 | 2.00 |
| Information Tech Procurement & Admin Specialist | 1 | 1.00 | 1 | 1.00 |
| | 36 | 36.00 | 36 | 36.00 |
| INSPECTIONS: (merged with Planning & Inspections) | | | | |
| Inspections Director | 1 | 1.00 | n/a | n/a |
| Inspections Director, Assistant | 1 | 1.00 | n/a | n/a |
| Zoning Enforcement Official, Chief | 1 | 1.00 | n/a | n/a |
| Zoning Enforcement Official, Senior | 1 | 1.00 | n/a | n/a |
| Zoning Enforcement Official | 5 | 5.00 | n/a | n/a |
| Code Enforcement Official, Chief | 5 | 5.00 | n/a | n/a |
| Code Enforcement Official, Senior | 9 | 9.00 | n/a | n/a |
| Code Enforcement Official | 36 | 36.00 | n/a | n/a |
| Code Administration Services, Chief | n/a | n/a | n/a | n/a |
| Administrative Support Specialist | 1 | 1.00 | n/a | n/a |
| Administrative Support Technician | 3 | 3.00 | n/a | n/a |
| | 63 | 63.00 | n/a | n/a |
| JUVENILE SERVICES: (merged with Youth Empowerment) | | | | |
| Licensed Clinical Therapist Supervisor | 1 | 1.00 | n/a | n/a |
| Licensed Clinical Therapist | 3 | 2.75 | n/a | n/a |
| Fiscal Support Technician | 1 | 0.75 | n/a | n/a |
| Administrative Assistant | 1 | 0.62 | n/a | n/a |
| | 6 | 5.12 | n/a | n/a |
| LEGAL: | | | | |
| County Attorney | 1 | 1.00 | 1 | 1.00 |
| County Attorney, Deputy | 1 | 1.00 | 1 | 1.00 |
| County Attorney, Assistant | 1 | 1.00 | 1 | 1.00 |
| Risk Management Specialist | 1 | 1.00 | 1 | 1.00 |
| Risk Management Coordinator | 1 | 0.80 | 1 | 1.00 |
| Paralegal | 2 | 2.00 | 2 | 2.00 |
| Safety Officer | n/a | n/a | 1 | 1.00 |
| Administrative Support Specialist | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Technician | 1 | 0.75 | 1 | 0.75 |
| Administrative Support Assistant | 1 | 1.00 | 1 | 1.00 |
| | 10 | 9.55 | 11 | 10.75 |
| LIBRARY: | | | | |
| Library Director | 1 | 1.00 | 1 | 1.00 |
| Library Director, Assistant | 1 | 1.00 | 1 | 1.00 |
| Librarian, Supervising | 2 | 2.00 | 2 | 2.00 |
| Librarian, Senior | 6 | 6.00 | 5 | 5.00 |
| Librarian | 6 | 6.00 | 7 | 7.00 |
| Library Associate | 11 | 11.00 | 11 | 11.00 |
| Library Assistant | 12 | 12.00 | 12 | 12.00 |
| Program Manager | 1 | 0.80 | 1 | 0.80 |
| Administrative Support Specialist | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Technician | 1 | 1.00 | 1 | 1.00 |
| | 42 | 41.80 | 42 | 41.80 |
| MUSEUM: | | | | |
| Museum Director | 1 | 1.00 | 1 | 1.00 |
| Museum Education Coordinator | 1 | 1.00 | 1 | 1.00 |
| Museum Educator | 2 | 2.00 | 2 | 2.00 |
| Museum Historian | 1 | 1.00 | 1 | 1.00 |
| Museum Curator | 1 | 1.00 | 1 | 1.00 |
| Museum Exhibit Coordinator | 1 | 1.00 | 1 | 1.00 |
| Museum Exhibit Designer | 1 | 1.00 | 1 | 1.00 |
| Public Relations Specialist | 1 | 1.00 | 1 | 1.00 |
| Development Coordinator | 1 | 1.00 | 1 | 1.00 |
| Museum Registrar | 1 | 1.00 | 1 | 1.00 |
| Graphics Specialist | 1 | 1.00 | 1 | 1.00 |
| Program Assistant | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Specialist | 1 | 1.00 | 1 | 1.00 |
| | 14 | 14.00 | 14 | 14.00 |

**NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY**

| | FY09-10 ADOPTED POSITIONS FTE's | | FY10-11 ADOPTED POSITIONS FTE's | |
|---|------------------------------------|--------------|------------------------------------|--------------|
| PARKS: (merged with Parks, Gardens, Senior Resource Ctr) | | | | |
| Parks Director | 1 | 1.00 | n/a | n/a |
| Parks Superintendent | 1 | 1.00 | n/a | n/a |
| Program Coordinator | 1 | 1.00 | n/a | n/a |
| Grounds Maintenance Supervisor | 3 | 3.00 | n/a | n/a |
| Trades Supervisor | 1 | 1.00 | n/a | n/a |
| Trades Specialist | 1 | 1.00 | n/a | n/a |
| Trades Technician | 4 | 4.00 | n/a | n/a |
| Equipment Operator | 1 | 1.00 | n/a | n/a |
| Mechanic | 1 | 1.00 | n/a | n/a |
| Landscape Technician | 1 | 1.00 | n/a | n/a |
| Grounds Maintenance Worker | 25 | 25.00 | n/a | n/a |
| Administrative Support Specialist | 1 | 1.00 | n/a | n/a |
| Administrative Support Assistant | 1 | 1.00 | n/a | n/a |
| | 42 | 42.00 | n/a | n/a |
| PARKS, GARDENS, SENIOR RESOURCE CENTER: | | | | |
| <i>(new dept created 2009)</i> | | | | |
| Parks/Gardens Director | n/a | n/a | 1 | 1.00 |
| Parks/Gardens Manager | n/a | n/a | 1 | 1.00 |
| Parks Superintendent | n/a | n/a | 1 | 1.00 |
| Parks/Gardens Operations Manager | n/a | n/a | 1 | 1.00 |
| Senior Resource Center Manager | n/a | n/a | 1 | 1.00 |
| Development Coordinator | n/a | n/a | 1 | 1.00 |
| Social Worker | n/a | n/a | 3 | 3.00 |
| Program Manager | n/a | n/a | 4 | 4.00 |
| Program Coordinator | n/a | n/a | 7 | 6.75 |
| Program Assistant | n/a | n/a | 1 | 1.00 |
| Gardens Curator | n/a | n/a | 1 | 1.00 |
| Ground Maintenance Supervisor | n/a | n/a | 4 | 4.00 |
| Landscape Technician | n/a | n/a | 6 | 6.00 |
| Ticket Agent | n/a | n/a | 1 | 1.00 |
| Equipment Operator | n/a | n/a | 1 | 1.00 |
| Mechanic | n/a | n/a | 1 | 1.00 |
| Trades Supervisor | n/a | n/a | 1 | 1.00 |
| Trades Specialist | n/a | n/a | 1 | 1.00 |
| Trades Technician | n/a | n/a | 4 | 4.00 |
| Transportation Coordinator | n/a | n/a | 1 | 1.00 |
| Grounds Maintenance Worker | n/a | n/a | 28 | 28.00 |
| Administrative Support Supervisor | n/a | n/a | 1 | 1.00 |
| Administrative Support Specialist | n/a | n/a | 2 | 2.00 |
| Administrative Support Assistant | n/a | n/a | 1 | 1.00 |
| | n/a | n/a | 74 | 73.75 |
| PLANNING: | | | | |
| Planning Director | 1 | 1.00 | n/a | n/a |
| Planner, Senior | 2 | 2.00 | n/a | n/a |
| Planner, Community Development | 1 | 1.00 | n/a | n/a |
| Planner | 1 | 1.00 | n/a | n/a |
| Planning Specialist | 1 | 1.00 | n/a | n/a |
| GIS Technician | 1 | 1.00 | n/a | n/a |
| Administrative Support Specialist | 1 | 1.00 | n/a | n/a |
| | 8 | 8.00 | n/a | n/a |
| PLANNING & INSPECTIONS: (new dept created 2009) | | | | |
| Planning / Inspections Director | n/a | n/a | 1 | 1.00 |
| Planning / Zoning Manager | n/a | n/a | 1 | 1.00 |
| Administrative Support Specialist | n/a | n/a | 2 | 2.00 |
| Administrative Support Technician | n/a | n/a | 2 | 2.00 |
| Code Enforcement Official, Senior | n/a | n/a | 9 | 9.00 |
| Code Enforcement Official, Chief | n/a | n/a | 5 | 5.00 |
| Code Enforcement Official | n/a | n/a | 35 | 35.00 |
| GIS Technician | n/a | n/a | 1 | 1.00 |
| Inspections Manager | n/a | n/a | 1 | 1.00 |
| Planner | n/a | n/a | 2 | 2.00 |
| Planner Community Development | n/a | n/a | 1 | 1.00 |
| Planner, Senior | n/a | n/a | 1 | 1.00 |
| Planner Subdivision Review | n/a | n/a | 1 | 1.00 |
| Planning Specialist | n/a | n/a | 1 | 1.00 |
| Planning / Inspections Training Coordinator | n/a | n/a | 1 | 1.00 |
| Zoning Compliance, Senior | n/a | n/a | 1 | 1.00 |
| Zoning Compliance, Chief | n/a | n/a | 4 | 4.00 |
| Zoning Compliance Official | n/a | n/a | 1 | 1.00 |
| | n/a | n/a | 70 | 70.00 |
| PRETRIAL RELEASE: | | | | |
| Pretrial Release Coordinator, Sr. | 1 | 1.00 | 1 | 1.00 |
| Pretrial Release Coordinator | 2 | 2.00 | 2 | 2.00 |
| Pretrial Release Specialist | 1 | 1.00 | 1 | 1.00 |
| | 4 | 4.00 | 4 | 4.00 |

**NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY**

| | FY09-10 ADOPTED POSITIONS FTE's | | FY10-11 ADOPTED POSITIONS FTE's | |
|---|------------------------------------|---------------|------------------------------------|---------------|
| PROPERTY MANAGEMENT: | | | | |
| Property Management Director | 1 | 1.00 | 1 | 1.00 |
| Property Management Manager | 1 | 1.00 | 1 | 1.00 |
| Trades Supervisor | 2 | 2.00 | 2 | 2.00 |
| Trades Specialist | 13 | 13.00 | 13 | 13.00 |
| Trades Technician | 8 | 8.00 | 8 | 8.00 |
| Equipment Shop Superintendent | 1 | 1.00 | 1 | 1.00 |
| Equipment Shop Supervisor | 1 | 1.00 | 1 | 1.00 |
| Materials Control Specialist | 1 | 1.00 | 1 | 1.00 |
| Materials Control Technician | 1 | 1.00 | 1 | 1.00 |
| Mechanic | 4 | 4.00 | 4 | 4.00 |
| Custodial Superintendent | 1 | 1.00 | 1 | 1.00 |
| Custodial Supervisor | 2 | 2.00 | 2 | 2.00 |
| Custodial Crew Leader | 5 | 5.00 | 5 | 5.00 |
| Custodian | 24 | 24.00 | 25 | 25.00 |
| Maintenance Supervisor | 1 | 1.00 | 1 | 1.00 |
| Maintenance Assistant | 2 | 2.00 | 2 | 2.00 |
| Parking Lot Attendant | 1 | 1.00 | n/a | n/a |
| Administrative Support Specialist | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Assistant | 1 | 1.00 | 1 | 1.00 |
| Fiscal Support Technician | 1 | 1.00 | 1 | 1.00 |
| | 72 | 72.00 | 72 | 72.00 |
| REGISTER OF DEEDS: | | | | |
| Register of Deeds | 1 | 1.00 | 1 | 1.00 |
| Register of Deeds, Deputy | 16 | 16.00 | 16 | 16.00 |
| Register of Deeds, Assistant | 2 | 2.00 | 2 | 2.00 |
| Administrative Support Specialist | 1 | 1.00 | 1 | 1.00 |
| | 20 | 20.00 | 20 | 20.00 |
| SENIOR RESOURCE CENTER: | | | | |
| <i>(merged with Parks, Gardens & Senior Resource Ctr)</i> | | | | |
| Aging Services Director | 1 | 1.00 | n/a | n/a |
| Program Manager | 3 | 3.00 | n/a | n/a |
| Program Coordinator | 4 | 3.75 | n/a | n/a |
| Program Assistant | 1 | 0.56 | n/a | n/a |
| Social Worker | 3 | 3.00 | n/a | n/a |
| Transportation Coordinator | 1 | 1.00 | n/a | n/a |
| Administrative Support Specialist | 2 | 2.00 | n/a | n/a |
| | 15 | 14.31 | n/a | n/a |
| SHERIFF: | | | | |
| Sheriff | 1 | 1.00 | 1 | 1.00 |
| Deputy Sheriff, Chief | 2 | 2.00 | 1 | 1.00 |
| Deputy Sheriff, Colonel | n/a | n/a | 1 | 1.00 |
| Deputy Sheriff, Major | 2 | 2.00 | 2 | 2.00 |
| Deputy Sheriff, Captain | 6 | 6.00 | 6 | 6.00 |
| Deputy Sheriff, Lieutenant | 27 | 27.00 | 27 | 27.00 |
| Deputy Sheriff, Sergeant | 36 | 36.00 | 36 | 36.00 |
| Deputy Sheriff, Detective | 32 | 32.00 | 39 | 39.00 |
| Deputy Sheriff, Corporal | 22 | 22.00 | 23 | 23.00 |
| Deputy Sheriff | 162 | 162.00 | 157 | 157.00 |
| Detention Officer, Sergeant | 2 | 2.00 | 2 | 2.00 |
| Detention Officer, Corporal | 2 | 2.00 | 2 | 2.00 |
| Detention Officer | 58 | 58.00 | 58 | 58.00 |
| Gang Prevention & Intervention Case Manager | 3 | 3.00 | 2 | 2.00 |
| Licensed Clinical Therapist | n/a | n/a | 1 | 1.00 |
| Gang Prevention & Intervention Counselor | 1 | 1.00 | n/a | n/a |
| Business Officer | 2 | 2.00 | 1 | 1.00 |
| Administrative Support Specialist | 1 | 1.00 | 2 | 2.00 |
| Administrative Support Technician | 17 | 17.00 | 16 | 16.00 |
| Administrative Support Coordinator | 1 | 1.00 | 2 | 2.00 |
| Administrative Support Assistant | 3 | 3.00 | 2 | 2.00 |
| Fiscal Support Specialist | 1 | 1.00 | 1 | 1.00 |
| Custodial Crew Leader | 1 | 1.00 | 1 | 1.00 |
| Human Resources Representative | 1 | 1.00 | 1 | 1.00 |
| | 383 | 383.00 | 384 | 384.00 |

**NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY**

| | FY09-10 ADOPTED POSITIONS FTE's | | FY10-11 ADOPTED POSITIONS FTE's | |
|---|------------------------------------|----------------|------------------------------------|-----------------|
| SOCIAL SERVICES: | | | | |
| Social Services Director | 1 | 1.00 | 1 | 1.00 |
| Social Services Director, Assistant | 2 | 2.00 | 2 | 2.00 |
| Social Services Manager | 3 | 3.00 | 3 | 3.00 |
| Social Services Supervisor | 16 | 16.00 | 16 | 16.00 |
| Social Services Planning/Business Manager | n/a | n/a | 1 | 1.00 |
| Business Officer | 2 | 2.00 | 2 | 2.00 |
| Business Specialist | 1 | 1.00 | 1 | 1.00 |
| Attorney, Senior | 1 | 1.00 | 1 | 1.00 |
| Attorney | 2 | 2.00 | 2 | 2.00 |
| Paralegal | 3 | 3.00 | 3 | 3.00 |
| Human Services Planner | 1 | 1.00 | n/a | n/a |
| Social Worker | 101 | 101.00 | 101 | 101.00 |
| Information Systems Technician | 1 | 1.00 | 1 | 1.00 |
| Economic Services Manager | 2 | 2.00 | 2 | 2.00 |
| Economic Services Supervisor | 10 | 10.00 | 10 | 10.00 |
| Economic Services Caseworker | 86 | 86.00 | 87 | 87.00 |
| Administrative Support Coordinator | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Supervisor | 3 | 3.00 | 3 | 3.00 |
| Administrative Support Specialist | 2 | 2.00 | 2 | 2.00 |
| Administrative Support Technician | 13 | 13.00 | 11 | 11.00 |
| Administrative Support Assistant | 5 | 5.00 | 4 | 4.00 |
| Program Assistant | 1 | 1.00 | 1 | 1.00 |
| Fiscal Support Specialist | 3 | 3.00 | 3 | 3.00 |
| Fiscal Support Technician | 3 | 3.00 | 3 | 3.00 |
| Fiscal Support Assistant | 1 | 1.00 | 1 | 1.00 |
| Community Service Coordinator | 1 | 1.00 | 1 | 1.00 |
| Community Services Assistant | 7 | 7.00 | 7 | 7.00 |
| Transportation Coordinator | 2 | 2.00 | 4 | 4.00 |
| | 274 | 274.00 | 274 | 274.00 |
| TAX: | | | | |
| Tax Administrator | 1 | 1.00 | 1 | 1.00 |
| Tax Administrator, Assistant | 1 | 1.00 | 1 | 1.00 |
| Tax Business Analyst | 1 | 1.00 | 1 | 1.00 |
| Collector of Revenue | 1 | 1.00 | 1 | 1.00 |
| Collector, Deputy | 2 | 2.00 | 2 | 2.00 |
| Appraisal Supervisor | 1 | 1.00 | 1 | 1.00 |
| Appraiser | 10 | 10.00 | 10 | 10.00 |
| Revaluation Coordinator | 1 | 1.00 | 1 | 1.00 |
| Tax Listing Supervisor | 1 | 1.00 | 1 | 1.00 |
| Tax Mapping Supervisor | 1 | 1.00 | 1 | 1.00 |
| Tax Mapper, Senior | 1 | 1.00 | 1 | 1.00 |
| Tax Mapper | 3 | 3.00 | 3 | 3.00 |
| Administrative Support Coordinator | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Technician | 7 | 7.00 | 9 | 9.00 |
| Fiscal Support Supervisor | 2 | 2.00 | 2 | 2.00 |
| Fiscal Support Specialist | 2 | 2.00 | 2 | 2.00 |
| Fiscal Support Technician | 13 | 13.00 | 12 | 12.00 |
| Fiscal Support Assistant | 1 | 1.00 | n/a | n/a |
| | 50 | 50.00 | 50 | 50.00 |
| YOUTH EMPOWERMENT SERVICES: | | | | |
| YES Director | 1 | 1.00 | 1 | 1.00 |
| YES Clinical Manager | 1 | 1.00 | n/a | n/a |
| Licensed Clinical Therapist | n/a | n/a | 3 | 3.00 |
| Licensed Clinical Therapist Supervisor | n/a | n/a | 1 | 1.00 |
| YES Education Coordinator | 1 | 1.00 | 1 | 1.00 |
| YES Treatment Supervisor | 1 | 1.00 | 1 | 1.00 |
| YES Family Therapist | 1 | 1.00 | 1 | 1.00 |
| YES Intervention Specialist | 7 | 7.00 | 4 | 4.00 |
| Program Coordinator | n/a | n/a | 1 | 1.00 |
| Program Assistant | 2 | 2.00 | 1 | 1.00 |
| Support Services Coordinator | 1 | 1.00 | 1 | 1.00 |
| Fiscal Support Technician | n/a | n/a | 1 | 1.00 |
| Administrative Support Technician | 1 | 1.00 | 2 | 1.50 |
| | 16 | 16.00 | 18 | 17.50 |
| VETERAN SERVICES: | | | | |
| Veteran Services Officer | 1 | 1.00 | 1 | 1.00 |
| Veteran Services Specialist | 1 | 1.00 | 1 | 1.00 |
| | 2 | 2.00 | 2 | 2.00 |
| GENERAL FUND TOTAL | 1447 | 1438.58 | 1440 | 1,430.75 |

NEW HANOVER COUNTY
AUTHORIZED POSITIONS WITH FTE EQUIVALENCY

| | FY09-10 ADOPTED POSITIONS FTE's | | FY10-11 ADOPTED POSITIONS FTE's | |
|---|------------------------------------|----------------|------------------------------------|----------------|
| ENVIRONMENTAL MANAGEMENT FUND | | | | |
| ADMINISTRATION: | | | | |
| Environmental Management Director | 1 | 1.00 | 1 | 1.00 |
| Environmental Program Manager | 1 | 1.00 | 1 | 1.00 |
| Environmental Program Assistant | 1 | 1.00 | 1 | 1.00 |
| Safety Officer | 1 | 1.00 | 1 | 1.00 |
| Environmental Specialist | 1 | 1.00 | 1 | 1.00 |
| Environmental Technician | 1 | 1.00 | 1 | 1.00 |
| Keep America Beautiful Program Coordinator | 1 | 0.50 | 1 | 0.50 |
| Administrative Support Specialist | 2 | 2.00 | 2 | 2.00 |
| Fiscal Support Assistant | 3 | 3.00 | n/a | n/a |
| | 12 | 11.50 | 9 | 8.50 |
| RECYCLING: | | | | |
| Solid Waste Planner | 1 | 1.00 | 1 | 1.00 |
| Recycling Operations Supervisor | 1 | 1.00 | 1 | 1.00 |
| Equipment Operator | 4 | 4.00 | 4 | 4.00 |
| Maintenance Assistant | 5 | 5.00 | 5 | 5.00 |
| | 11 | 11.00 | 11 | 11.00 |
| LANDFILL: | | | | |
| Landfill Manager | 1 | 1.00 | 1 | 1.00 |
| Equipment Operator | 8 | 8.00 | 8 | 8.00 |
| Maintenance Assistant | 6 | 6.00 | 6 | 6.00 |
| Fiscal Support Assistant | n/a | n/a | 3 | 3.00 |
| | 15 | 15.00 | 18 | 18.00 |
| WASTEC FACILITY: | | | | |
| Plant Manager | 1 | 1.00 | 1 | 1.00 |
| Plant Maintenance Manager | 1 | 1.00 | 1 | 1.00 |
| Plant Maintenance Mechanic Supervisor | 1 | 1.00 | 1 | 1.00 |
| Plant Maintenance Mechanic | 9 | 9.00 | 9 | 9.00 |
| Plant Operations Manager | 1 | 1.00 | 1 | 1.00 |
| Plant Shift Supervisor | 5 | 5.00 | 5 | 5.00 |
| Control Room Operator | 5 | 5.00 | 5 | 5.00 |
| Instrumentation Control Specialist | 3 | 3.00 | 3 | 3.00 |
| Mechanic | 1 | 1.00 | 1 | 1.00 |
| Materials Control Specialist | 1 | 1.00 | 1 | 1.00 |
| Materials Control Technician | 1 | 1.00 | 1 | 1.00 |
| Pollution Control Specialist | 5 | 5.00 | 5 | 5.00 |
| Equipment Operator | 8 | 8.00 | 8 | 8.00 |
| Boiler Technician | 5 | 5.00 | 5 | 5.00 |
| Tipping Floor Attendant | 1 | 1.00 | 1 | 1.00 |
| Maintenance Assistant | 2 | 2.00 | 2 | 2.00 |
| | 50 | 50.00 | 50 | 50.00 |
| ENVIRONMENTAL MANAGEMENT FUND TOTAL | 88 | 87.50 | 88 | 87.50 |
| SPECIAL FIRE SERVICE DISTRICT FUND | | | | |
| ADMINISTRATION: | | | | |
| Fire Chief | 1 | 1.00 | 1 | 1.00 |
| Fire Chief, Deputy | 3 | 3.00 | 3 | 3.00 |
| Fire Training Coordinator | 2 | 2.00 | 2 | 2.00 |
| Fire Marshal, Deputy | 4 | 4.00 | 3 | 3.00 |
| Program Coordinator | n/a | n/a | 1 | 1.00 |
| Administrative Support Specialist | 1 | 1.00 | 1 | 1.00 |
| Administrative Support Technician | 1 | 1.00 | 1 | 1.00 |
| | 12 | 12.00 | 12 | 12.00 |
| OPERATIONS: | | | | |
| Fire Captain | 2 | 2.00 | 2 | 2 |
| Fire Lieutenant | 24 | 24.00 | 24 | 24 |
| Fire Battalion Chief | 3 | 3.00 | 3 | 3 |
| Fire Fighter | 54 | 54.00 | 54 | 54 |
| | 83 | 83.00 | 83 | 83 |
| SPECIAL FIRE SERVICE DISTRICT FUND TOTAL | 95 | 95.00 | 95 | 95 |
| TOTAL ALL FUNDS | 1630 | 1621.08 | 1623 | 1613.25 |

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

| | FY08-09 ACTUAL | FY09-10 ADOPTED | FY10-11 REQUESTED | FY10-11 RECOMMENDED | FY10-11 ADOPTED |
|--|---------------------------|----------------------------|------------------------------|--------------------------------|----------------------------|
| HUMAN SERVICES: | | | | | |
| A D R Center, Inc. (Teen Court) | \$ 13,500 | \$ 12,150 | \$ 15,000 | \$ 12,150 | \$ 12,150 |
| American Red Cross (Cape Fear Chapter) | 0 | 0 | 20,000 | 0 | 0 |
| AMEZ Housing Community Development Corp. | 0 | 0 | 20,500 | 0 | 0 |
| Blue Ribbon Commission (Youth Violence) | 5,000 | 5,000 | 7,000 | 5,000 | 5,000 |
| Cape Fear Literacy Council | 4,500 | 4,050 | 4,500 | 4,050 | 4,050 |
| Carousel Center | 18,000 | 16,200 | 20,000 | 16,200 | 16,200 |
| Coastal Horizons/Crisis Line/Open House | 29,790 | 26,811 | 40,000 | 26,811 | 26,811 |
| Coastal Horizons/Rape Crisis Center | 9,930 | 8,937 | 20,000 | 8,937 | 8,937 |
| Communities in Schools of Cape Fear | 0 | 0 | 75,000 | 0 | 0 |
| Community Boys & Girls Club of Wilmington | 0 | 0 | 50,000 | 0 | 0 |
| Domestic Violence Shelter & Services, Inc. | 15,889 | 14,300 | 14,300 | 14,300 | 14,300 |
| Elderhaus, Inc. | 49,571 | 44,613 | 55,079 | 44,613 | 44,613 |
| Food Bank of Central & Eastern NC | 4,500 | 4,050 | 10,000 | 4,050 | 4,050 |
| Good Shepherd Center | 9,000 | 8,100 | 50,000 | 8,100 | 8,100 |
| New Hanover County Community Action, Inc. | 0 | 0 | 250,000 | 0 | 0 |
| Smart Start of New Hanover County | 0 | 0 | 5,000 | 0 | 0 |
| Ten Year Plan to End Chronic Homelessness | 50,000 | 25,000 | 55,000 | 25,000 | 25,000 |
| TOTAL HUMAN SERVICES: | \$ 209,680 | \$ 169,211 | \$ 711,379 | \$ 169,211 | \$ 169,211 |
| CULTURAL AND RECREATIONAL: | | | | | |
| Cameron Art Museum * | \$ 50,000 | \$ 50,000 | 0 | 0 | 0 |
| Children's Museum | 0 | 5,000 | 5,000 | 5,000 | 5,000 |
| Cucalorus Film Foundation | 0 | 0 | 40,000 | 0 | 0 |
| Legion Stadium Committee * | 209,286 | 203,868 | 198,451 | 198,451 | 198,451 |
| TOTAL CULTURAL AND RECREATIONAL: | \$ 259,286 | \$ 258,868 | \$ 243,451 | \$ 203,451 | \$ 203,451 |
| ECONOMIC AND PHYSICAL DEVELOPMENT: | | | | | |
| Cape Fear Council of Government | \$ 28,654 | \$ 25,788 | \$ 25,788 | \$ 25,788 | \$ 25,788 |
| Cape Fear Public Transportation Authority (WAVE) | 147,861 | 132,939 | 147,710 | 132,939 | 132,939 |
| Cape Fear Resource Conservation & Develop. | 2,700 | 2,430 | 9,000 | 2,430 | 2,430 |
| Cape Fear River Assembly | 0 | 0 | 6,191 | 0 | 0 |
| Committee of 100 * | 134,160 | 134,160 | 134,160 | 134,160 | 134,160 |
| Greater Wilmington Sports Hall of Fame | 1,500 | 0 | 0 | 0 | 0 |
| Highway 17 Association | 0 | 0 | 10,000 | 0 | 0 |
| New Hanover Port, Waterway & Beach Comm. | 4,500 | 4,500 | 0 | 0 | 0 |
| New Hanover Soil & Water Conservation District | 45,000 | 45,500 | 60,000 | 45,500 | 45,500 |
| North Carolina Beach, Inlet & Waterway | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Southeastern Economic Development | 17,634 | 15,876 | 15,876 | 15,876 | 17,676 |
| Wilmington Downtown, Inc. * | 21,086 | 21,086 | 21,086 | 21,086 | 21,086 |
| Wilmington Regional Film Commission * | 109,585 | 109,585 | 109,585 | 109,585 | 109,585 |
| TOTAL ECONOMIC AND PHYSICAL DEV: | \$ 514,680 | \$ 493,864 | \$ 541,396 | \$ 489,364 | \$ 491,164 |
| TOTAL | \$ 983,646 | \$ 921,943 | \$ 1,496,226 | \$ 862,026 | \$ 863,826 |
| * = Multi-year Contracts | | | | | |

BUDGET STRUCTURE

Rounding of numbers in budget document preparation 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.

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 COUNTY FUND CLASSIFICATIONS | | |
|---|--------------------------|--------------------------------------|
| GOVERNMENTAL | PROPRIETARY | FIDUCIARY |
| NEW HANOVER COUNTY FUND TYPES WITH CORRESPONDING FUNDS | | |
| General Fund: | Enterprise: | Trust and Agency Funds: |
| General Fund | Environmental Management | Other Escrows Agency Funds |
| Special Revenue: | | LEO Pension Trust Fund |
| Emergency Telephone System Fund | | Post Employment Benefits Agency Fund |
| Fire Service District Fund | | Room Occupancy Tax Agency Fund |
| New Hanover County Schools Fund | | Tax Clearing Agency Fund |
| Revolving Loan Fund | | |
| Room Occupancy Tax Fund (1st 3%) | | |
| Capital Projects | | |

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.

BUDGET STRUCTURE CONTINUED

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.
- **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:
 - **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.

BUDGET STRUCTURE CONTINUED

- **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, the operation of the Waste-To-Energy Facility (WASTEC), and the Recycling Program. During FY10-11 the County will be contracting with a private firm to take over operations of the Environmental Management Department.

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.

BUDGET STRUCTURE CONTINUED

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**.

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 | Included in Both | Included |
| Emergency Telephone System | Included in Both | Included |
| Fire Service District | Included in Both | Included |
| New Hanover County Schools | Included in Both | Included |
| Revolving Loan | Included in Both | Included |
| Room Occupancy Tax (1st 3%) | Included in Both | Included |
| Capital Projects | <i>No/Yes</i> | Included |
| Proprietary Type Fund: | | |
| Environmental Management | Included 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 Fund: | | |
| Other Escrows Agency Funds | <i>No/No</i> | Included |
| LEO Pension Trust Fund | <i>No/No</i> | Included |
| Post Employment Benefits Agency Fund | <i>No/No</i> | Included |
| Room Occupancy Tax (2nd 3%) | <i>No/No</i> | Included |
| Tax Clearing Agency Fund | <i>No/No</i> | Included |
| BLENDED COMPONENT UNITS AND HOW/IF ADDRESSED IN BUDGET AND CAFR: | | |
| New Hanover County Parks | <i>No/No</i> | Included |
| Airlie Gardens | <i>No/No</i> | Included |
| DISCRETELY PRESENTED COMPONENT UNITS AND HOW/IF ADDRESSED IN BUDGET AND CAFR: | | |
| New Hanover County Airport | <i>No/No</i> | Included |
| New Hanover County Regional Medical | <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 FY09 to FY10 based on actual | <i>NO</i> | YES |
| Change in Fund Balance based on FY11 Adopted Budget/FY10 Estimated/FY09 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 | 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: | | |
| FY10 Actual (only) | <i>NO</i> | YES |
| FY10 Original Budget/FY10 Final Revised Budget/FY10 Actual/FY10 Variance | <i>NO</i> | YES |
| FY09 Actual/FY10 Adopted/FY11 Requested/FY11 Recommended/FY11 | YES | <i>NO</i> |
| CAPITAL PROJECTS: | | |
| Narrative of | YES | <i>NO</i> |
| Financial Data by Project in Summation | YES | YES |
| Status of | 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 |
| Major Funds | | | | | | | | |
| General Fund | G | | | | | | | |
| Administration – County Manager | | ▪ | | | | | | |
| Board of Elections | | ▪ | | | | | | |
| Budget | | ▪ | | | | | | |
| Cooperative Extension | | | | | | ▪ | | |
| Courts | | | | ▪ | | | | |
| Development Services | | ▪ | | | | | | |
| Education | | | | | ▪ | | | ▪ |
| Emergency Management & 9-1-1 Communications | | | | ▪ | | | | |
| Engineering | | ▪ | | | | | | |
| Finance | | ▪ | | | | | | ▪ |
| Governing Body – County Commissioners | | ▪ | | | | | | |
| Health | | | ▪ | | | | | |
| Human Resources & Community Relations | | ▪ | | | | | | |
| Information Technology | | ▪ | | | | | | |
| Juvenile Services | | | | ▪ | | | | |
| Legal – County Attorney | | ▪ | | | | | | |
| Library | | | | | | ▪ | | |
| Museum | | | | | | ▪ | | |
| Outside Agencies | | | ▪ | ▪ | | ▪ | ▪ | |
| Parks, Gardens, and Senior Resource Center | | | ▪ | | | ▪ | | |
| Planning & Inspections | | | | ▪ | | | | |
| Pretrial Release | | | | ▪ | | | | |
| Property Management | | ▪ | | | | | | |
| Register of Deeds | | ▪ | | | | | | |
| Sheriff's Office | | | | ▪ | | | | |
| Social Services | | | ▪ | | | | | |
| Southeastern Center for Mental Health | | | ▪ | | | | | |
| Tax | | ▪ | | | | | | |
| Veteran Services | | | ▪ | | | | | |
| Youth Empowerment Services | | | | ▪ | | | | |
| Public Schools Fund | SR | | | | ▪ | | | |
| Room Occupancy Tax Fund | SR | | | | | | ▪ | |
| Environmental Management Fund | E | | | ▪ | | | | |
| Non-Major Funds | | | | | | | | |
| Emergency Telephone System Fund | SR | | | ▪ | | | | |
| Revolving Loan Program | SR | ▪ | | | | | | |
| Fire Service District Fund | SR | | | ▪ | | | | |

¹ G-General, E-Enterprise, SR-Special Revenue

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 (AA+).
- To provide cash for operations prior to receipt of property tax revenues, and
- To maximize investment earnings.

Property taxes are the single most important 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." The portion of fund balance not legally available as defined is termed "reserved by State Statute."

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 2 months, or 16.67%, of expenditures in available fund balance – a goal that more than meets the North Carolina Local Government Commission's recommended minimum of 8%. The estimated available fund balance on June 30, 2010 will exceed the 8% as established by the Local Government Commission, but will fall short of the goal established by the County. As the General Fund has grown over time, the dollar value of the General Fund balance needed to maintain the established percentage fund balance goal has also grown.

New Hanover County continues to maintain a strong financial condition, and is taking proactive steps to rebuild the fund balance to the County established goal in the near future. Toward this end, no General Fund balance has been appropriated in FY10-11.

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
MAJOR GOVERNMENTAL FUNDS

| | GENERAL FUND | | | PUBLIC SCHOOLS FUND | | |
|--|------------------------|------------------------|------------------------|----------------------|-----------------------|----------------------|
| | FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED | FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED |
| Revenues: | | | | | | |
| Ad Valorem Taxes | \$ 151,679,364 | \$ 153,149,665 | \$ 158,778,525 | | | |
| Sales Taxes | 43,648,864 | 38,202,207 | 38,873,501 | | | |
| Other Taxes | 2,963,923 | 3,069,631 | 2,896,204 | | | |
| Intergovernmental ¹ | 87,845,355 | 40,489,567 | 35,972,161 | \$ 500,000 | | |
| Special Assessments | 219,535 | 171,989 | 136,642 | | | |
| Charges for Services | 9,427,844 | 8,823,282 | 8,384,351 | | | |
| Interest on Investments | 926,673 | 306,862 | 117,000 | 79,182 | \$ 27,628 | |
| Miscellaneous ¹ | 1,229,007 | 5,836,966 | 7,042,290 | | | |
| Total Estimated Financial Sources | \$ 297,940,565 | \$ 250,050,169 | \$ 252,200,674 | \$ 579,182 | \$ 27,628 | \$ 0 |
| Expenditures: | | | | | | |
| General Government | \$ 29,016,838 | \$ 28,916,020 | \$ 30,029,557 | | | |
| Human Services | 58,211,859 | 53,253,360 | 54,359,447 | | | |
| Public Safety | 46,300,286 | 45,141,659 | 44,166,285 | | | |
| Economic & Physical Devl | 1,321,985 | 1,250,925 | 873,225 | | | |
| Cultural & Recreational | 10,482,840 | 9,635,807 | 9,552,314 | | | |
| Contingencies | | | 506,335 | | | |
| Education - Community College | 6,147,195 | 5,841,767 | 5,841,767 | | | |
| Education - Schools Operating | | | | \$ 65,377,120 | \$ 61,908,440 | \$ 61,808,440 |
| Stormwater Drainage | 82,996 | 114,757 | | | | |
| Debt Service | 65,458,695 | 23,373,600 | 25,672,234 | 20,911,330 | 21,177,443 | 22,722,331 |
| Total Expenditures | \$ 217,022,694 | \$ 167,527,895 | \$ 171,001,164 | \$ 86,288,450 | \$ 83,085,883 | \$ 84,530,771 |
| Adjustments:² | | | | | | |
| Other Adjustments | | | | | | |
| Adjustment for Rounding | | | | | | |
| Total Adjustments | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Other Financing Source (uses): | | | | | | |
| Long-Term Debt Issued | | \$ 969,952 | | | | |
| Transfers From Other Funds | \$ 707,908 | 2,002,954 | \$ 1,719,175 | \$ 85,182,359 | \$ 81,953,692 | \$ 82,330,771 |
| Transfers to Other Funds | (84,108,332) | (81,447,203) | (82,918,685) | | | |
| Appropriated Fund Balance | | | | | | 2,200,000 |
| Proceeds of Refunding Bonds | | | | | | |
| Proceeds to Refunded Bond Escrow | | | | | | |
| Total Other Financing Source(uses) | \$ (83,400,424) | \$ (78,474,297) | \$ (81,199,510) | \$ 85,182,359 | \$ 81,953,692 | \$ 84,530,771 |
| Net Increase (Decrease) in Fund Balance | \$ (2,482,553) | \$ 4,047,977 | \$ 0 | \$ (526,909) | \$ (1,104,563) | \$ 0 |
| Fund Balance - July 1 | \$ 68,504,541 | \$ 66,021,988 | \$ 70,069,965 | \$ 4,923,606 | \$ 4,396,697 | \$ 3,292,134 |
| Fund Balance - June 30 | \$ 66,021,988 | \$ 70,069,965 | \$ 70,069,965 | \$ 4,396,697 | \$ 3,292,134 | \$ 3,292,134 |
| Percent Change in Fund Balance | -3.62% | 6.13% | 0.00% | -10.70% | -25.12% | 0.00% |

¹ In the General Fund, ABC 3.5 cent surcharge, extra 5 cent surcharge, LBD surcharge, and profits distribution were deducted from Intergovernmental Revenues and added to Miscellaneous Revenues.

² Adjustments for non-budgeted funds not included in the budget document.

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
MAJOR GOVERNMENTAL FUNDS

| ROOM OCCUPANCY TAX FUND | | | TOTAL MAJOR GOVERNMENTAL FUNDS | | |
|-------------------------|----------------------|----------------------|--------------------------------|-----------------------|-----------------------|
| FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED | FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED |
| | | | \$ 151,679,364 | \$ 153,149,665 | \$ 158,778,525 |
| | | | 43,648,864 | 38,202,207 | 38,873,501 |
| \$ 3,836,382 | \$ 3,338,308 | \$ 3,409,730 | 6,800,305 | 6,407,939 | 6,305,934 |
| | | | 88,345,355 | 40,489,567 | 35,972,161 |
| 1,774,056 | 478,403 | 310,071 | 1,993,591 | 650,392 | 446,713 |
| | | | 9,427,844 | 8,823,282 | 8,384,351 |
| 577,083 | 185,384 | | 1,582,938 | 519,874 | 117,000 |
| | | | 1,229,007 | 5,836,966 | 7,042,290 |
| <u>\$ 6,187,521</u> | <u>\$ 4,002,095</u> | <u>\$ 3,719,801</u> | <u>\$ 304,707,268</u> | <u>\$ 254,079,892</u> | <u>\$ 255,920,475</u> |
| | | | \$ 29,016,838 | \$ 28,916,020 | \$ 30,029,557 |
| | | | 58,211,859 | 53,253,360 | 54,359,447 |
| \$ 1,215,766 | \$ 4,820,763 | \$ 3,719,801 | 46,300,286 | 45,141,659 | 44,166,285 |
| | | | 2,537,751 | 6,071,688 | 4,593,026 |
| | | | 10,482,840 | 9,635,807 | 9,552,314 |
| | | | | | 506,335 |
| | | | 6,147,195 | 5,841,767 | 5,841,767 |
| | | | 65,377,120 | 61,908,440 | 61,808,440 |
| | | | 82,996 | 114,757 | |
| | | | 86,370,025 | 44,551,043 | 48,394,565 |
| <u>\$ 1,215,766</u> | <u>\$ 4,820,763</u> | <u>\$ 3,719,801</u> | <u>\$ 304,526,910</u> | <u>\$ 255,434,541</u> | <u>\$ 259,251,736</u> |
| <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |
| | | | | \$ 969,952 | |
| | | \$ | \$ 85,890,267 | \$ 83,956,646 | \$ 84,049,946 |
| | | | (84,108,332) | (81,447,203) | (82,918,685) |
| | | | | | 2,200,000 |
| <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 1,781,935</u> | <u>\$ 3,479,395</u> | <u>\$ 3,331,261</u> |
| \$ 4,971,755 | \$ (818,668) | \$ 0 | \$ 1,962,293 | \$ 2,124,746 | \$ 0 |
| \$ 30,757,915 | \$ 35,729,670 | \$ 34,911,002 | \$ 104,186,062 | \$ 106,148,355 | \$ 108,273,101 |
| <u>\$ 35,729,670</u> | <u>\$ 34,911,002</u> | <u>\$ 34,911,002</u> | <u>\$ 106,148,355</u> | <u>\$ 108,273,101</u> | <u>\$ 108,273,101</u> |
| 16.16% | -2.29% | 0.00% | 1.88% | 2.00% | 0.00% |

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
NON-MAJOR SPECIAL REVENUE FUNDS

| | SPECIAL FIRE DISTRICT | | | EMERGENCY TELEPHONE SYSTEM - Article 3 ² | | |
|---|-----------------------|---------------------|---------------------|--|---------------------|---------------------|
| | FY08-09 | FY09-10 | FY10-11 | FY08-09 | FY09-10 | FY10-11 |
| | ACTUAL | ESTIMATED | ADOPTED | ACTUAL | ESTIMATED | ADOPTED |
| Revenues: | | | | | | |
| Ad Valorem Taxes | \$ 6,248,906 | \$ 7,544,501 | \$ 7,643,395 | | | |
| Sales Taxes | 1,921,011 | 1,574,055 | 1,430,266 | | | |
| Other Taxes | | | | \$ 1,097,197 | \$ 967,276 | \$ 395,583 |
| Intergovernmental | 25,951 | 210,784 | 239,227 | | | |
| Special Assessments | | | | | | |
| Charges for Services | 110,015 | 107,173 | 77,800 | | | |
| Interest on Investments | 49,698 | 20,454 | 4,300 | 19,973 | 11,016 | |
| Miscellaneous | 2 | 379 | | | | |
| Total Estimated Financial Sources | <u>\$ 8,355,583</u> | <u>\$ 9,457,346</u> | <u>\$ 9,394,988</u> | <u>\$ 1,117,170</u> | <u>\$ 978,292</u> | <u>\$ 395,583</u> |
| Expenditures: | | | | | | |
| General Government | | | | | | |
| Human Services | | | | | | |
| Public Safety | \$ 8,848,404 | \$ 9,020,512 | \$ 8,534,929 | | | |
| Economic & Physical Devl | | | | | | |
| Cultural & Recreational | | | | | | |
| Education | | | | | | |
| Stormwater Drainage | | | | | | |
| Debt Service | | | 1,095,705 | | | |
| Total Expenditures | <u>\$ 8,848,404</u> | <u>\$ 9,020,512</u> | <u>\$ 9,630,634</u> | <u>\$</u> | <u>\$</u> | <u>\$</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 | | | | | | |
| Transfers From Other Funds | | | | | | |
| Transfers to Other Funds | \$ (48,541) | (597,000) | \$ (645,451) | \$ (214,460) | (399,362) | \$ (395,583) |
| Appropriated Fund Balance | | | 881,097 | | | |
| Proceeds of Refunding Bonds | | | | | | |
| Proceeds to Refunded Bond Escrow | | | | | | |
| Total Other Financing Source(uses) | <u>\$ (48,541)</u> | <u>\$ (597,000)</u> | <u>\$ 235,646</u> | <u>\$ (214,460)</u> | <u>\$ (399,362)</u> | <u>\$ (395,583)</u> |
| Net Increase (Decrease) in Fund Balance | \$ (541,362) | \$ (160,166) | \$ 0 | \$ 902,710 | \$ 578,930 | \$ 0 |
| Fund Balance - July 1 | \$ 4,304,968 | \$ 3,763,606 | \$ 3,603,440 | \$ 816,868 | \$ 1,719,578 | \$ 2,298,508 |
| Fund Balance - June 30 | <u>\$ 3,763,606</u> | <u>\$ 3,603,440</u> | <u>\$ 3,603,440</u> | <u>\$ 1,719,578</u> | <u>\$ 2,298,508</u> | <u>\$ 2,298,508</u> |
| Percent Change in Fund Balance | -12.58% | -4.26% | 0.00% | 110.51% | 33.67% | 0.00% |

¹ Adjustments for non-budgeted funds not included in the budget document.

² During FY07-08, Emergency Telephone System Article 3 took effect, replacing Article 1 and Wireless 911. The replaced funds were closed, and remaining fund balances transferred to Article 3 fund.

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
NON-MAJOR SPECIAL REVENUE FUNDS

**TOTAL NON-MAJOR
GOVERNMENTAL FUNDS**

| FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED |
|---------------------|----------------------|---------------------|
| \$ 6,248,906 | \$ 7,544,501 | \$ 7,643,395 |
| 1,921,011 | 1,574,055 | 1,430,266 |
| 1,097,197 | 967,276 | 395,583 |
| 25,951 | 210,784 | 239,227 |
| 110,015 | 107,173 | 77,800 |
| 69,671 | 31,470 | 4,300 |
| 2 | 379 | |
| <u>\$ 9,472,753</u> | <u>\$ 10,435,638</u> | <u>\$ 9,790,571</u> |

\$ 8,848,404 \$ 9,020,512 \$ 8,534,929

| | | |
|---------------------|---------------------|---------------------|
| | | 1,095,705 |
| <u>\$ 8,848,404</u> | <u>\$ 9,020,512</u> | <u>\$ 9,630,634</u> |

| | | |
|-------------|-------------|-------------|
| <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |
|-------------|-------------|-------------|

\$ (263,001) \$ (996,362) \$ (1,041,034)
881,097

| | | |
|---------------------|---------------------|---------------------|
| <u>\$ (263,001)</u> | <u>\$ (996,362)</u> | <u>\$ (159,937)</u> |
|---------------------|---------------------|---------------------|

\$ 361,348 \$ 418,764 \$ 0

\$ 5,121,836 \$ 5,483,184 \$ 5,901,948

| | | |
|---------------------|---------------------|---------------------|
| <u>\$ 5,483,184</u> | <u>\$ 5,901,948</u> | <u>\$ 5,901,948</u> |
|---------------------|---------------------|---------------------|

7.06% 7.64% 0.00%

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
ENTERPRISE FUND AND TOTAL FOR ALL BUDGETED FUNDS

| | ENTERPRISE FUND WATER & SEWER | | | ENTERPRISE FUND ENVIRONMENTAL MANAGEMENT | | |
|------------------------------------|----------------------------------|----------------------|--------------------|---|----------------------|--------------------|
| | FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED | FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED |
| Revenues: | | | | | | |
| Ad Valorem Taxes | | | | | | |
| Sales Taxes | | | | | | |
| Other Taxes | | | | | | |
| Intergovernmental ¹ | | | | 365,405 | 368,072 | 88,750 |
| Special Assessments | | | | | | |
| Charges for Services | | | | 12,758,048 | 12,187,502 | 12,645,150 |
| Interest on Investments | | | | 6,160 | | |
| Miscellaneous ¹ | | | | 241,470 | 361,258 | 76,475 |
| Total Estimated Financial Sources | \$ 0 | \$ 0 | \$ 0 | \$ 13,371,083 | \$ 12,916,832 | \$ 12,810,375 |
| Expenditures: | | | | | | |
| General Government | | | | | | |
| Human Services | | | | | | |
| Public Safety | | | | 10,943,613 | 12,002,957 | 11,463,387 |
| Economic & Physical Devl | | | | | | |
| Cultural & Recreational | | | | | | |
| Contingencies | | | | | | |
| Education | | | | | | |
| Stormwater Drainage | | | | | | |
| Debt Service | | | | 1,056,924 | 663,889 | 668,937 |
| Total Expenditures | \$ 0 | \$ 0 | \$ 0 | \$ 12,000,537 | \$ 12,666,846 | \$ 12,132,324 |
| Adjustments: ² | | | | | | |
| Other Adjustments | | | | | | |
| Adjustment for Rounding | | | | | | |
| Total Adjustments | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Other Financing Source (uses): | | | | | | |
| Special Item - Transfer to CFPUA | \$(183,725,709) | | | | | |
| Long-Term Debt Issued | | | | | | |
| Transfers From Other Funds | | | | 124,569 | | |
| Transfers to Other Funds | (183,698) | | | (75,051) | (2,183,879) | (678,051) |
| Appropriated Fund Balance | | | | | | |
| Proceeds of Refunding Bonds | | | | | | |
| Proceeds to Refunded Bond Escrow | | | | | | |
| Total Other Financing Source(uses) | \$(183,909,407) | \$ 0 | \$ 0 | \$ 49,518 | \$ (2,183,879) | \$ (678,051) |
| Net Increase (Decrease) in Fund | | | | | | |
| Balance | \$(183,909,407) | \$ 0 | \$ 0 | \$ 1,420,064 | \$ (1,933,893) | \$ 0 |
| Fund Balance - July 1 | \$ 183,909,407 | \$ 0 | \$ 0 | \$ (1,019,435) | \$ 400,629 | \$ (1,533,264) |
| Fund Balance - June 30 | \$ 0 | \$ 0 | \$ 0 | \$ 400,629 | \$ (1,533,264) | \$ (1,533,264) |
| Percent Change in Fund Balance | -100.00% | N/A | N/A | -139.30% | -482.71% | 0.00% |

¹ In the General Fund, ABC 3.5 cent surcharge, extra 5 cent surcharge, LBD surcharge, and profits distribution were deducted from Intergovernmental Revenues and added to Miscellaneous Revenues. This carries through to the total for all budgeted funds.

² Adjustments for non-budgeted funds not included in the budget document.

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
ENTERPRISE FUND AND TOTAL FOR ALL BUDGETED FUNDS

TOTAL FOR ALL BUDGETED FUNDS

| FY08-09 ACTUAL | FY09-10 ESTIMATED | FY10-11 ADOPTED |
|------------------------|-----------------------|-----------------------|
| \$ 157,928,270 | \$ 160,694,166 | \$ 166,421,920 |
| 45,569,875 | 39,776,262 | 40,303,767 |
| 7,897,502 | 7,375,215 | 6,701,517 |
| 88,736,711 | 41,068,423 | 36,300,138 |
| 1,993,591 | 650,392 | 446,713 |
| 22,295,907 | 21,117,957 | 21,107,301 |
| 1,658,769 | 551,344 | 121,300 |
| 1,470,479 | 6,198,603 | 7,118,765 |
| <u>\$ 327,551,104</u> | <u>\$ 277,432,362</u> | <u>\$ 278,521,421</u> |
| | | |
| \$ 29,016,838 | \$ 28,916,020 | \$ 30,029,557 |
| 58,211,859 | 53,253,360 | 54,359,447 |
| 66,092,303 | 66,165,128 | 64,164,601 |
| 2,537,751 | 6,071,688 | 4,593,026 |
| 10,482,840 | 9,635,807 | 9,552,314 |
| 0 | 0 | 506,335 |
| 71,524,315 | 67,750,207 | 67,650,207 |
| 82,996 | 114,757 | 0 |
| 87,426,949 | 45,214,932 | 50,159,207 |
| <u>\$ 325,375,851</u> | <u>\$ 277,121,899</u> | <u>\$ 281,014,694</u> |
| | | |
| \$ 0 | \$ 0 | \$ 0 |
| 0 | 0 | 0 |
| <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |
| | | |
| \$(183,725,709) | | |
| 0 | \$ 969,952 | |
| 86,014,836 | 83,956,646 | \$ 84,049,946 |
| (84,630,082) | (84,627,444) | (84,637,770) |
| 0 | 0 | 3,081,097 |
| 0 | 0 | 0 |
| 0 | 0 | 0 |
| <u>\$(182,340,955)</u> | <u>\$ 299,154</u> | <u>\$ 2,493,273</u> |
| | | |
| \$(180,165,702) | \$ 609,617 | \$ 0 |
| | | |
| \$ 292,197,870 | \$ 112,032,168 | \$ 112,641,785 |
| | | |
| <u>\$ 112,032,168</u> | <u>\$ 112,641,785</u> | <u>\$ 112,641,785</u> |
| | | |
| -61.66% | 0.54% | 0.00% |

NEW HANOVER COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN NET ASSETS
ENTERPRISE FUNDS¹

| | WATER & SEWER | | ENVIRONMENTAL MANAGEMENT | | TOTAL NHC ENTERPRISE FUNDS | |
|---|-----------------|----------|-----------------------------|----------------|-------------------------------|----------------|
| | FY 08-09 | FY 09-10 | FY 08-09 | FY 09-10 | FY 08-09 | FY 09-10 |
| | ACTUAL | ESTIMATE | ACTUAL | ESTIMATE | ACTUAL | ESTIMATE |
| Operating Revenues: | | | | | | |
| Charges for Service | | | \$ 12,758,048 | \$ 12,187,502 | \$ 12,758,048 | \$ 12,187,502 |
| Other | | | 208,112 | 361,258 | 208,112 | 361,258 |
| Total Operating Revenues | \$ - | \$ - | \$ 12,966,160 | \$ 12,548,760 | \$ 12,966,160 | \$ 12,548,760 |
| Operating Expenses: | | | | | | |
| Personnel | | | \$ 4,662,813 | \$ 4,414,982 | \$ 4,662,813 | \$ 4,414,982 |
| System Maintenance | | | 6,203,829 | 8,251,864 | 6,203,829 | 8,251,864 |
| Landfill Closure & Postclosure Costs | | | 629,384 | 200,000 | 629,384 | 200,000 |
| Depreciation | | | 2,501,928 | 1,000,000 | 2,501,928 | 1,000,000 |
| Total Operating Expenses | \$ - | \$ - | \$ 13,997,954 | \$ 13,866,846 | \$ 13,997,954 | \$ 13,866,846 |
| Operating Income | \$ - | \$ - | \$ (1,031,794) | \$ (1,318,086) | \$ (1,031,794) | \$ (1,318,086) |
| Non-Operating Revenues (expenses): | | | | | | |
| Interest Earned on Investments | | | \$ 6,160 | \$ - | \$ 6,160 | \$ - |
| Intergovernmental Revenue | | | 365,405 | 368,072 | 365,405 | 368,072 |
| Interest Expense on Debt | | | (98,854) | | (98,854) | |
| Amortization of Bond Issuance Costs | | | (6,083) | | (6,083) | |
| Sale of Capital Assets | | | | | | |
| Net Non-Operating (expenses) | \$ - | \$ - | \$ 266,628 | \$ 368,072 | \$ 266,628 | \$ 368,072 |
| Income (loss) Before Operating Transfers and Capital Contributions | \$ - | \$ - | \$ (765,166) | \$ (950,014) | \$ (765,166) | \$ (950,014) |
| Special Item - Transfer to CPFUA | (183,725,709) | | | | \$(183,725,709) | \$ - |
| Contributed Capital | | | | | - | - |
| Donated Capital Assets | | | | | - | - |
| Transfer From Other Funds | | | 19,082 | | 19,082 | - |
| Transfers To Other Funds | (183,698) | | (75,051) | (2,183,879) | (258,749) | (2,183,879) |
| Change in Net Assets | \$(183,909,407) | \$ - | \$ (821,135) | \$ (3,133,893) | \$(184,730,542) | \$ (3,133,893) |
| Total Net Assets (deficit) Beginning of Year | \$ 183,909,407 | \$ - | \$ 8,023,299 | \$ 7,202,164 | \$ 191,932,706 | \$ 7,202,164 |
| Total Net Assets End of Year | \$ - | \$ - | \$ 7,202,164 | \$ 4,068,271 | \$ 7,202,164 | \$ 4,068,271 |
| Percent Change in Fund Balance | -100.00% | 0.00% | -10.23% | -43.51% | -96.25% | -43.51% |

¹ Reasonable estimates for FY09-10 cannot be determined at this time. Major accruals involving depreciation, amortization, debt proceeds and other adjusting entries have not been determined prior to the printing of this document.



**NEW HANOVER COUNTY
INTERFUND TRANSFERS DETAILED ANALYSIS¹**

| FUND | FY 07-08 ACTUAL | FY08-09 ACTUAL | FY 09-10 ADOPTED | FY 10-11 ADOPTED |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| GENERAL FUND | | | | |
| Budget Before Transfers | \$ 260,163,481 | \$ 301,635,122 | \$ 247,850,226 | \$ 252,200,674 |
| Transfers In: | | | | |
| From Environmental Management Fund | 14,700 | 75,051 | 678,051 | 678,051 |
| From Fire Services | 0 | 48,541 | 645,541 | 645,541 |
| From Water & Sewer District Fund | 150,400 | 0 | 0 | 0 |
| From Emergency Telephone System Fund- Art. 1 | 1,622,759 | 0 | 0 | 0 |
| From Wireless 911 Fund | 90,830 | 0 | 0 | 0 |
| From Emergency Telephone System Fund- Art. 3 | 174,428 | 214,460 | 431,105 | 395,583 |
| From Other Funds (Non-Budgeted Funds) | 2,091,068 | 369,856 | 587,596 | 0 |
| TOTAL BUDGET | \$ 264,307,665 | \$ 302,343,030 | \$ 250,192,519 | \$ 253,919,849 |
| Transfers Out: | | | | |
| To Storm Water Drainage Fund | (100,000) | (95,000) | 0 | 0 |
| To Water & Sewer District Fund | (1,942,319) | 0 | 0 | 0 |
| To Environmental Management Fund | (385,000) | 0 | 0 | 0 |
| To New Hanover County Schools Fund | (82,394,880) | (84,108,332) | (80,241,978) | (82,330,771) |
| To Other Funds (Non-Budgeted Funds) | (2,810,995) | 0 | (558,511) | (587,914) |
| Total Transfers Out | (87,633,194) | (84,203,332) | (80,800,489) | (82,918,685) |
| NET GENERAL FUND | \$ 176,674,472 | \$ 218,139,698 | \$ 169,392,030 | \$ 171,001,164 |
| NEW HANOVER COUNTY SCHOOLS FUND | | | | |
| Budget Before Transfers | \$ (1,072,852) | \$ 1,106,091 | \$ 3,000,000 | \$ 2,200,000 |
| Transfers In: | | | | |
| From General Fund - One-Half Cent Sales Tax | 7,950,743 | 7,242,286 | 7,487,404 | 6,877,114 |
| From General Fund Portion | 74,444,137 | 76,136,844 | 72,754,574 | 75,453,657 |
| From General Fund - Medicaid Hold Harmless (ADM) | 0 | 729,202 | 0 | 0 |
| From Other Funds (Non-Budgeted Funds) | 1,048,897 | 1,074,027 | 1,065,000 | 0 |
| TOTAL BUDGET | \$ 82,370,925 | \$ 86,288,450 | \$ 84,306,978 | \$ 84,530,771 |
| Transfers Out: | | | | |
| To General Fund | 0 | 0 | 0 | 0 |
| Total Transfers Out | 0 | 0 | 0 | 0 |
| NET NEW HANOVER COUNTY SCHOOLS FUND | \$ 82,370,925 | \$ 86,288,450 | \$ 84,306,978 | \$ 84,530,771 |
| EMERGENCY TELEPHONE SYSTEM FUND- ART. 1 | | | | |
| Budget Before Transfers | \$ 1,622,759 | \$ 0 | \$ 0 | \$ 0 |
| Transfers In: | | | | |
| From Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 1,622,759 | \$ 0 | \$ 0 | \$ 0 |
| Transfers Out: | | | | |
| To General Fund | (1,622,759) | 0 | 0 | 0 |
| Total Transfers Out | (1,622,759) | 0 | 0 | 0 |
| NET EMERG. TELEPHONE SYSTEM FUND-ART. 1 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |

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.

**NEW HANOVER COUNTY
INTERFUND TRANSFERS DETAILED ANALYSIS¹**

| FUND | FY 07-08 ACTUAL | FY08-09 ACTUAL | FY 09-10 ADOPTED | FY 10-11 ADOPTED |
|--|---------------------|---------------------|---------------------|---------------------|
| WIRELESS 911 FUND | | | | |
| Budget Before Transfers | \$ 730,096 | \$ 0 | \$ 0 | \$ 0 |
| Transfers In: | | | | |
| From Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 730,096 | \$ 0 | \$ 0 | \$ 0 |
| Transfers Out: | | | | |
| To General Fund | (90,830) | 0 | 0 | 0 |
| To Emergency Telephone System Fund - Art. 3 | (639,266) | 0 | 0 | 0 |
| To Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 0 |
| Total Transfers Out | (730,096) | 0 | 0 | 0 |
| NET WIRELESS 911 FUND | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| EMERGENCY TELEPHONE SYSTEM FUND- ART. 3 | | | | |
| Budget Before Transfers | \$ (464,838) | \$ 214,460 | \$ 431,105 | \$ 395,583 |
| Transfers In: | | | | |
| From Wireless 911 Fund | 639,266 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 174,428 | \$ 214,460 | \$ 431,105 | \$ 395,583 |
| Transfers Out: | | | | |
| To General Fund | (174,428) | (214,460) | (431,105) | (395,583) |
| Total Transfers Out | (174,428) | (214,460) | (431,105) | (395,583) |
| NET EMERG. TELEPHONE SYSTEM FUND-ART. 3 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| REVOLVING LOAN PROGRAM | | | | |
| Budget Before Transfers | \$ 0 | \$ 16,390 | \$ 0 | \$ 0 |
| Transfers In: | | | | |
| From Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 0 | \$ 16,390 | \$ 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 | \$ 0 | \$ 16,390 | \$ 0 | \$ 0 |
| ROOM OCCUPANCY TAX FUND | | | | |
| Budget Before Transfers | \$ 1,922,034 | \$ 1,215,766 | \$ 3,833,211 | \$ 3,719,801 |
| Transfers In: | | | | |
| From Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 1,922,034 | \$ 1,215,766 | \$ 3,833,211 | \$ 3,719,801 |
| Transfers Out: | | | | |
| To Other Funds (Non-Budgeted Funds) | (138,630) | 0 | (356,671) | 0 |
| Total Transfers Out | (138,630) | 0 | (356,671) | 0 |
| NET ROOM OCCUPANCY TAX FUND | \$ 1,783,404 | \$ 1,215,766 | \$ 3,476,540 | \$ 3,719,801 |

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.

**NEW HANOVER COUNTY
INTERFUND TRANSFERS DETAILED ANALYSIS¹**

| FUND | FY 07-08 ACTUAL | FY08-09 ACTUAL | FY 09-10 ADOPTED | FY 10-11 ADOPTED |
|---|----------------------|----------------------|----------------------|----------------------|
| SPECIAL FIRE SERVICE DISTRICT FUND | | | | |
| Budget Before Transfers | \$ 8,474,030 | \$ 8,896,945 | \$ 9,937,471 | \$ 10,276,085 |
| Transfers In: | | | | |
| From Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 8,474,030 | \$ 8,896,945 | \$ 9,937,471 | \$ 10,276,085 |
| Transfers Out: | | | | |
| To General Fund | 0 | (48,541) | (645,541) | (645,541) |
| To Other Funds (Non-Budgeted Funds) | (1,750,000) | 0 | 0 | 0 |
| Total Transfers Out | (1,750,000) | (48,541) | (645,541) | (645,541) |
| NET SPECIAL FIRE SERVICE DISTRICT FUND | \$ 6,724,030 | \$ 8,848,404 | \$ 9,291,930 | \$ 9,630,544 |
| ENVIRONMENTAL MANAGEMENT FUND | | | | |
| Budget Before Transfers | \$ 15,847,065 | \$ 12,082,257 | \$ 17,543,900 | \$ 12,685,806 |
| Transfers In: | | | | |
| From General Fund | 385,000 | 0 | 0 | 0 |
| From Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 124,569 |
| TOTAL BUDGET | \$ 16,232,065 | \$ 12,082,257 | \$ 17,543,900 | \$ 12,810,375 |
| Transfers Out: | | | | |
| To General Fund | (14,700) | (75,051) | (678,051) | (678,051) |
| To Other Funds (Non-Budgeted Funds) | 0 | 0 | (2,350,000) | 0 |
| Total Transfers Out | (14,700) | (75,051) | (3,028,051) | (678,051) |
| NET ENVIRONMENTAL MANAGEMENT FUND | \$ 16,217,365 | \$ 12,007,206 | \$ 14,515,849 | \$ 12,132,324 |
| WATER & SEWER DISTRICT FUND | | | | |
| Budget Before Transfers | \$ 20,274,862 | \$ 0 | \$ 0 | \$ 0 |
| Transfers In: | | | | |
| From General Fund - One-Half Cent Sales Tax | 1,942,319 | 0 | 0 | 0 |
| From General Fund | 0 | 0 | 0 | 0 |
| From Other Funds (Non-Budgeted Funds) | 2,121,155 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 24,338,336 | \$ 0 | \$ 0 | \$ 0 |
| Transfers Out: | | | | |
| To General Fund | (150,400) | 0 | 0 | 0 |
| To Storm Water Drainage Fund | 0 | 0 | 0 | 0 |
| To Other Funds (Non-Budgeted Funds) | (6,619,985) | 0 | 0 | 0 |
| Total Transfers Out | (6,770,385) | 0 | 0 | 0 |
| NET WATER & SEWER DISTRICT FUND | \$ 17,567,951 | \$ 0 | \$ 0 | \$ 0 |

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.

**NEW HANOVER COUNTY
INTERFUND TRANSFERS DETAILED ANALYSIS¹**

| FUND | FY 07-08 ACTUAL | FY08-09 ACTUAL | FY 09-10 ADOPTED | FY 10-11 ADOPTED |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| STORM FUND DRAINAGE FUND | | | | |
| Budget Before Transfers | \$ (46,128) | \$ (12,004) | \$ 0 | \$ 0 |
| Transfers In: | | | | |
| From General Fund | 100,000 | 95,000 | 0 | 0 |
| From Water & Sewer Fund | 0 | 0 | 0 | 0 |
| TOTAL BUDGET | \$ 53,872 | \$ 82,996 | \$ 0 | \$ 0 |
| Transfers Out: | | | | |
| To Other Funds (Non-Budgeted Funds) | 0 | 0 | 0 | 0 |
| Total Transfers Out | 0 | 0 | 0 | 0 |
| NET STORM WATER DRAINAGE FUND | \$ 53,872 | \$ 82,996 | \$ 0 | \$ 0 |
| NON-BUDGETED FUNDS | | | | |
| Budget Before Transfers | \$ (11,319,610) | \$ 0 | \$ (3,265,182) | \$ (587,914) |
| Transfers In: (Non-Budgeted Funds) | 11,319,610 | 0 | 3,265,182 | 587,914 |
| TOTAL BUDGET | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Transfers Out: (Non-Budgeted Funds) | (5,261,120) | (1,443,883) | (1,652,596) | (124,569) |
| NET NON-BUDGETED FUNDS | \$ (5,261,120) | \$ (1,443,883) | \$ (1,652,596) | \$ (124,569) |
| SUMMARY - ALL FUNDS | | | | |
| Budget Before Transfers | \$ 296,130,899 | 325,155,028 | 279,330,731 | 280,890,035 |
| Transfers In: | 104,095,311 | 85,985,267 | 86,914,453 | 84,762,429 |
| TOTAL BUDGET | \$ 400,226,210 | \$ 411,140,295 | \$ 366,245,184 | \$ 365,652,464 |
| Transfers Out: | (104,095,311) | (85,985,267) | (86,914,453) | (84,762,429) |
| NET BUDGET OPERATING TRANSFERS | \$ 296,130,899 | \$ 325,155,028 | \$ 279,330,731 | \$ 280,890,035 |

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.

PLANNING PROCESSES

Formal planning processes are proposed or underway in a number of County departments that will impact current and future budgets. More specific budgetary impacts will unfold as the process continues.

Health

The Health Department continues to focus on improvement both within the organization and with services provided to the community. A strategic planning session was held in June 2009 with several key topics identified as areas of concentration. The New Hanover County Health Department staff and Board of Health members participated in this planning process. The areas of focus identified included: 1) addressing community assessment priorities, such as access to care, mental health, dental care and obesity prevention; 2) assuring our programs meet standards for quality, accreditation and state accountability; and 3) identifying new sources of revenue, or determining how to select which programs to reduce or eliminate due to decreased funding. Other priorities identified as areas for preparedness included succession planning and workforce development, securing funding for a new facility, response to natural disasters and the emergence of infectious diseases.

Library

The Library completed work on its 2010-2020 Strategy Map and Plan with a focus on "Creating Library Experiences That Matter." The plan was based upon information obtained through the distribution of a Stakeholder Survey; a detailed SWOT (strengths, weaknesses, opportunities, and threats) analysis; and meetings with staff, members of the community, Library Advisory Board and Friends of the Library. The plan identifies five major Strategic Priorities: 1) Be a Welcoming and Dynamic Destination, 2) Provide a Wealth of Resources, 3) Foster Literacy and Technology Competency, 4) Deliver Exceptional Services and Experiences, while 5) Exceeding Community Expectations. These priorities were matched with key measures and goals to produce major initiatives that focus on providing the community with the exceptional facilities, resources and staff necessary to meet our mission.

Many of the findings identified in the 2006-2010 Strategic Plan, "Building Knowledge, Building Value and Building Excellence" were still found to be true. As in the earlier report, our Stakeholder Surveys indicated a high degree of satisfaction with current Library services, as well as a desire for improvement in various areas. In addition to the desire for increased Library hours, the continued emphasis on the technology infrastructure and additional funding for books and other materials, the public also expressed concerns about the long lines and need for additional help.

PLANNING PROCESSES CONTINUED

Library (continued)

As a result of the work on the new Strategy Map, the Library has identified those capital improvement projects that would improve library services to New Hanover County residents. The replacement of Myrtle Grove with a larger facility, the construction of a branch in the Northern part of the County (such as North Chase) and the eventual replacement of the Carolina Beach Library are recommended. The Library will also move ahead with the expansion of parking at the Northeast Regional Library. Branch expansion would require a significant increase in the Library's operational budget.

As a result of these Strategic Plans, the Library was able to successfully plan for and replace our Integrated Library System (ILS). Plans are now underway to improve collections and circulation services to meet the changing needs of the public. Greater emphasis on early childhood education, self-service applications and electronic information and delivery systems are also being considered.

Museum

The Museum's Strategic Vision, adopted in 2002 and updated annually, provides direction for Museum planning. The Exhibit Design Master Plan was adopted in April 2003 and addressed the important goals of improving the visitor's experience, encouraging return visits, showcasing the Museum's collection and strengthening the identity of the Museum. Implementation of the 10-year plan is dependent on the development of balanced funding, increased membership, attendance levels and program revenues.

In March 2006, the Commissioners approved a new Facilities Master Plan that calls for a 3-story, 42,000 square foot expansion and internal renovations. The Plan responds to the need for above-ground storage, additional programming space and improved visitor amenities, particularly for accessibility. Implementation is dependent upon a successful public-private commitment to fundraising.

North Carolina Cooperative Extension Service

The Arboretum Master Plan will impact future budgets as implementation continues. Cooperative Extension is committed to continuous improvement that will enable the grounds to serve as a valuable resource for education in the areas of storm water management and other environmental concerns for citizens of New Hanover County and the surrounding area. Volunteer and outside funding resources will be actively solicited, but increases in material costs and large renovation projects may require additional support from the County.

PLANNING PROCESSES CONTINUED

Planning

The Planning Department anticipates completion of three major planning initiatives during FY09-10. The first involves the Castle Hayne Community in northern New Hanover County. The department has contracted with Cline Design to complete schematic drawings, illustrating a new downtown corridor for central Castle Hayne. Ordinance language, which should guide development towards the vision developed through the planning process, will be presented for the Commissioners to consider. Revitalization of this sagging economic core is just one of the initiative's objectives.

Together with the City of Wilmington and the Metropolitan Planning Organization, the department is working on a corridor plan for Market Street between Colonial Drive and the Pender County line. The plan will identify catalysts for economic growth and development of the corridor and recommend access management strategies to address a growing traffic congestion problem. The \$240,000 process will be funded by the Department of Transportation and administered by our Metropolitan Planning Organization.

As development pressures on our fragile ecosystem continue to mount, the department will unveil a manual promoting the use of Low Impact Development techniques. The manual will be the cornerstone of the department's effort to encourage exceptional design in all new development projects. Protecting the quality of the water in our ocean, lakes, streams, creeks and rivers is the primary goal of this manual.

Parks

The development of a Comprehensive Master Plan for Parks, Recreation and Open Space was funded in the FY04-05 Budget. The Master Plan was approved in 2006. The impact on future budgets will be \$35.5 million as a result of the passage of the Parks Bond referendum in May 2006. The city of Wilmington will reimburse the County \$17.5 million of this amount. These funds will be used for acquisition and development of new facilities, as well as renovations to existing parks. When the facilities are completed, the recurring expenses for operation and maintenance will be a substantial amount. The Master Plan is scheduled to be updated in FY10-11. At that time, the progress-to-date and the changes in demographics and market conditions will be examined to plan for future park development.

PLANNING PROCESSES CONTINUED

Sheriff's Office

The Sheriff's Office continues to improve on organizational change since the recent appointment of Sheriff McMahon. He has embarked on a strategic planning process intended to provide a decentralized approach to community affairs by creating a new Community Services Unit. Part of this approach is organizational changes that impact both internal operations of the agency, and externally with the services that are given to the citizens on a daily basis. While other law enforcement agencies are cutting back or eliminating programs, the Sheriff's Office is maintaining and adding programs that the community expects and deserves.

Social Services

The Department of Social Services has integrated its strategic planning process, "Leading by Results" (LBR), into a primary management tool to evaluate agency programs and processes. This performance management strategy is a joint initiative of the North Carolina Association of County Directors of Social Services and the North Carolina Association of County Boards of Social Services. During the initial implementation, DSS staff and the members of the Board of Social Services refined the organization's "definitions of success" and identified key indicators to monitor and measure progress trends. Each year, strategies and processes are evaluated to determine if changes will increase the odds of creating positive results. LBR has encouraged more intra-department communication and has emphasized the importance of a coordinated, collaborative human service network throughout the County to address the needs of County residents. It is an important management strategy that assists the department to: 1) articulate changes and progress to all stakeholders; 2) build strong partnerships to develop a sustainable capacity to achieve results; and 3) systematically evaluate and, as needed, revise the processes, activities and resources to make a positive impact on the agency programs provided to County residents.

Youth Empowerment Services Department

Youth Empowerment Services (YES) is strategically moving forward to enhance its service model by adapting its organizational structure and increasing the department's flexibility to strive to meet the ever changing and challenging needs of the at-risk youth and families YES serves. We have developed and implemented programs and services to include the Home-Based Family Counseling Program and the creation of the new Prosocial Development Services Division to meet the needs of our partnering agencies' demands. The new programs and services are directly aimed at decreasing the recidivism rate of delinquent youth and preventing youth from entering the Juvenile Justice System. The department's continued overriding emphasis and focus are to provide effective, quality services to assist the youth we serve in becoming productive citizens. Staff's professional growth and development are fundamentally an integral part of YES' strategic plan to yield a higher level of service to the community as a New Hanover County Department.

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.

GLOSSARY CONTINUED

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.

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 nonreverting 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.

Available (Undesignated) Fund Balance: This refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

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.

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 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.

GLOSSARY CONTINUED

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 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. This generally takes one of three forms: Generally Accepted Accounting Principles (GAAP), cash or modified accrual.

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

CADD: Acronym for Computer Aided Drafting Design system.

CAFR: Acronym for Comprehensive Annual Financial Report; see ***Comprehensive Annual Financial Report*** listing.

Capital Assets: Assets of significant value and having a useful life of several years. 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 plant that is sometimes referred to as infrastructure.

Capital Improvement Program: A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay: Fixed assets that have a value of \$5,000 or more, and have a useful economic lifetime 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.

GLOSSARY

Capital Project: Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase their useful life; also called capital improvements.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Certificates of Participation: A County obligation secured by relatively short-term leases on public facilities. Voter approval is not required.

CIP: Acronym for Capital Improvement Program; see ***Capital Improvement Program*** listing.

Comprehensive Annual Financial Report: 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.

COP's: An acronym for Certificates of Participation; see ***Certificates of Participation*** listing.

CY: Acronym for ***calendar year***.

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.

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

GLOSSARY CONTINUED

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

FTE'S: An acronym for Full-Time Equivalent Positions; see ***Full-Time Equivalent Positions*** listing.

GLOSSARY CONTINUED

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

Full-Time Equivalent Positions: 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.

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, reserves and carryover.

FY: Acronym for fiscal year; see *Fiscal Year* listing.

G

GAAP: An acronym for Generally Accepted Accounting Principles. See *Generally Accepted Accounting Principles* listing.

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: 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

GLOSSARY CONTINUED

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 *(reserved for future use)*

I

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)*

K *(reserved for future use)*

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.

GLOSSARY CONTINUED

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.

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.

GLOSSARY CONTINUED

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.

Performance Measure: Defines data that documents how effectively or efficiently a program is achieving its objectives.

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.

GLOSSARY CONTINUED

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.

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 5.75% sales tax and allows counties to levy up to a 2.25% sales tax. As of October 1, 2010, New Hanover County will levy the full 2.25% sales tax and distribute 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.

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.

GLOSSARY CONTINUED

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.

Unreserved Fund Balance: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

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)*

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 |
| ACH: | Automatic Clearing House |
| AFDC: | Aid to Families with Dependent Children |
| ALE: | Alcohol Law Enforcement |

B

| | |
|--------------|----------------------------|
| BCOL: | Bradley Creek Outfall Line |
|--------------|----------------------------|

C

| | |
|---------------|--|
| CADD: | Computer Aided Drafting Design System |
| CAFR: | Comprehensive Annual Financial Report |
| CAMA: | Coastal Area Management Act |
| CAS: | Code Administration Services |
| CDBG: | Community Development Block Grant |
| CERT: | Cell Extraction Response Team |
| CFCC: | Cape Fear Community College |
| CFPUA: | Cape Fear Public Utility Authority |
| CIP: | Capital Improvement Program |
| CIT: | Crisis Intervention Training |
| CLIA: | Clinical Laboratory Improvement Amendments |
| COLA: | Commission of Laboratory Accreditation |
| COPS: | Certificates of Participation |
| CPS: | Child Protection Services |
| CRS: | Community Rating System |
| CSI: | Crime Scene Investigation |
| CWMTF: | Clean Water Management Trust Fund |
| CY: | Calendar Year |

D

| | |
|--------------|---------------------------------|
| DARE: | Drug Abuse Resistance Education |
| DOD: | Department of Defense |
| DSC: | Development Services Center |
| DSS: | Department of Social Services |

E

| | |
|-------------|-----------------------------|
| EAP: | Employee Assistance Program |
| EEE: | Eastern Equine Encephalitis |

ACRONYMS CONTINUED

| | |
|----------------|---|
| EEFund: | Environmental Education Fund |
| EEOC: | Equal Employment Opportunity Commission |
| EFT: | Electronic Funds Transfer |
| ESC: | Employment Security Commission |
| EOC: | Emergency Operations Center |
| EOD: | Emergency Operations Division |
| EPA: | Environmental Protection Agency |
| EPIC: | Emergency Public Information Center |
| ERT: | Emergency Response Team |

F

| | |
|--------------|-------------------------------------|
| FAA: | Federal Aviation Administration |
| FEMA: | Federal Emergency Management Agency |
| FFS: | Full Fleet Service |
| FGP: | Foster Grandparent Program |
| FMLA: | Family and Medical Leave Act |
| FTE: | Full-Time Equivalent Positions |
| FY: | Fiscal Year |

G

| | |
|---------------|--|
| GAAP: | Generally Accepted Accounting Principles |
| GF: | General Fund |
| GFOA: | Government Finance Officers Association |
| GIS: | Geographic Information Systems |
| GMTS: | Governmental Moneys Transfer System |
| GPS: | Global Positioning System |
| GREAT: | Gang Resistance Education and Training |

H

| | |
|---------------|---|
| HIPPA: | Health Information Privacy Protection Act |
| HIS: | Health Information System |
| HIV: | Human Immunodeficiency Virus |
| HPA: | Health Programs Administrator |
| HUD: | Housing and Urban Development |

I

| | |
|--------------|--------------------------------------|
| IDEA: | Inspection Department Express Access |
| ILM: | Wilmington International Airport |
| INS: | Immigration & Naturalization Service |
| IT: | Information Technology |

J

(reserved for future use)

K

(reserved for future use)

ACRONYMS CONTINUED

L

LBR: “Leading by Results”
LED: Light-Emitting Diode
LID: Low Impact Development

M

M: Million
M&O: Maintenance and Operational
MRF: Material Recovery Facility

N

N/A: Not Applicable
NCCMT: North Carolina Cash Management Trust
NCIP: North Carolina International Port
NEI: North East Interceptor
NHC: New Hanover County
NHC-TV: New Hanover County Television
NHRMC: New Hanover Regional Medical Center
NIMS: National Incident Management System

O

OPEB: Other Post Employment Benefits

P

PARTS: Preventive Maintenance and Repair System
PEG: Public, Education or Government Channel
PSC: Private Sector Cost

Q

(reserved for future use)

R

RSVP: Retired Senior Volunteer Program

S

SAFE: Sheriff’s Alcohol Field Enforcement
SARA: Superfund Amendments and Reauthorization Act
SEMH: Southeastern Center for Mental Health
SRC: Senior Resource Center
SRT: Specialized Response Team
SSHR: Scattered Site Housing Rehabilitation
STAR: Short Turn Around Review

T

ACRONYMS CONTINUED

TANF: Temporary Assistance to Needy Families
TB: Tuberculosis
TDA: Tourism Development Authority
TILT: Time-in-Lieu-of-Temperature

U *(reserved for future use)*

V

VA: Veterans Administration
VOC: Volatile Organic Compounds
VSO: Veteran Services Officer
VSS: Veteran Services Specialist

W

WAY: Wellness and You
WASTEC: Waste-to-Energy Conversion Facility
WCCD: Wilmington Convention Center
WF: Work First
WIC: Women, Infants and Children
WNV: West Nile Virus

X *(reserved for future use)*

Y

YES: Youth Empowerment Services

Z

(reserved for future use)

**NEW HANOVER COUNTY, NORTH CAROLINA
FISCAL YEAR 2010-2011 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, 2010, and ending June 30, 2011, in accordance with the Chart of Accounts heretofore established for New Hanover County:

GENERAL FUND

| <u>Function</u> | <u>Appropriation</u> |
|---|----------------------|
| General Government | \$30,029,557 |
| Human Services | 54,359,447 |
| Public Safety | 44,166,285 |
| Economic & Physical Development | 873,225 |
| Cultural & Recreational | 9,552,314 |
| Education (Cape Fear Community College) | 5,841,767 |
| Debt Service | 25,672,234 |
| Transfers to Other Funds | 82,918,685 |
| Contingency | 506,335 |
| Total Appropriation - General Fund | <u>\$253,919,849</u> |

Section 2: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

| <u>Revenue Source</u> | <u>Amount</u> |
|---|----------------------|
| Ad Valorem Taxes | \$158,778,525 |
| Sales Taxes | 38,873,501 |
| Room Occupancy Taxes | 36,000 |
| Other Taxes | 2,860,204 |
| Charges for Services | 8,384,351 |
| Interest on Investments | 117,000 |
| Intergovernmental Revenue - State | 2,549,658 |
| Intergovernmental Revenue - Federal | 29,627,285 |
| Intergovernmental Revenue - Other | 5,434,310 |
| Special Assessments | 136,642 |
| Miscellaneous Revenue | 5,403,198 |
| Transfer In From Other Funds | 1,719,175 |
| Appropriated Fund Balance | 0 |
| Total Estimated Revenues - General Fund | <u>\$253,919,849</u> |

NEW HANOVER COUNTY SCHOOLS FUND

Section 3: The following amounts are hereby appropriated and allocated in the New Hanover County Schools Fund pursuant to G.S. 115-429(b) for the fiscal year beginning July 1, 2010, and ending June 30, 2011. Allocations made to the New Hanover County School Board through G.S. 115-429(b) binds 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 appropriation in any category by 25 percent or more.

| <u>Category</u> | <u>Appropriation</u> |
|---|-----------------------------|
| Current Operating Expenditures | \$61,808,440 |
| Capital Outlay | 0 |
| School Debt Service | 22,722,331 |
| Contribution to School Pension Fund | 0 |
| Total Appropriation – New Hanover County Schools Fund | <u>\$84,530,771</u> |

Section 4: It is estimated that the following revenues will be available in the New Hanover County Schools Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

| <u>Revenue Source</u> | <u>Amount</u> |
|--|----------------------|
| Transfer In From General Fund | \$82,330,771 |
| Transfer In From Capital Project | 0 |
| Appropriated Fund Balance | <u>2,200,000</u> |
| Total Revenues – New Hanover County Schools Fund | <u>\$84,530,771</u> |

In accordance with G.S. 115-429(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 5: The following amount is hereby appropriated in the Emergency Telephone System Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011, for the purpose of maintaining an Emergency 911 System in New Hanover County:

| | |
|---|------------------|
| Total Appropriation – Emergency Telephone System Fund – Article 3 | <u>\$395,583</u> |
|---|------------------|

Section 6: It is estimated that the following revenue will be available in the Emergency Telephone System Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

| <u>Revenue Source</u> | <u>Amount</u> |
|---|----------------------|
| Other Taxes | <u>\$395,583</u> |
| Total Revenue – Emergency Telephone System Fund – Article 3 | <u>\$395,583</u> |

ROOM OCCUPANCY TAX FUND

Section 7: The following amount is hereby appropriated in the Room Occupancy Tax Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

Total Appropriation – Room Occupancy Tax Fund \$3,719,801

Section 8: It is estimated that the following revenues will be available in the Room Occupancy Tax Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

| <u>Revenue Source</u> | <u>Amount</u> |
|--|--------------------|
| Room Occupancy Taxes | \$3,409,730 |
| Special Assessments | <u>310,071</u> |
| Total Revenues – Room Occupancy Tax Fund | <u>\$3,719,801</u> |

ENVIRONMENTAL MANAGEMENT FUND

Section 9: The following amount is hereby appropriated in the Environmental Management Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

Total Appropriation – Environmental Management Fund \$12,810,375

Section 10: It is estimated that the following revenues will be available in the Environmental Management Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

| <u>Revenue Source</u> | <u>Amount</u> |
|--|---------------------|
| Intergovernmental Revenue - State | \$88,750 |
| Charges for Services | 12,645,150 |
| Miscellaneous Revenues | 76,475 |
| Transfer in from General Fund – Interfund Loan | <u>0</u> |
| Total Revenues – Environmental Management Fund | <u>\$12,810,375</u> |

SPECIAL FIRE DISTRICT FUND

Section 11: 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, 2010, and ending June 30, 2011, in accordance with the Chart of Accounts heretofore established for New Hanover County:

Total Appropriation – Special Fire District Fund \$10,276,085

Section 12: It is estimated that the following revenues will be available in the Special Fire District Fund for the fiscal year beginning July 1, 2010, and ending June 30, 2011:

| <u>Revenue Source</u> | <u>Amount</u> |
|---|---------------------|
| Ad Valorem Taxes | \$7,643,395 |
| Sales Taxes | 1,430,266 |
| Charges for Service | 77,800 |
| Intergovernmental Revenues - State | 0 |
| Intergovernmental Revenues - Federal | 239,227 |
| Interest on Investments | 4,300 |
| Appropriated Fund Balance | <u>881,097</u> |
| Total Revenues – Special Fire District Fund | <u>\$10,276,085</u> |

Section 13: The following amounts are a summary of the foregoing appropriations as detailed in this Budget Ordinance for the fiscal year beginning July 1, 2010, and ending June 30, 2011, in accordance with the Chart of Accounts heretofore established for New Hanover County:

| <u>Summary</u> | <u>Estimated Revenues</u> | <u>Fund Balance Appropriated</u> | <u>Total Appropriation</u> |
|--------------------------------------|---------------------------|----------------------------------|----------------------------|
| General Fund | \$253,919,849 | \$0 | \$253,919,849 |
| New Hanover County Schools Fund | 82,330,771 | 2,200,000 | 84,530,771 |
| Emergency Telephone System-Article 3 | 395,583 | 0 | 395,583 |
| Room Occupancy Tax Fund | 3,719,801 | 0 | 3,719,801 |
| Environmental Management Fund | 12,810,375 | 0 | 12,810,375 |
| Special Fire District Fund | 9,394,988 | 881,097 | 10,276,085 |
| Total Budget | <u>\$362,571,367</u> | <u>\$3,081,097</u> | <u>\$365,652,464</u> |

Section 14: There is hereby levied a tax at the rate of forty-six and fifty-five-hundredths cents (\$.4655) per one hundred dollars (\$100) valuation of property listed as of January 1, 2010, for the purpose of raising revenue included in "Ad Valorem Taxes" in the General Fund in Section 2 of this Ordinance.

This rate is based on an estimated total valuation of property for the purpose of taxation of \$34,220,520,000 and an estimated collection rate of 98.3%. The estimated rate of collection is based on the fiscal 2009–2010 collection rate of 98.5%.

Section 15: There is hereby levied a tax at the rate of six cents (\$.06) per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2010, 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 \$12,738,992,000 and an estimated collection rate of 98.3%. The estimated rate of collection is based on the fiscal year 2009-2010 collection rate of 98.5%.

Section 16: 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 17: That appropriations herein authorized and made shall have the amount of (1) outstanding purchase orders as of June 30, 2010, and (2) grants unexpended by New Hanover County as of June 30, 2010, added to each appropriation as it appears in order to account for the payment against the fiscal year in which it is paid.

Section 18: 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 nor from the General Fund contingency appropriation without approval by the Board of Commissioners.

Section 19: At June 30, 2010, the estimated outstanding Interfund Loan balance owed to the General Fund by the Environmental Management Fund is \$4,500,000. This amount represents principal amount only. Principal is required to be repaid. No interest will be charged.

Section 20: This ordinance and the budget document shall be the basis for the financial plan for New Hanover County for the 2010-2011 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 21: 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 21st day of June 2010.





Jason R. Thompson, Chairman
Board of County Commissioners



Sheila L. Schult, Clerk to the Board

