

# **2011-2012 Adopted Budget**



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**NEW HANOVER COUNTY  
ADOPTED BUDGET**

**FISCAL YEAR 2011-2012**

**County Commissioners**

Jonathan Barfield, Jr., Chairman  
Jason R. Thompson, Vice-Chairman  
Ted Davis, Jr.  
Brian M. Berger  
Richard G. Catlin

**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

[www.nhcgov.com/Budget](http://www.nhcgov.com/Budget)

Comments or questions on this budget may be sent to  
budget@nhcgov.com, or call Cam Griffin @ (910) 798-7170.

## **OUR VISION for NEW HANOVER COUNTY**

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

## **MISSION STATEMENT**

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

The New Hanover County  
Board of Commissioners

June 2011

## BOARD OF COMMISSIONERS



Jonathan Barfield, Jr.  
Chairman



Jason R. Thompson, Jr.  
Vice-Chairman



Brian M. Berger  
Commissioner



Ted Davis, Jr.  
Commissioner



Richard G. Catlin  
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**

For the Fiscal Year Beginning

**July 1, 2010**

Two handwritten signatures in black ink. The signature on the left is for the President, and the signature on the right is for the Executive Director.

President

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, 2010.

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

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

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# 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 20, 2011

To the New Hanover County Board of Commissioners and Citizens:

The Adopted Budget for Fiscal Year 2011–2012 is presented as follows:

The adopted tax rate is 46.55 cents. This is the same as the FY10-11 tax rate. The FY11-12 budget of \$262.3 million is \$8 million, or 3.3%, more than the FY10-11 adopted budget. The single primary reason for the increase is the increase in General Fund debt of \$3 million. The net increase in debt is \$1.8 million since a portion of the increase in debt is offset by revenue.

The majority of the Commissioners directed staff to present a budget with a level tax rate and absorb the \$1.8 million net increase in debt without a corresponding increase in the tax rate.

In January 2011, the Commissioners began a strategic plan for the County. The plan was adopted June 20, 2011. While the strategic plan will have more impact on future budgets, the plan identifies five priority themes, which are addressed in the adopted budget.

The following is a list of the themes and their relevance to the FY11-12 adopted budget:

### **Superior Public Health, Safety and Education**

- Increase in funding for Cape Fear Community College (CFCC).
- Increase in funding for New Hanover County Schools.
- Debt service for Cape Fear Community College and New Hanover County Schools is funded.
- New Hanover County funds a local Health Department accredited by the state of North Carolina.

**Intelligent Growth and Economic Development**

- An amount of \$0.3 million is available to fund economic development initiatives that will be identified by the Commissioners during FY11-12.

**Strong Financial Performance**

- The budget maintains a strong appropriate level of fund balance. A higher than usual contingency amount of \$735,000 is due to the uncertainty in the state/federal budget actions and the uncertainty of the strength and speed of the economic recovery.

**Productive Strategic Partnerships**

- Meetings are taking place between the County Commissioners and elected leaders of the municipalities in the County, with the goal of providing services to all County citizens in the most efficient and cooperative manner possible.
- The County Commissioners and Board of Education are planning to have regular meetings and more frequent communications on the School's accomplishments and needs. The FY11-12 School's funding is approved with a greater level of detail to improve understanding between the two elected Boards.

**Effective County Management**

- A new automated system is approved for Department of Social Services at a net County cost of \$452,000. When fully implemented and operational, the DSS Automation project is expected to allow economic services to effectively manage more cases per worker, which will significantly reduce future needs for staffing.
- The Library is in the process of securing grant funding to automate the checkout process in all Libraries. Once the system is fully functional and the public is comfortable with it, this change will allow the Library to keep pace with growing demand, continue to provide exceptional service, and enable the more efficient use of County Library staff.
- Funding in the amount of \$275,000 is approved for the computer replacement program, which has not been funded in the past two budgets.
- Town Hall meetings and citizens' academies continue to be held to improve communication with, and education of, the citizens, which will lead to a stronger County and a more informed citizen.

**Personnel Issues:**

The County Employees continue to provide assistance in a customer service-focused and solution-driven manner. Seventeen positions were requested in the General Fund, and one was recommended and approved in the Board of Elections Department to better serve the public. Grant funding will end for two positions in the Sheriff's Office June 30, 2011, and the positions will be continued with County funding.

Three additional positions funded by the ABC Board were added to the Sheriff's Office during the budget adoption process to work with the City of Wilmington Police Department on Law Enforcement in the Downtown area.

The equivalent of 1% merit adjustment for deserving County employees was approved, with a County cost of \$0.6 million. Funds have not been budgeted for deserving County employees to receive merit increases since FY07-08. No other North Carolina local government, specifically the employees, has had the level of reduction in pay and benefits as New Hanover County employees as a result of the downturn in the economy.

Funding in the amount of \$1 million was approved to end the four FY10-11 furlough days.

There is no increase in the County's cost of health insurance. The increase in the amount the employee pays will be based on the level of insurance they purchase and their participation in the County's Wellness Program. The Wellness Program and Health Stat have 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 .53% of pay (from 6.44% of pay to 6.97% of pay). The impact on New Hanover County is \$0.3 million.

**GENERAL FUND**

**Public Schools:**

Funding for the Schools will provide \$62.6 million for current expenditures and \$22.3 million for debt service. This is an increase of \$0.75 million in operating from FY10-11 and a decrease of \$0.4 million in debt service. The Schools requested a \$6.2 million increase in funding for FY11-12.

**Cape Fear Community College (CFCC):**

Funding of \$6.2 million is approved for Cape Fear Community College's operations, an increase of \$0.35 million from FY10-11. CFCC requested a \$1.1 million increase in funding for operations in FY11-12.

In addition to the direct contribution to CFCC, \$10.4 million will be expended for debt service in FY11-12, for a total of \$16.6 million. CFCC's debt service increased \$5.1 million between FY10-11 and FY11-12.

**Revenues:**

The FY11-12 tax base is estimated to be \$34 billion. This is a decrease of \$251 million from the FY10-11 base and results in a \$1.6 million decrease in ad valorem revenue. The value of a penny is projected to be \$3.3 million.

Revenue from sales tax, including the new ¼ cent sales tax, increases \$7.7 million, or 20%, between the FY10-11 adopted budget and FY11-12 adopted budget. The increase in sales tax is primarily due to two nonrecurring events: 1) full year funding for the new ¼ cent sales tax is a \$2.9 million increase; and 2) the switch in Article 42 from per capita to point of delivery is a \$4 million increase. While sales tax will hopefully increase from FY11-12 to FY12-13 due to economic growth, an increase of the same magnitude as the increase between FY10-11 and FY11-12 is not anticipated.

**Fund Balance:**

\$3 million of the County's fund balance is appropriated in FY11-12 budget. This is an increase of \$3 million since no fund balance was appropriated in the FY10-11 adopted budget. The County is in good financial health, and current projections are that fund balance will achieve the County's goal of 16.67% on June 30, 2011 and 2012.

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%.

**ENVIRONMENTAL MANAGEMENT FUND**

The Environmental Management Fund budget is based on continuing the landfill and drop-off recycling program.

A tipping fee of \$59 per ton is adopted, which is an increase of \$3.35 over the current tipping fee of \$55.65 per ton.

FY11-12 Adopted Budget  
Letter of Transmittal  
June 20, 2011

It is estimated that the \$59 per ton tipping fee will generate \$2.5 million, which can be used to pay back a portion of the projected \$5.5 million borrowed from the General Fund, or establish a future reserve for improvements in the waste disposal system.

### **SPECIAL FIRE SERVICE DISTRICT FUND**

The tax rate of 6.75 cents is approved for the Fire Service District; an increase of .75 cents from the FY10-11 tax rate.

The ad valorem tax base in the Fire Service District is estimated to be \$12.7 billion. This is a \$.1 million decrease from the FY10-11 base. The value of a penny is estimated to be \$1.2 million.

During FY09-10, the County Commissioners received a master plan to provide improved service to the Fire Service District, including improved response time. As recommended in the plan, all fire services in the unincorporated part of the County are consolidated under the direction of the New Hanover County Fire Services Department. Volunteers continue to be a valued partner and help augment paid staffing. There is an elevated focus on training for the volunteers, which can be seen in the doubling of funding for the Volunteer Incentive Program (VIP).

### **Capital Improvement Program:**

No additional funding is approved for capital projects in this budget due to fiscal constraints. Projects have been 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.

### **Future Concerns:**

The FY12-13 budget will be based on an ad valorem base as of January 1, 2012 that is the result of the currently on-going revaluation process. All indications are that the January 1, 2012 base will be significantly less than the current base due to current economic conditions. While the revaluation process will correct for inequities between individual property owners, the decreasing base will be a challenge when preparing the FY12-13 budget.

Actions that the state and federal governments are taking will impact the County. While every effort is being made to provide services to the citizens in the most effective way possible, some of the state and federal cuts may be so large that difficult service level decisions will need to be made.

FY11-12 Adopted Budget  
Letter of Transmittal  
June 20, 2011

The County's net debt is estimated to increase over \$4 million between FY11-12 and FY12-13, which will impact the FY12-13 budget.

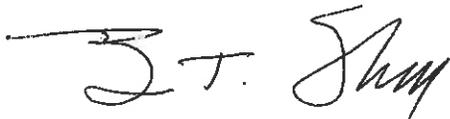
There are a number of items that are not addressed in the budget, which may impact the budget during FY11-12.

- The 5 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. Hopefully, revenue can be identified during the year to purchase additional vehicles.
- Short and long term proposals to address downtown space requirements (County-owned buildings and Court-related facilities) will be presented to you. Additional funding may be required.
- Serious concern exists on how the state's FY11-12 budget will impact the County's citizens, revenues and operations.
- Revenue estimates are based on current economic data. Staff will continue to monitor the budget during FY11-12 to adjust for any changes.

New Hanover County continues to be "underneath it all" and its employees are critical to the services that are provided. The elimination of furloughs in the adopted budget will improve citizen access to services.

The staff and I look forward to working with you during FY11-12.

Sincerely,

A handwritten signature in black ink, appearing to read "B.T. Shell". The signature is written in a cursive, flowing style.

Bruce T. Shell  
County Manager

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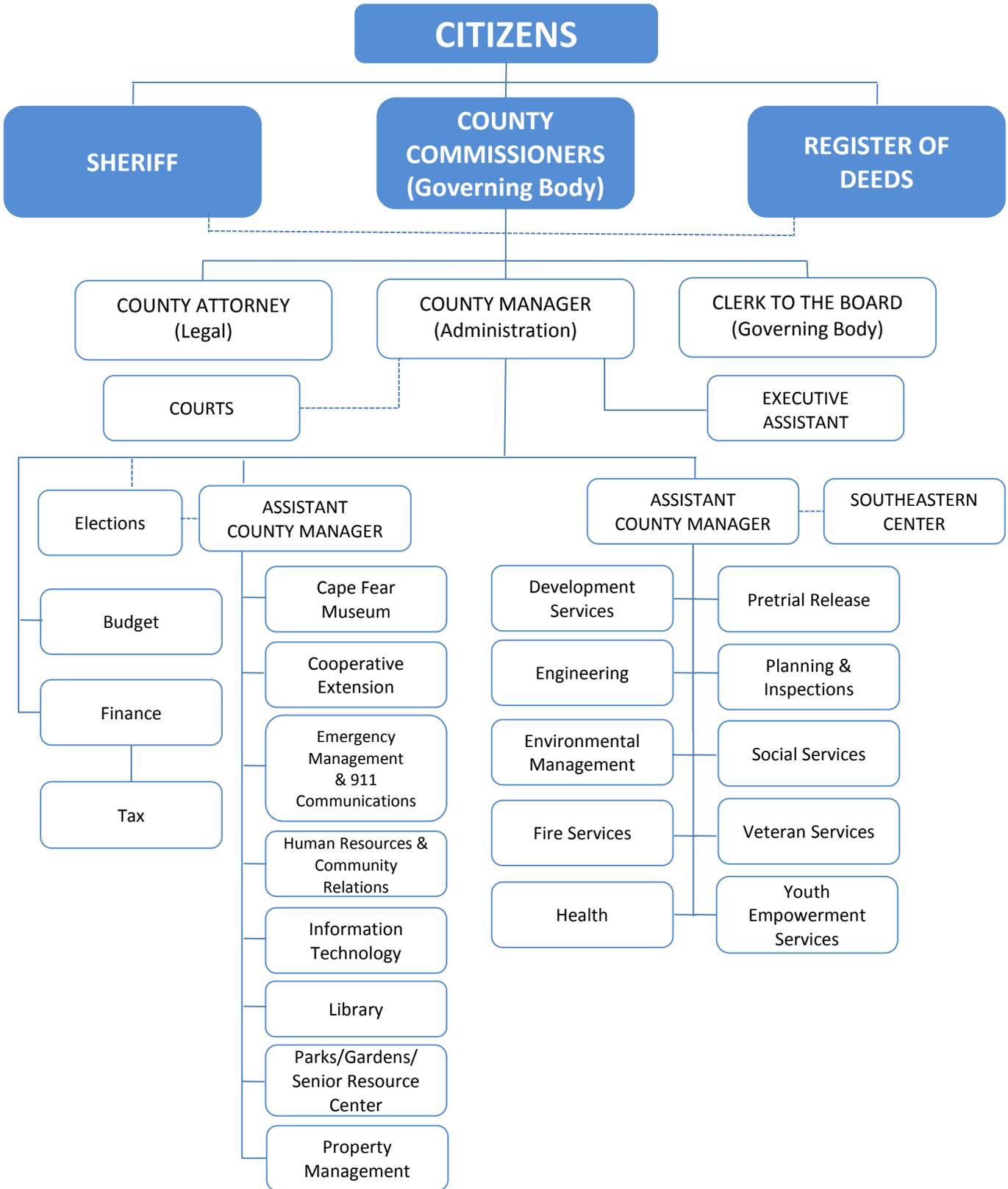
## BUDGET DELIBERATIONS

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The Recommended Budget was presented to the County Commissioners on May 16, 2011 and the budget was adopted with the following changes on June 20, 2011:

- Funding for the Board of Education's current operating expenditures was increased by \$1 million by appropriating an additional \$1 million in fund balance in the New Hanover County's internal School Fund (Fund 225).
- Funding for Wilmington Downtown, Inc., (WDI) was increased from \$28,914 to \$50,000. This increase was funded by reducing funding established for economic development initiatives. Specific benchmarks were established that WDI must meet to be eligible for future funding. The benchmarks included:
  - Increase commercial occupancy of available space from current 77% to a minimum of 82%.
  - Recruit three new businesses from outside of the County to the central business district.
  - Add 100 new jobs to new and existing businesses through the Wilmington Downtown, Inc., loan program.
- Funding was pulled from three County Departments (Southeastern Center - \$10,000, Department of Social Services - \$20,000, and the Sheriff's Office - \$81,880) to fund the Drug Court program. Prior to July 1, 2011, the Drug Court had been funded by the State.
- Funding in the amount of \$15,000 was transferred from the contingency account for operating expenses for the Keep America Beautiful program. The Airlie Foundation agreed to fund the part-time position to provide Keep America Beautiful services. The Keep America Beautiful program had been funded previously in the Environmental Management Fund.
- The ABC Board increased their contribution to the County by \$208,000 to fund three positions in the Sheriff's Office to work with the City of Wilmington Police Department to enhance law enforcement efforts in the downtown area. The Sheriff has agreed to allocate two additional Officers to the effort for a total of five.

NEW HANOVER COUNTY  
ORGANIZATIONAL CHART



**NEW HANOVER COUNTY  
POSITION SUMMARY BY FUNCTION**

	<b>ADOPTED FY07-08</b>	<b>ADOPTED FY08-09</b>	<b>ADOPTED FY09-10</b>	<b>ADOPTED FY10-11</b>	<b>ADOPTED FY11-12</b>
<b>General Fund:</b>					
Cultural & Recreational	115	117	117	123	126
General Government	248	263	276	268	268
Human Services	517	524	517	509	495
Public Safety	546	553	537	540	553
<b>Total General Fund</b>	<b>1426</b>	<b>1457</b>	<b>1447</b>	<b>1440</b>	<b>1442</b>
<b>Other Funds:</b>					
Environmental Mgmt	88	88	88	88	31
Fire Service	74	79	95	95	98
Water & Sewer	64	0	0	0	0
<b>Total Other Funds</b>	<b>226</b>	<b>167</b>	<b>183</b>	<b>183</b>	<b>129</b>
<b>TOTALS</b>	<b>1652</b>	<b>1624</b>	<b>1630</b>	<b>1623</b>	<b>1571</b>

The decrease in positions between FY10-11 Adopted and FY11-12 Adopted in Environmental Management is due to the decision to lay up WASTEC while the Board of County Commissioners evaluates long term solutions for solid waste. Three new positions were approved in Fire Services.

**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 FY11-12:

<b>General Government</b>	<b>Human Services</b>	<b>Public Safety</b>
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
<b>Education</b>	<b>Cultural and Recreational</b>	<b>Economic and Physical Development</b>
Cape Fear Community College New Hanover County Schools	Cooperative Extension Service Library Non-County Agencies Museum Parks, Gardens, Senior Resource Center	Non-County Agencies
<b>Transfers</b>	<b>Other</b>	<b>Debt Service</b>
Transfers Between Funds	Contingencies	Principal, Interest & Fees on Debt Installment Lease Payments

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

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**STRATEGIC FOCUS AREAS AND KEY STRATEGIC OBJECTIVES**

In January 2011, New Hanover County, under the direction of the new Chairman of the Board of County Commissioners, began a strategic planning process to guide both policy makers and administrators over the next three to five years.

Actions included the development of a long-term vision, a clear mission statement to guide the operation of County government, and a set of core values.

Five separate strategic focus areas were identified, as well as 26 specific strategic objectives. Under this framework, departments are working on developing key performance indicators for their departments.

Key Performance Indicators (KPIs) can be found in each department's section of this document.

The Strategic Plan was adopted on June 20, 2011, the same day as the FY11-12 budget. While the strategic plan will have more impact on future budgets, the plan identified five strategic focus areas, which were used in the development of the FY11-12 budget.

**Strategic Focus Areas**

Superior Public Health, Safety and Education

Intelligent Growth and Economic Development

Productive Strategic Partnerships

Strong Financial Performance

Effective County Management

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

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**STRATEGIC OBJECTIVES**

Within each of the focus areas, key strategic objectives were identified. These include the following:

**A. Superior Public Health, Safety and Education**

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

**B. Intelligent Growth and Economic Development**

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

**C. Productive Strategic Partnerships**

1. Influence legislation and external mandates to enhance local autonomy.
2. Develop appropriate public/private partnerships.
3. Collaborate on regional planning.

4. Collaborate on service delivery and implement opportunities to reduce duplication of services.

**D. Strong Financial Performance**

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

**E. Effective County Management**

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

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

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

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## **BUDGET PROCESS AND PROCEDURES**

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### **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 FY09-10; b) adopted budget figures for FY10-11; and c) requested, recommended and adopted budget figures for FY11-12.

### **SYNOPSIS OF FY11-12 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 FY11-12 Budget was adopted on June 20, 2011.

For FY11-12, the County Manager submitted a Recommended Budget with a tax rate of 46.55 cents. The FY11-12 proposed tax rate of 46.55 cents was the same as the adopted tax rate in the previous budget for FY10-11. 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/Budget>. 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 Strategic Plan set forth by the Board of Commissioners. The County operates under an annual budget with a fiscal year period of July 1 through June 30. The County Manager recommends to the Board of Commissioners an operating budget for consideration and adoption.

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

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

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## **BUDGET PROCESS AND PROCEDURES CONTINUED**

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The County's budget process requires a balancing of needs and resources in every division of the County. The Board of Commissioners has established 5 Focus Areas and 26 Key Strategic Objectives, which each department uses to develop their service plans for providing County services. Each department further defines and correlates their unique departmental strategies to the applicable respective countywide Focus Areas and Key Strategic Objectives. The Departments establish Key Performance Indicators 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 any required training in the budget process. The budget manual is prepared based on the departments' perspective in their budget submission.

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

#### **Budget 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.

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## **BUDGET PROCESS AND PROCEDURES CONTINUED**

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### **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/Budget>. 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 that does not have adequate remaining funds, the expenditure is rejected by the automated system and the department is notified of the deficiency. The department may then propose a budget revision to shift funds to correct the deficiency.

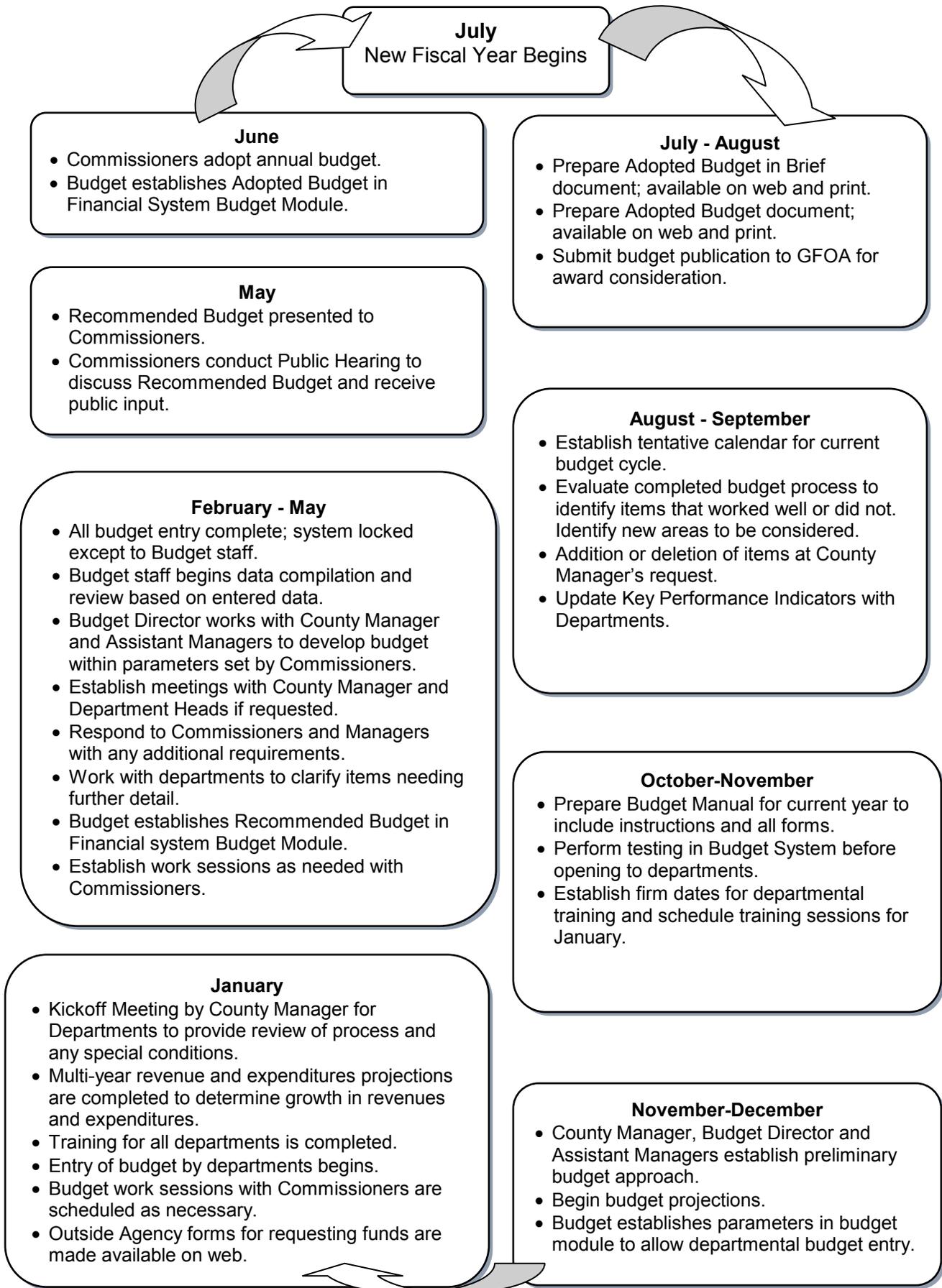
The Budget Department monitors expenses and revenues, adjusts budgets as needed, and prepares reports for the County Manager as needed during the fiscal year.

The following procedures are used to amend the budget:

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



## ANNUAL BUDGET PROCESS FLOW CHART



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## BUDGET CALENDAR FOR FISCAL YEAR 2011-2012

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### 2010

**Fall/Winter** Capital Improvement Projects for FY11-12 evaluated  
Preliminary FY11-12 Budget Discussions with Departments

### 2011

**January 5** FY11-12 Budget Request forms available to Non-County Agencies

**January 18 - 31** Entry period of FY11-12 budget requests into MUNIS  
All budget requests completed by Departments and entered into MUNIS  
(except DSS and Schools)

**January 31** 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
- Requests to Reinstate Frozen/Unfunded Position
- Fee Schedule FY10-11 Corrections
- Fee Schedule FY11-12 Adjustments

**January 27 - 28** Strategic Planning Session

**January 31** Applications for Funding Requests from Non-County Agencies due to BUDGET

**February 7 - 28** County Manager meets with Individual Departments and  
Assistant County Managers on FY11-12 (voluntary)

**April 14 (3 PM)** County Commissioners FY11-12 Budget Work Session

**May 12** Recommended FY11-12 Budget presented to Board of County  
Commissioners (informally)

**May 16** County Manager Presents FY11-12 Recommended Budget  
at Board of County Commissioners Meeting

FY11-12 Recommended Budget Information to Departments  
And Non-County Agencies

**June 6** Public Hearing on FY11-12 Budget

**June 20** Adopt FY11-12 Budget

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

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## FINANCIAL AND BUDGETARY POLICIES

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### 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.

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## FINANCIAL AND BUDGETARY POLICIES CONTINUED

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### 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.

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## FINANCIAL AND BUDGETARY POLICIES CONTINUED

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### **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.

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## FINANCIAL AND BUDGETARY POLICIES CONTINUED

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### **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.

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## **FINANCIAL AND BUDGETARY POLICIES CONTINUED**

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### **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.

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## FINANCIAL AND BUDGETARY POLICIES CONTINUED

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### **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.

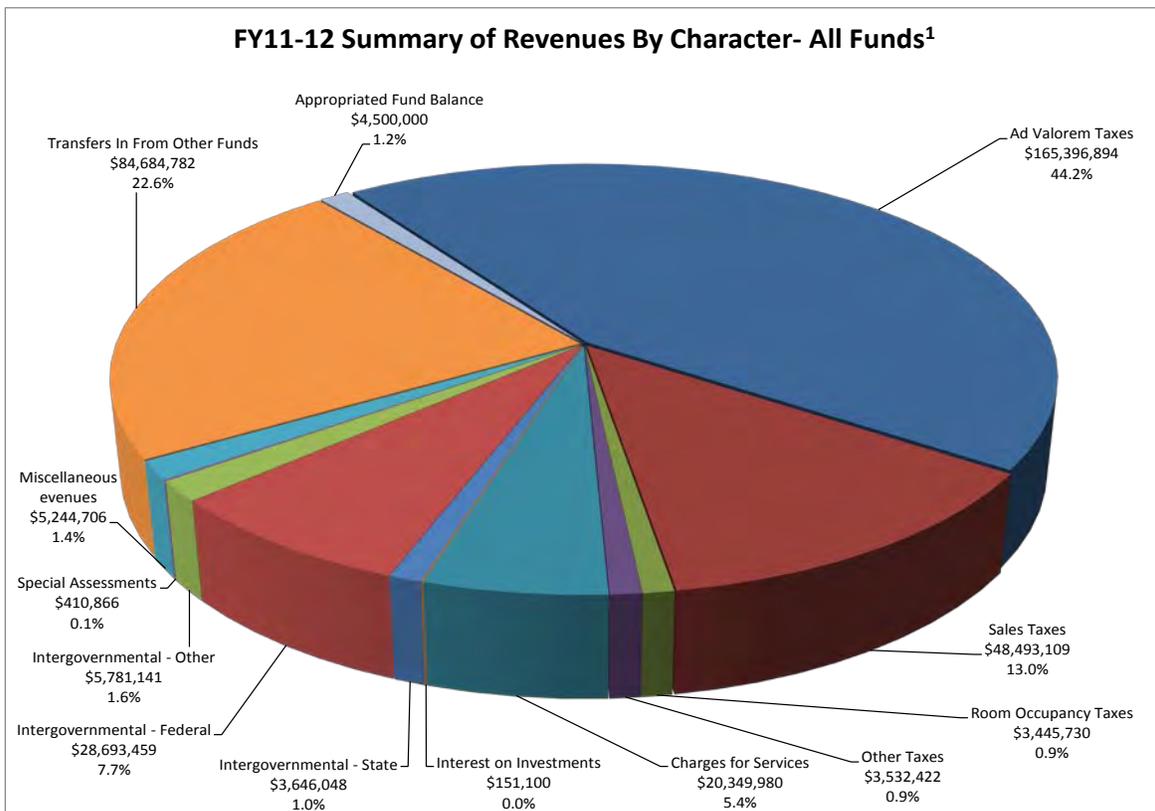
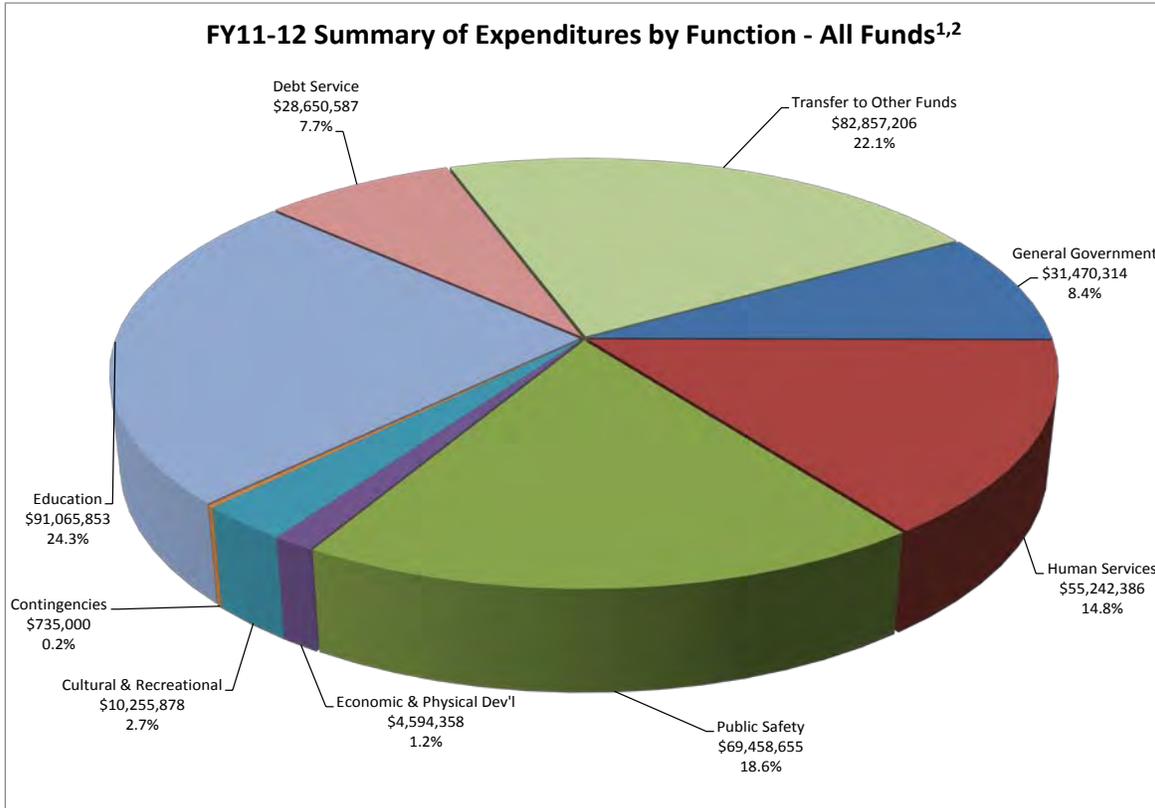
**NEW HANOVER COUNTY**  
**SUMMARY OF EXPENDITURES AND REVENUES - ALL FUNDS <sup>1</sup>**

EXPENDITURE SUMMARY	FY09-10 ACTUAL	FY10-11 ADOPTED	FY11-12 ADOPTED	\$ Change	% Change
GENERAL	\$ 249,074,259	\$ 253,919,849	\$ 262,275,629	\$ 8,355,780	3.29%
NEW HANOVER COUNTY SCHOOLS	83,085,883	84,530,771	84,874,086	343,315	0.41%
EMERGENCY TELEPHONE SYSTEM - ARTICLE 3	399,362	395,583	535,090	139,507	35.27%
ROOM OCCUPANCY TAX	4,820,763	3,719,801	3,694,628	(25,173)	-0.68%
REVOLVING LOAN PROGRAM	48,242	-	-	-	-
ENVIRONMENTAL MANAGEMENT	14,850,597	12,810,375	12,320,000	(490,375)	-3.83%
SPECIAL FIRE SERVICE DISTRICT	9,617,512	10,276,085	10,630,804	354,719	3.45%
<b>TOTAL EXPENDITURE ALL FUNDS</b>	<b>\$ 361,896,617</b>	<b>\$ 365,652,464</b>	<b>\$ 374,330,237</b>	<b>\$ 8,677,773</b>	<b>2.37%</b>

REVENUE SUMMARY	FY09-10 ACTUAL	FY10-11 ADOPTED	FY11-12 ADOPTED	\$ Change	% Change
GENERAL	\$ 253,023,075	\$ 253,919,849	\$ 262,275,629	\$ 8,355,780	3.29%
NEW HANOVER COUNTY SCHOOLS	81,981,320	84,530,771	84,874,086	343,315	0.41%
EMERGENCY TELEPHONE SYSTEM - ARTICLE 3	978,292	395,583	535,090	139,507	35.27%
ROOM OCCUPANCY TAX	4,002,095	3,719,801	3,694,628	(25,173)	-0.68%
REVOLVING LOAN PROGRAM	8,552	-	-	-	-
ENVIRONMENTAL MANAGEMENT	12,916,831	12,810,375	12,320,000	(490,375)	-3.83%
SPECIAL FIRE SERVICE DISTRICT	9,457,346	10,276,085	10,630,804	354,719	3.45%
<b>TOTAL REVENUE ALL FUNDS</b>	<b>\$ 362,367,511</b>	<b>\$ 365,652,464</b>	<b>\$ 374,330,237</b>	<b>\$ 8,677,773</b>	<b>2.37%</b>

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

# NEW HANOVER COUNTY SUMMARY OF EXPENDITURES AND REVENUES - ALL FUNDS <sup>1</sup>



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

<sup>2</sup> All of the Environmental Management and Fire Services Funds expenditures are classified as Public Safety expenditures. However, for FY11-12, \$721,132 is budgeted in the Environmental Management Fund and \$1,087,080 in the Fire Service District for Debt Service.

## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

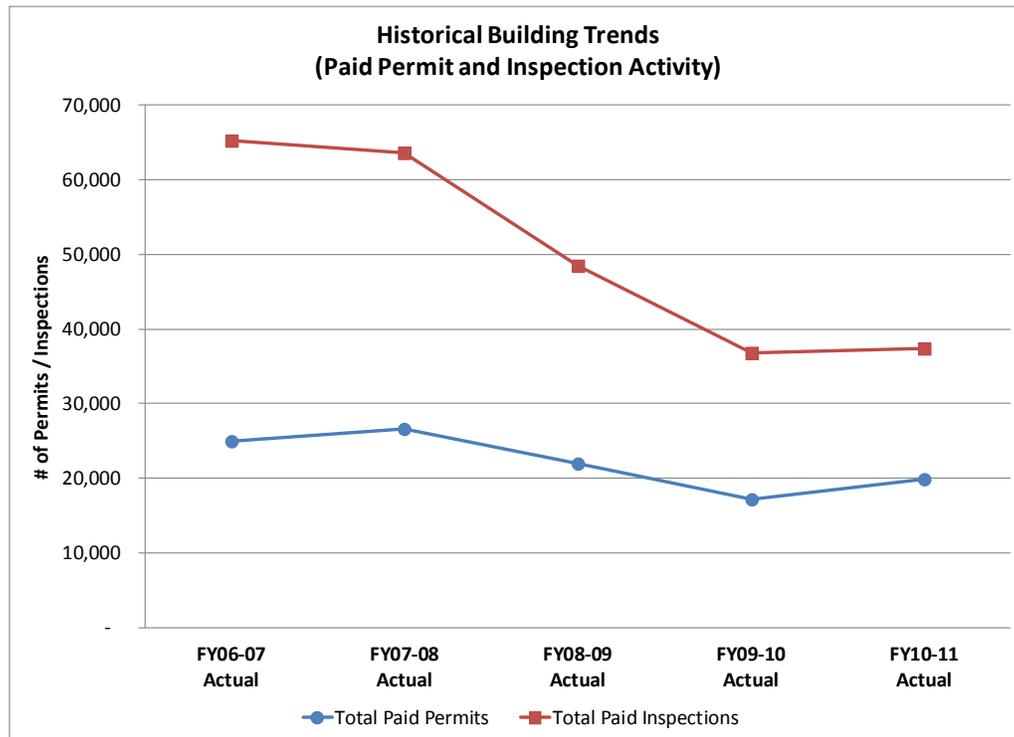
### General Fund Revenues

#### Ad Valorem Tax

Ad valorem tax (property tax) is New Hanover County's largest revenue source, comprising 59.9% 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, from FY06-07 to FY09-10, construction activity dropped precipitously, and the base has experienced minimal growth. While building activity appears to have stabilized in FY10-11, it is expected to remain sluggish throughout FY11-12.



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. Since FY08-09, new vehicle purchases have declined significantly versus prior years, resulting in an older stock of taxable vehicles countywide.

## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

Finally, the slow economic recovery and distressed local housing market have pushed existing property valuations lower. As a result of these trends, FY11-12 assumes a tax base of \$34.0 billion, 0.7% lower than in FY10-11.

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 FY11-12 tax rate is 46.55 cents per \$100 valuation, the same rate as in FY10-11.



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 FY11-12, every one cent of the general fund property tax rate will generate approximately \$3.3 million in revenue.

Ad valorem taxes on real estate and other personal property, excluding motor vehicles, become legally due on September 1<sup>st</sup> and must be paid by January 5<sup>th</sup>, 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

## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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.

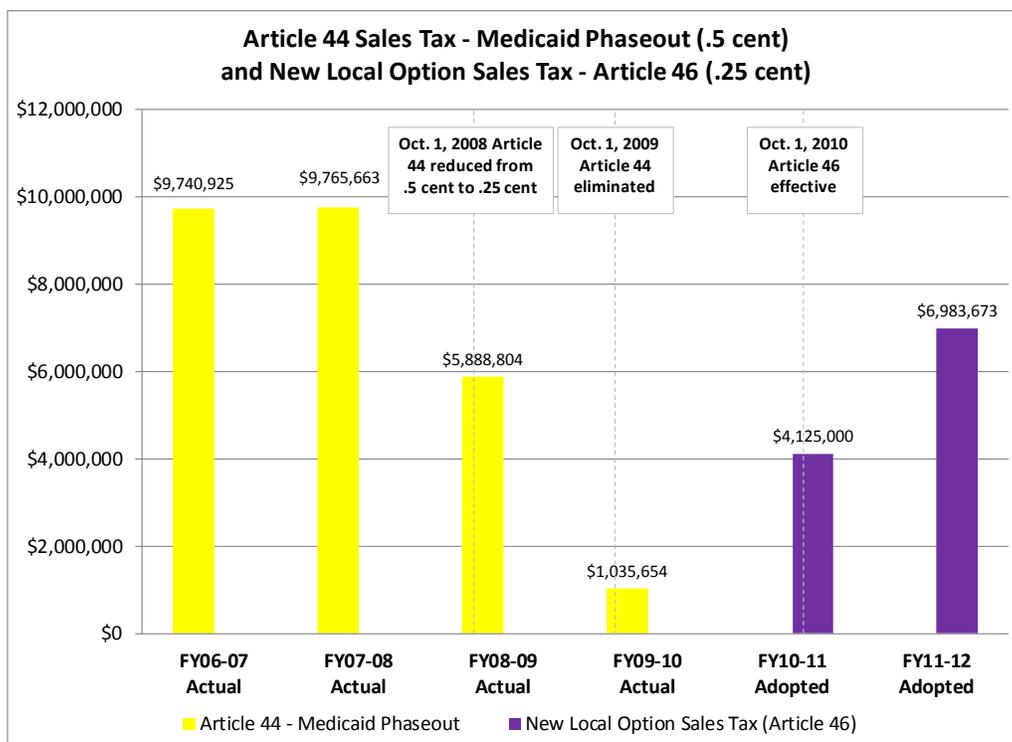
### Sales Taxes

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 sales tax (Article 46).

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. FY11-12 will be the first full year for Article 46 revenues. New Hanover County currently levies all four authorized sales taxes.

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.



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## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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Unfortunately, Article 46 revenues only replace a portion of the total revenue lost from loss of Article 44. Additionally, 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 FY11-12, the estimated impact to Article 39 for the hold harmless is \$1.9 million.

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 and FY10-11 receipts, New Hanover County saw a larger than anticipated benefit from the switch. New Hanover County has historically been a regional shopping hub.

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 FY11-12 budget for sales taxes is \$46.5 million, 19.7% higher than the FY10-11 Adopted Budget. The large increase can be attributed to three factors:

- Throughout FY10-11, retail sales stabilized and began to experience some moderate growth.
- FY11-12 is the first full year impact for funding, a \$2.9 million increase.
- Larger than projected benefit from the switch of the Article 42 from per capita to point of sale, an estimated \$4.1 million increase.

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

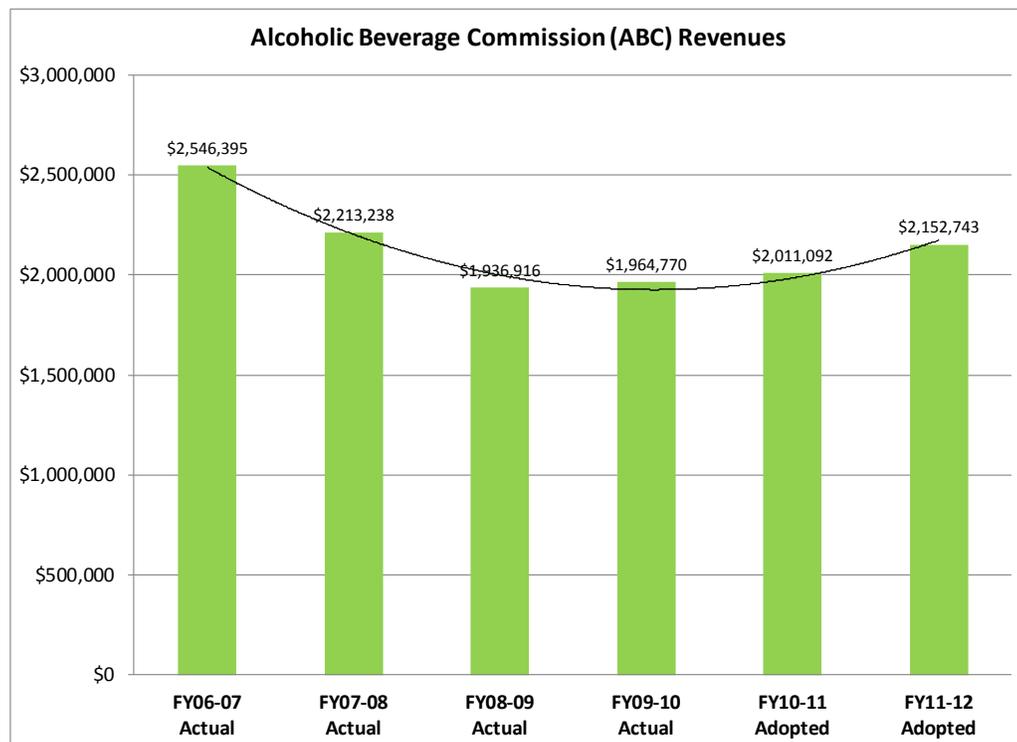
### **Intergovernmental Revenues**

Several departments offset a portion of operating expenditures with grants and transfers from federal and state governments. Agencies are also reimbursed for certain services they provide the New Hanover County public school system. These revenue sources are highly dependent on legislative actions of the state and federal government, as well as the administrators of various programs. Collectively, intergovernmental revenues are projected to decrease 0.4% between FY10-11 and FY11-12, primarily due to reductions in Medicaid reimbursement and grant funding. Some of the larger programs include:

- **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 FY11-12, the County was allocated \$8.0 million, a 2.1% increase vs. FY10-11.

## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

- 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. For FY11-12, federal Medicaid reimbursements have shifted from per procedure to per member per month (pmpm) model, resulting in \$1.1 million less in Medicaid revenues vs. FY10-11, a 44.9% reduction.
- 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. \$2.1 million in funding has been projected for FY11-12, an increase of 3.4% 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 7.0% versus the FY10-11 Adopted Budget based on receipts to date, economic conditions, historic trends and an increase to the law enforcement allocation.



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## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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- **Jail Fees** – The United States Marshal Service and the Federal Bureau of Prisons reimburses counties for locally housing inmates at \$60 per day. The State no longer reimburses for inmates that have been sentenced to 90 days or less.
- **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. FY11-12 projects a 24.0% decrease from FY10-11 adopted amounts based on FY09-10 actuals and FY10-11 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 drop in construction, revenues from permits and inspections have declined significantly since the height of FY06-07. During FY10-11, the number of permits and inspections grew slightly relative to FY09-10 (see page 26).

In New Hanover County, a flat fee is charged for each inspection (one rate for residential and one for commercial), thus the number of inspections correlates well to revenue projections. However, permit fees are based on the cost per square foot and the occupancy type for new construction or substantial renovations. Thus, it is also important to look at the complexity of the permits issued (e.g., is the permit to change a water heater or a build a new big box store?).

Based on FY10-11 permit and inspection activity, permit quality, and revenue receipts to date, FY11-12 projects \$1.9 million in revenues, or \$55,519 less than the FY10-11 Adopted Budget.

- **Register of Deeds Fees and Charges** – The Register of Deeds collects fees to record deeds, marriage licenses and other instruments. Based on FY10-11 actuals, the FY11-12 budget anticipates \$1.1 million of revenues, a decrease of 5.7% versus the FY10-11 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 FY11-12 total debt repayments by these entities are estimated to be \$3.6 million, a decrease of \$0.3 million due to lower than projected interest rates at the time

## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

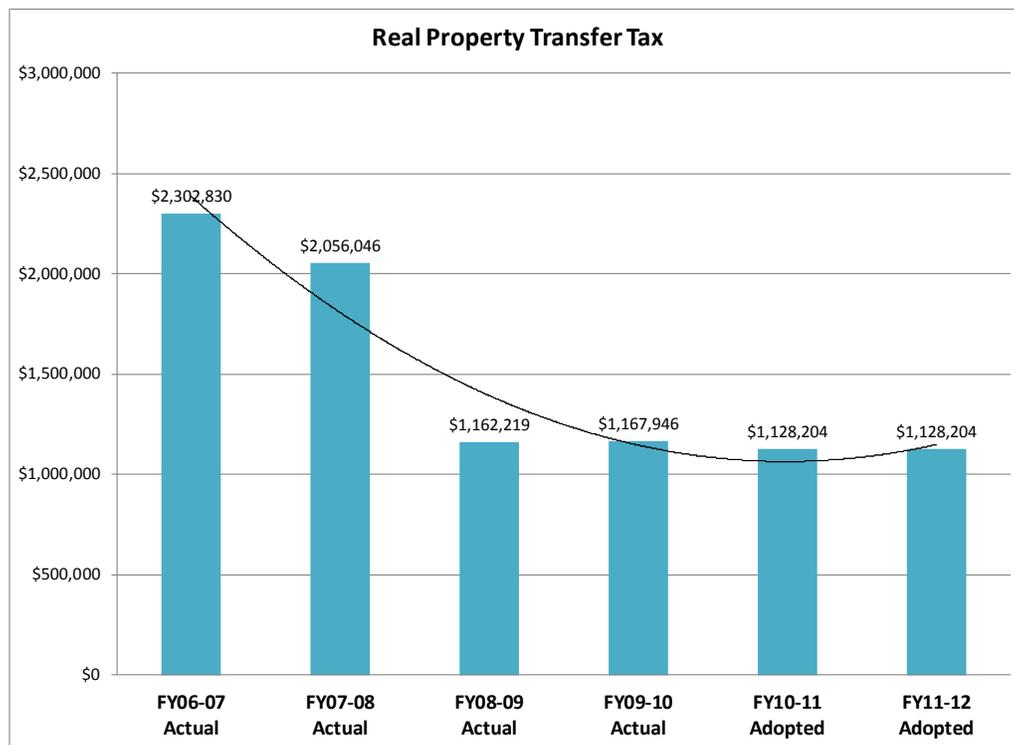
of debt issuance. The inter-local agreement terms run through FY17-18.

### 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. FY10-11 receipts are projected to exceed the budgeted amount. Despite this growth, FY11-12 was budgeted at the same level as FY10-11 to take into account a partial year without the extra payments.

### 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, Real Property Transfer Tax is expected to remain at the same level in FY11-12 as was expected in the FY10-11 Adopted Budget.



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## **EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS**

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### **Inter-Fund Transfers**

In FY11-12, \$690,508 is budgeted from the Fire Service District Fund and \$348,551 from the Environmental Management Enterprise Fund to reimburse the General Fund for direct and indirect expenses.

The FY11-12 Fire Service District transfer is an increase of \$44,967 versus FY10-11, which was driven by increases in allocated indirect costs. The transfer from Environmental Management is \$329,540 less than in FY10-11. During FY10-11, the Board of Commissioners voted to shutter the County's Waste-to-Energy facility, resulting in a reduction of 57 positions, which lowered the anticipated indirect costs.

As in FY10-11, there are no transfers in from capital projects in FY11-12.

### **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 FY10-11 and FY11-12.

### **Interest on Investments**

County funds are invested to maximize the return between the time funds are collected and used. An increase of \$28,000, compared to the FY10-11 adopted amount, is anticipated based on an increase in anticipated cash balances available for investment and the current prevailing low interest rates.

### **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. \$3.0 million of fund balance is budgeted in FY11-12. No fund balance was budgeted for the General Fund in the FY10-11 Adopted Budget. Preliminary projections for FY10-11 are that fund balance will meet the 8% minimum established by North Carolina General Statute, and will meet 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,

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## EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS

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the funds were designated with 40% going to the Convention Center account, 30% to beach renourishment, and 30% to the Tourism Development Authority (TDA) for promotion. 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 FY11-12 tax rate is 6.75 cents per \$100 valuation, an increase of .75 cents over the FY10-11 rate. The ad valorem tax base in the fire district is estimated to be \$12.7 billion, \$0.1 million decrease from the FY10-11 base. The value of a penny is \$1.2 million.

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. FY11-12 projects \$2.0 million in total sales tax revenue for the Fire Service District, an increase of \$521,307 from the FY10-11 Adopted Budget but flat versus FY10-11 actuals.

For FY11-12, the Fire Service District did not budget any Appropriated Fund Balance as compared to the \$881,097 budgeted in FY10-11.

### **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, sales from recycling and scrap revenues, the state (tire rebate and white goods programs) and miscellaneous revenue sources.

The operating budget for FY11-12 is \$12.3 million. The FY11-12 tipping fee is \$59.00 per ton, an increase of \$3.35 versus FY10-11. FY11-12 assumes 200,000 tons of waste will be generated, down 9.1% vs. the FY10-11 Adopted Budget. FY10-11 estimated tonnage is expected to be 9% lower than budgeted. While construction and development activity seems to have stabilized at a much lower level, significant growth is not anticipated in these sectors or in the residential waste stream.

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## **EXPLANATION OF SOURCES OF REVENUE AND UNDERLYING ASSUMPTIONS**

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During FY10-11, the Board of County Commissioners (BOCC) signed a contract with R3 Environmental, LLC, to assume solid waste operations for the County effective October 1, 2010. The FY10-11 Environmental Management Fund budget assumed all personnel and operational responsibility would transfer to the contractor effective October 1, 2010 at the agreed upon fee schedule. Unfortunately, the contractor was ultimately unable to secure financing, and the contract was cancelled.

Given poor operating efficiencies and significant capital investment needed to renovate the County's Waste-to-Energy facility (WASTEC) to bring operations back up to industry standards, the BOCC made the difficult decision to shutter WASTEC until such time as a new contractor can be selected and the renovation completed. The FY11-12 Budget assumes continued operations for the Landfill and Recycling programs only.



**NEW HANOVER COUNTY  
GENERAL FUND EXPENDITURE COMPARISON**

Departments	FY08-09	FY09-10	FY10-11	FY11-12	Difference Between FY10-11 and FY11-12 Adopted	
	Actual	Actual	Adopted	Adopted	\$ Change	% Change
ADMINISTRATION - COUNTY MANAGER	909,754	891,370	\$759,017	770,755	11,738	1.5%
BOARD OF ELECTIONS	860,172	632,987	653,944	855,837	201,893	30.9%
BUDGET	448,732	439,094	455,553	473,613	18,060	4.0%
COOPERATIVE EXTENSION SERVICE	463,704	343,857	480,310	445,158	-35,152	-7.3%
COURTS <sup>1</sup>	342,085	403,330	417,344	536,783	119,439	28.6%
Drug Court <sup>1</sup>	5,289	5,553	2,845	120,756	117,911	NA
EDUCATION:						
Cape Fear Community College	6,147,195	5,841,767	5,841,767	6,191,767	350,000	6.0%
Cape Fear Community College Debt Service	4,082,014	3,860,324	5,333,411	10,412,761	5,079,350	95.2%
One-Half Cent Sales Tax Transfer	7,242,286	8,134,118	6,877,114	9,266,597	2,389,483	34.7%
New Hanover County Schools Transfer	76,136,844	72,754,574	75,453,657	72,507,489	-2,946,168	-3.9%
EMERGENCY MANAGEMENT & 911 COMM <sup>2</sup>						
Emergency Management <sup>2</sup>	1,400,029	1,165,718	929,590	968,151	38,561	4.1%
Public Safety Communications <sup>2</sup>	3,678,299	3,564,440	3,739,302	4,018,271	278,969	7.5%
ENGINEERING & PUBLIC SERVICES / ENGINEERING <sup>3</sup>						
Engineering <sup>3</sup>	1,290,665	649,769	612,288	619,428	7,140	1.2%
Storm Water / Drainage	0	114,757	125,000	173,000	48,000	38.4%
Public Services /DEVELOPMENT SERVICES <sup>3</sup>	1,370	312,841				
DEVELOPMENT SERVICES <sup>3</sup>		207,650	554,204	514,023	-40,181	-7.3%
FINANCE:						
Finance	1,805,358	1,796,583	1,822,017	1,843,155	21,138	1.2%
Non-Departmental	2,300,947	3,386,324	3,359,978	3,881,660	521,682	15.5%
Transfers to Other Funds	1,631,074	558,511	587,914	1,083,120	495,206	84.2%
Bonded Debt (principal, interest)	688,788	1,470,825	3,183,637	2,883,464	-300,173	-9.4%
Fees Paid on Debt	33,828	6,611	20,850	32,850	12,000	57.6%
Installment Debt	13,397,795	13,075,014	12,303,274	11,259,706	-1,043,568	-8.5%
Cape Fear Public Utility Authority Debt Service	47,256,269	4,960,826	4,831,062	4,061,806	-769,256	-15.9%
Contingencies	0	0	506,335	735,000	228,665	45.2%
GOVERNING BODY - COUNTY COMMISSIONERS	450,760	441,963	459,006	465,683	6,677	1.5%
HEALTH	15,051,734	14,786,984	15,260,956	14,547,974	-712,982	-4.7%
HUMAN RESOURCES & COMMUNITY RELATIONS <sup>4</sup>						
Human Resources (incl. NHCTV) <sup>4</sup>	1,144,424	958,808	1,042,687	1,019,312	-23,375	-2.2%
Human Relations <sup>4</sup>	441,196					
INFORMATION TECHNOLOGY	5,225,570	4,856,964	4,987,523	5,407,691	420,168	8.4%
JUVENILE SERVICES <sup>5</sup>	450,457	369,246	384,136	180,750	-203,386	-52.9%
LEGAL - COUNTY ATTORNEY	622,831	627,336	642,941	658,159	15,218	2.4%
Risk Management <sup>5</sup>	169,125	223,999	265,338	268,674	3,336	1.3%
LIBRARY	3,776,947	3,628,878	3,583,638	3,681,464	97,826	2.7%
MUSEUM	1,262,662	1,342,324	1,005,908	1,038,167	32,259	3.2%
NON-COUNTY AGENCIES	1,998,341	1,903,259	1,365,887	1,377,123	11,236	0.8%
PARKS, GARDENS, SRC <sup>7</sup>						
Parks <sup>7</sup>	3,220,333	1,631,737				
(Airlie) Gardens <sup>7</sup>	1,498,408	617,994				
Parks & Gardens		1,578,484	3,645,591	4,236,959	591,368	16.2%
Senior Resource Center <sup>7</sup>	2,244,369	1,987,004	2,154,944	2,197,342	42,398	2.0%
PLANNING & INSPECTIONS <sup>7</sup>		1,415,805	3,634,966	3,617,589	-17,377	-0.5%
Planning <sup>7</sup>	746,377	467,462				
Inspections (and Zoning) <sup>3,7</sup>	4,266,227	1,974,823				
PRETRIAL RELEASE	570,018	553,218	554,919	559,581	4,662	0.8%
PROPERTY MANAGEMENT (Includes Veh. Mgmt.)	9,271,097	9,118,701	10,237,559	9,918,874	-318,685	-3.1%
REGISTER OF DEEDS <sup>6</sup>	1,073,075	1,026,564	1,149,764	1,155,572	5,808	0.5%
SHERIFF'S OFFICE	34,228,963	34,680,059	33,752,675	35,031,852	1,279,177	3.8%
SOCIAL SERVICES	38,352,470	34,519,044	35,349,049	36,931,199	1,582,150	4.5%
SOUTHEASTERN CENTER	1,857,278	1,934,224	1,935,584	1,925,584	-10,000	-0.5%
TAX	3,089,709	2,974,251	2,902,738	3,444,878	542,140	18.7%
VETERAN SERVICES	105,131	90,423	123,119	127,024	3,905	3.2%
YOUTH EMPOWERMENT SERVICES <sup>8</sup>	1,103,029	787,860	630,508	829,028	198,520	31.5%
	\$302,343,030	\$249,074,259	\$253,919,849	\$262,275,629	8,355,780	3.3%

<sup>1</sup> Courts increased due to leases for the Public Defender's Office and Guardian Ad Litem, and the County funding Drug Court after the program funding was cut by the State.

<sup>2</sup> Emergency Management & 911 Communications - During FY08-09, Public Safety Communications Center and Emergency Management merged as one department named Emergency Management & 911 Communications.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> Risk Management - Safety officer moved from HR&CR to Legal-Risk Management during FY09-10.

<sup>6</sup> Register of Deeds - Automation & Enhancement Fund is included.

<sup>7</sup> During the FY09-10 Reorganization, Parks, Airlie 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.

<sup>8</sup> During FY10-11, July, 2010, the Psychological Services Division moved from Juvenile Services Department to Youth Empowerment Services.

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

BUDGETED EXPENDITURES:	FY10-11 ADOPTED	FY11-12 ADOPTED	PERCENT DIFFERENCE
GENERAL GOVERNMENT DEPARTMENTS	\$ 30,029,557	\$ 31,470,314	4.80%
HUMAN SERVICES	54,359,447	55,242,386	1.62%
PUBLIC SAFETY	10,413,610	10,940,909	5.06%
SHERIFF'S OFFICE	33,752,675	35,031,852	3.79%
ECONOMIC & PHYSICAL DEVELOPMENT	873,225	1,170,816	34.08%
CULTURAL & RECREATIONAL	9,552,314	10,255,878	7.37%
EDUCATION	93,505,949	98,378,611	5.21%
DEBT SERVICE	20,338,823	18,237,829	-10.33%
TRANSFERS	587,914	812,034	38.12%
CONTINGENCIES	506,335	735,000	45.16%
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$ 253,919,849</b>	<b>\$ 262,275,629</b>	<b>3.29%</b>

All departments were impacted by the elimination of 4 furlough days, increase in retirement rate, reduction in salary lag, and the adjustment in the formula by which liability insurance is allocated.

**1) General Government Departments** increase is primarily due to:

- a) Increase (\$.3 million) in Tax for overtime and operating expenses associated with the revaluation.
- b) Increase of \$.2 million for salary adjustment (\$.6 million for 1% merit pay offset by a -.4 million salary lag adjustment). Salary lag is an adjustment to account for employee turnover.
- c) Increase (\$.3 million) in Information Technology is primarily due to the reinstatement of the computer replacement program.
- d) Increase (\$.2 million) in Elections to fund a new position, electronic poll books, and high speed ballot counter.

**2) Human Services** increase is primarily due to:

- a) Increase (\$1.6 million) in Social Services associated with unfreezing 4 positions, funding the automation project, and increases in expenses for mandated programs.
- b) This increase was partially offset by elimination of positions and operating expense reductions (\$.7 million) in Health due to State cuts and lower anticipated funding for self-supporting programs.

**3) Public Safety** increases in Sheriff's Office and Emergency Management and 911 Communications are due to the increased expenses that impacted all departments. Courts increased due to leases for the Public Defender's Office and Guardian Ad Litem, and the County funding Drug Court after the program funding was cut by the State.

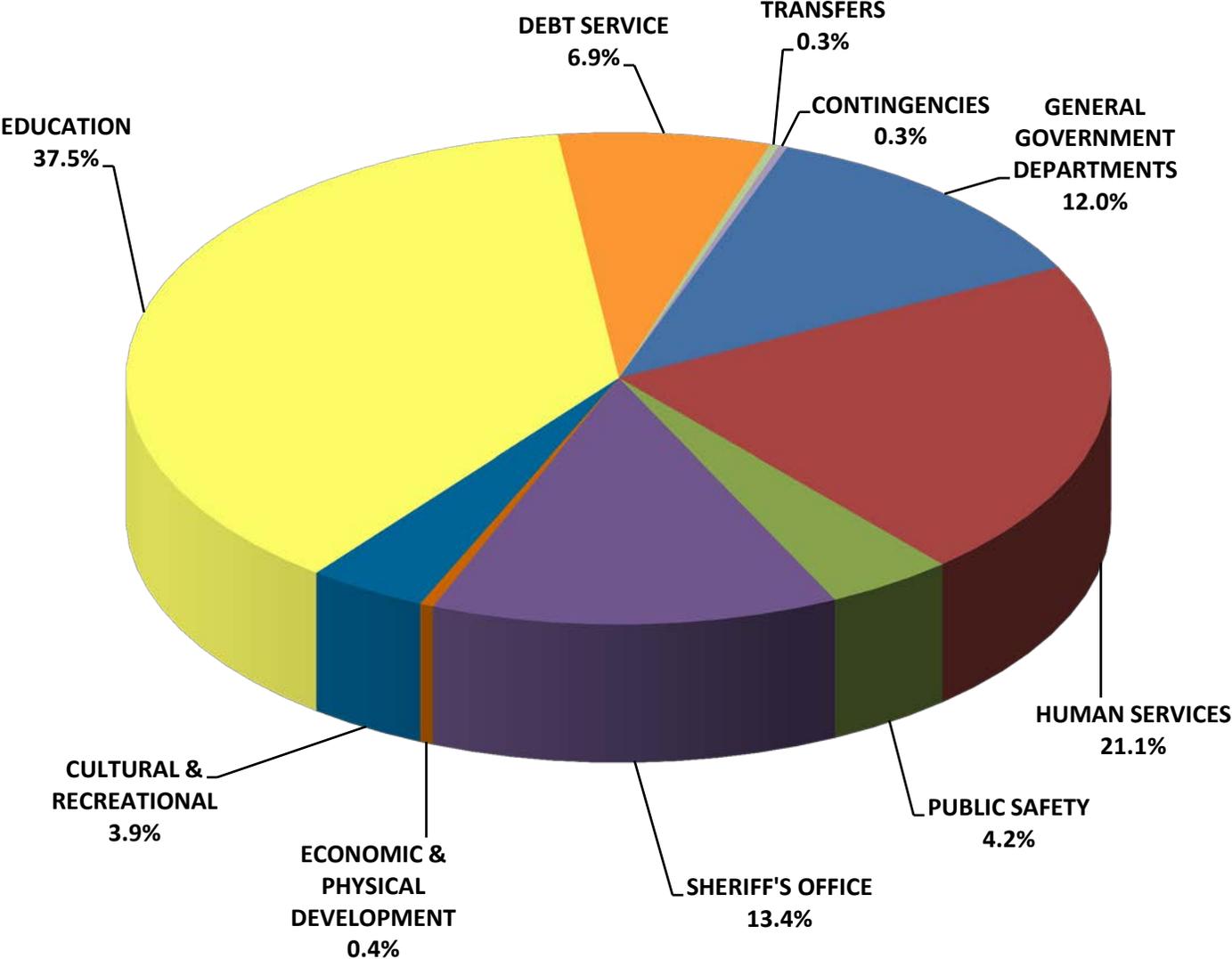
**4) Economic and Physical Development** increase is primarily due to (\$.3 million) new funding for economic development initiatives that will be identified by the Commissioners during FY11-12.

**5) Cultural & Recreational** increase primarily due to the addition of three new parks (200 acres) and site improvements for non-park properties including FEMA properties and cemeteries.

**6) Education (includes debt service for CFCC)** increase is due to:

- a) Increase in CFCC bonded debt (\$5.1 million) and funding for operating expenses (\$.4 million).
- b) Increase in sales tax collected and distributed to the Public Schools (\$2.4 million).
- c) Offset by reductions in non-sales tax transfer to the public school fund (\$2.9 million).

# 2011-2012 ADOPTED BUDGET EXPENDITURES



Expenditures for Education (37.5%) and Human Services (21.1%) 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**

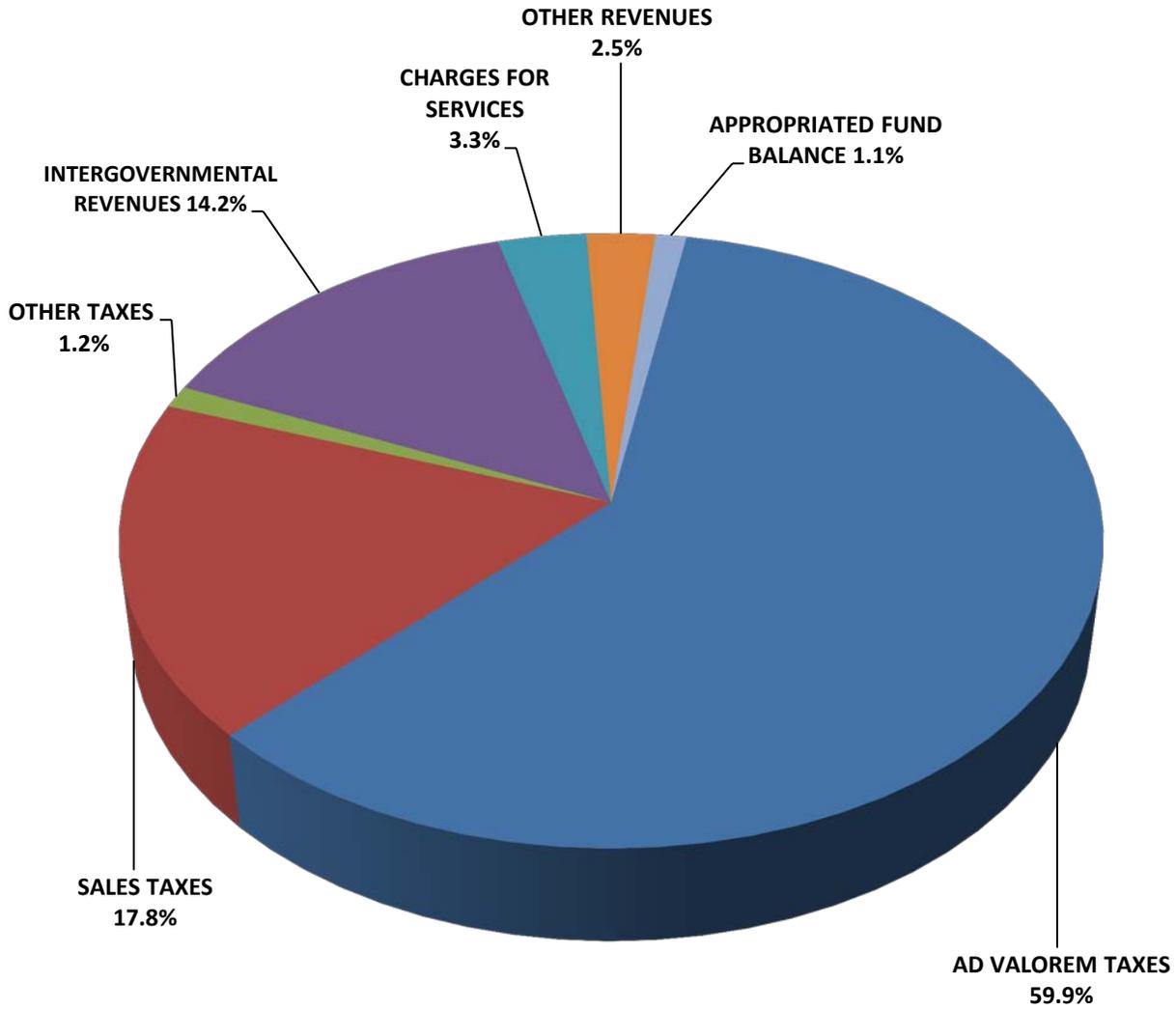
	FY10-11 ADOPTED	FY11-12 ADOPTED	PERCENT DIFFERENCE
<b>BUDGETED REVENUES:</b>			
AD VALOREM TAXES	\$ 158,778,525	\$ 156,967,697	-1.14%
SALES TAXES	38,873,501	46,541,536	19.73%
OTHER TAXES	2,896,204	3,033,332	4.73%
INTERGOVERNMENTAL REVENUES	37,611,253	37,471,061	-0.37%
CHARGES FOR SERVICES	8,520,993	8,598,148	0.91%
OTHER REVENUES	7,239,373	6,663,855	-7.95%
APPROPRIATED FUND BALANCE	0	3,000,000	-
<b>TOTAL BUDGETED REVENUES</b>	<b>\$ 253,919,849</b>	<b>\$ 262,275,629</b>	<b>3.29%</b>

**EXPLANATION OF CHANGES:**

- 1) **Ad Valorem Taxes** - A decrease of \$251 million in the base between FY10-11 and FY11-12 results in a \$1.6 million decrease in current ad valorem tax revenue. An additional \$.2 million decrease is anticipated in prior year collections due to economic conditions.
- 2) **Sales Taxes** increased due to two nonrecurring events: 1) full year funding of the new 1/4 cent sales tax is a \$2.9 million increase and 2) the switch of Article 42 sales tax from per capita to point of sale is a \$4 million increase. While sales taxes will hopefully increase from FY11-12 to FY12-13 due to economic growth, an increase of the same magnitude as the the increase between FY10-11 and FY11-12 is not anticipated.
- 3) **Other Taxes** include Cable taxes, Real Property Transfer tax, Licenses, Vehicle Rental and Room Occupancy Taxes. Slight increase is due to increase in Heavy Equipment tax.
- 4) **Intergovernmental Revenues** decreased slightly due to overall reduction in grant funding.
- 5) **Charges for Services** remains fairly constant. These include parking fees, rental income, tax collection fees, inspection revenues, Register of Deeds registration fees, health fees and other miscellaneous fees.
- 6) **Other Revenues** decreased primarily due to reduced reimbursement from Cape Fear Public Utility Authority and reduced funding of operations from escrow accounts. Other revenues include Miscellaneous Revenue<sup>1</sup>.
- 7) **Appropriated Fund Balance** - \$3 million adopted due to the County's strong financial health and desire to keep the ad valorem tax rate constant.

<sup>1</sup>Miscellaneous revenue includes funds from escrow accounts, Airport repayment, reimbursement from Cape Fear Public Utility Authority, lost books, copies of health/legal records, admission fees from Museum, and any other revenue that does not meet standard revenue classification.

# 2011-12 ADOPTED BUDGET REVENUES



Ad Valorem Taxes (59.9%) together with the Sales Taxes (17.8%) comprise 77.7% 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.

### FY10-11 ACCOMPLISHMENTS

- Achieved a single command structure and lower cost resulting from the consolidation of Fire Services.
- Recommended a comprehensive plan for managing waste.
- Enhanced community awareness and outreach through social media, seminars and digital media.
- Maintained Aaa bond rating during times of lower than expected revenue projections.
- Adopted first strategic plan in nearly twenty years that sets a five-year vision for the County.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase efficiency and quality of key business processes.</b>				
<b>STRATEGY:</b>	Offer responsive engagement to the citizens, businesses, and community organizations of New Hanover County.				
<b>Key Performance Indicator:</b>	% of citizens, businesses, and County organizations that rate New Hanover County services as good or excellent	N/A	N/A	N/A	80%
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Create and support an engaged workforce.</b>				
<b>STRATEGY:</b>	Develop and maintain an organizational setting that ensures New Hanover County is the public employer of choice in eastern North Carolina.				
<b>Key Performance Indicator:</b>	% of County employees who consider their employment with New Hanover County professionally fulfilling	N/A	N/A	N/A	90%
<b>FOCUS AREA:</b>	<b>Productive Strategic Partnerships</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Influence legislation and external mandates to enhance local autonomy.</b>				
<b>STRATEGY:</b>	Develop and pursue a legislative agenda and strategy that benefits New Hanover County and its partner organizations.				
<b>Key Performance Indicator:</b>	% of legislative changes secured during the legislative session(s)	N/A	N/A	N/A	100%

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**ADMINISTRATION - COUNTY MANAGER CONTINUED**

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**SUMMARY OF EXPENDITURES**

<b><u>ADMINISTRATION-COUNTY MANAGER</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$857,173	\$844,359	\$703,957	\$724,332	\$724,332	\$724,332
OPERATING EXPENSES	52,580	47,011	55,060	48,448	46,423	46,423
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$909,754</b>	<b>\$891,370</b>	<b>\$759,017</b>	<b>\$772,780</b>	<b>\$770,755</b>	<b>\$770,755</b>

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## **BOARD OF ELECTIONS**

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The New Hanover County Board of Elections is responsible for conducting all federal, state, and local elections held within the County. The Board consists of three members and is governed by the rules and regulations set forth in the North Carolina General Statutes Chapter 163, and other applicable statutes for special proceedings. The department is headed by a Director who is the chief administrative officer to the Board.

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 Board investigates any local voting irregularity and holds preliminary reviews and hearings on formal complaints.

The department establishes all election precincts and is responsible for recruiting and training precinct officials. This department also formulates the ballot and contracts for the printing of the ballots, provides inventory, maintenance, and storage for all voting equipment. It is the responsibility of this department to provide voter outreach and education to the citizens of New Hanover County and keep the public informed of all conduct relating to elections.

The Board of Elections responsibilities include the cooperative efforts of all New Hanover County (NHC) Government agencies and its citizens: our greatest challenge. Fortunately, we live and work in a community of leaders and volunteers that provide the opportunities for involvement. The day-to-day tasks for elections are administrative, record maintenance and development programs for education, outreach and community relations. Depending on the year, the election cycle determines increased workload, seasonal employment and our reliability on the community. Municipal elections are compact, less contested and, historically, voter turnout is low. Presidential or general elections are countywide, show a greater interest and require more involvement and dependency on our agencies and citizens.

Municipal elections are held in the odd-numbered years; additionally, the 2 year appointment of Precinct Officials occur the same. As we begin our recruitment cycle for these officials, we also begin a new direction for the Board of Elections administration and advancements in technology. Our goals will require a balance of leadership and cooperative efforts within NHC Government and relationships of trust and integrity within the community. Technology driven operations will provide a magnitude of improved services and will require Precinct Officials with greater knowledge or additional education of its implementation. We will further develop relationships, recruit and train based on these needs.

We understand the challenges associated with change; however, our goals reflect the mission of the Board of Elections. New Hanover County citizens will experience improved services and receive a greater understanding of our operations through education and outreach programs designed around their needs. It is our hope the transition will be seamless and require no interruption within the current level of service currently provided by NHC Government agencies to its citizens.

### **FY10-11 ACCOMPLISHMENTS**

- Conducted 2010 General Election with an overall voter participation of 44%.
- Established 1 full-time Elections Specialist position.
- Appointment of new Elections Director.
- Enhanced elections department website to allow public access to routinely requested information and voter registration specifics, developing a self-serve approach to better serve the public through accurate and consistent information.
- Established future purchase date of computers for precinct automation project to ultimately reduce operation costs and margins for error.
- Expanding the elections portion of the County GIS to meet the mapping needs both internally for precinct and district issues and externally for public needs.
- Instilled new confidence in the elections process to New Hanover County departments, their employees, political parties and the voters.
- Initiated process improvements to meet the demands of a growing voting population's needs.

**BOARD OF ELECTIONS CONTINUED**

**KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Hire, develop and retain talented people. Understand and act on citizen needs.</b>				
<b>STRATEGY:</b>	Increase certification status as elections administrators obtained by Director and staff through national and state-offered education and training.				
<b>Key Performance Indicator:</b>	% certified	50%	50%	25%	50%
<b>STRATEGY:</b>	Increase citizens awareness in voting and its processes by providing outreach services and educational programs that will generate public participation.				
<b>Key Performance Indicator:</b>	Target Range for participation	N/A	N/A	N/A	25-50
<b>STRATEGY:</b>	Provide training for improved participation rates during voluntary times for all Precinct Officials in further development of elections management skills.				
<b>Key Performance Indicator:</b>	% voluntary participation	N/A	N/A	N/A	25%
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Leverage technology and information to maximize performance.</b>				
<b>STRATEGY:</b>	Provide electronic data accessibility to complete voter records through legacy data conversion scanning.				
<b>Key Performance Indicator:</b>	% voter records complete	N/A	N/A	N/A	68%
<b>STRATEGY:</b>	Reduce operating costs and outsourced contracted labor through precinct level electronic process automation.				
<b>Key Performance Indicator:</b>	% reduction in overall costs	N/A	N/A	N/A	90%
<b>STRATEGY:</b>	Reduce the dependency requirements for the office to physically produce routinely requested information by providing a self-serve approach to online data request services.				
<b>Key Performance Indicator:</b>	% dependency on physical production	N/A	100%	65%	15%

**SUMMARY OF EXPENDITURES**

<b><u>BOARD OF ELECTIONS</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$454,271	\$420,233	\$453,270	\$584,787	\$558,810	\$558,810
OPERATING EXPENSES	405,901	212,754	200,674	288,279	256,477	256,477
CAPITAL OUTLAY	0	0	0	55,400	40,550	40,550
<b>TOTAL EXPENDITURES:</b>	<b>\$860,172</b>	<b>\$632,987</b>	<b>\$653,944</b>	<b>\$928,466</b>	<b>\$855,837</b>	<b>\$855,837</b>

## **BUDGET DEPARTMENT**

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

### **FY10-11 ACCOMPLISHMENTS**

- Awarded Distinguished Budget Presentation Award for the FY10-11 budget document from Government Finance Officers Association (GFOA) for the 20th consecutive year. The budget document achieved all criteria of proficiency as a financial plan, operations guide, communication device and policy document.
- Developed and maintained balanced budget in FY10-11 in accordance with North Carolina General Statute.

### **KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Strong Financial Performance</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Control costs and manage the budget. Deliver value for taxpayer money. Understand and act on citizen needs.</b>				
<b>STRATEGY:</b>	To accurately forecast County revenues as evidenced by 5% or less variance of "actual revenues as percentage of projected".				
<b>Key Performance Indicator:</b>	Revenue variance	-8.06%	-4.10%	-3%	1%
<b>STRATEGY:</b>	To provide an annual budget document that effectively communicates the financial and operating plan of the County as demonstrated by receiving the GFOA Distinguished Budget Presentation Award.				
<b>Key Performance Indicator:</b>	Number of consecutive years received GFOA Budget Award	18	19	20	21

### **SUMMARY OF EXPENDITURES**

<b><u>BUDGET DEPARTMENT</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$436,003	\$423,328	\$442,698	\$459,216	\$459,217	\$459,217
OPERATING EXPENSES	12,729	15,766	12,855	15,236	14,396	14,396
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$448,732</b>	<b>\$439,094</b>	<b>\$455,553</b>	<b>\$474,452</b>	<b>\$473,613</b>	<b>\$473,613</b>

## DEVELOPMENT SERVICES CENTER

The Development Services Center (DSC) provides a citizen, customer-centric focused, one stop approach as the front door for development services in New Hanover County. In addition to overseeing the NC Administrative Code & Policies and NC State Licensing Laws, the DSC provides full administrative support services for the NHC Planning & Inspections Department, including customer consultation during project submittals and throughout the construction process; plan review set up/tracking and coordination; permit issuance; inspections scheduling; utility releases and issuance of certificates of occupancies.

The DSC also provides services through coordination and collaboration with all departments, agencies and jurisdictions within NHC. These departments include: NHC Planning/Zoning & Inspections, NHC Engineering, NHC Environmental Health, NHC Fire and the CFPUA. Through contract services, New Hanover County provides enforcement of the "NC State Administrative Code & Policies," as well as code enforcement services for the building, electrical, mechanical and plumbing trades, through the DSC for the City of Wilmington, including administrative support services for the Wilmington City Fire and City Zoning Departments. These contracted services are also provided for the towns of Carolina, Kure and Wrightsville Beaches.

### FY10-11 ACCOMPLISHMENTS

- Started implementation of process improvement goals/objectives identified during a Lean Management workshop with NC State University that used the value stream mapping.
- Initiated electronic transmittals of certificate of occupancies.
- Completed the goal of becoming the "front door" for all departments in the development services arena (including Wilmington City Fire).
- Started Publishing a DSC Newsletter.
- Implemented the new "frequent flyer" program known as B.E.A.S. (Building Express Application Submittal) developed by our Process Improvement Focus Group. The program allows "approved" contractors to simply drop off their projects at our front counter and leave without having to go through the "submittal process."
- Implemented the new "Phased Plan Review," providing more flexible and efficient service to our customers.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Understand and act on citizen needs; deliver value for taxpayer money.</b>				
<b>STRATEGY:</b>	To professionally deliver timely and accurate service, utilizing a customer-centric focused, one-stop approach, with 100% customer satisfaction.				
<b>Key Performance Indicator:</b>	Monthly performance review/audits of staff's customer service delivery technique	NA	NA	NA	90%
<b>STRATEGY:</b>	To increase the quality of key business processes and efficiency in project management, including project/plan review set up and coordination, accurately 100% of the time.				
<b>Key Performance Indicator:</b>	Tri-annual review of key business processes and staff's overall project management	NA	NA	NA	93%

**DEVELOPMENT SERVICES CENTER CONTINUED**

**SUMMARY OF EXPENDITURES<sup>1</sup>**

<b><u>DEVELOPMENT SERVICES</u></b>	<b><u>ACTUAL</u></b> <b><u>FY08-09</u></b>	<b><u>ACTUAL</u></b> <b><u>FY09-10</u></b>	<b><u>ADOPTED</u></b> <b><u>FY10-11</u></b>	<b><u>REQUESTED</u></b> <b><u>FY11-12</u></b>	<b><u>RECOMMENDED</u></b> <b><u>FY11-12</u></b>	<b><u>ADOPTED</u></b> <b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$1,370	\$484,994	\$513,522	\$478,000	\$477,613	\$477,613
OPERATING EXPENSES	0	35,498	40,682	36,410	36,410	36,410
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$1,370</b>	<b>\$520,492</b>	<b>\$554,204</b>	<b>\$514,410</b>	<b>\$514,023</b>	<b>\$514,023</b>

<sup>1</sup> 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 (Page 129).

### **SUMMARY OF EXPENDITURES**

<b><u>EDUCATION</u></b>	<b><u>ACTUAL</u></b> <b><u>FY08-09</u></b>	<b><u>ACTUAL</u></b> <b><u>FY09-10</u></b>	<b><u>ADOPTED</u></b> <b><u>FY10-11</u></b>	<b><u>REQUESTED</u></b> <b><u>FY11-12</u></b>	<b><u>RECOMMENDED</u></b> <b><u>FY11-12</u></b>	<b><u>ADOPTED</u></b> <b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
CFCC	\$6,147,195	\$5,841,767	\$5,841,767	\$6,958,342	\$6,191,767	\$6,191,767
CFCC DEBT SERVICE	4,082,014	3,860,324	5,333,411	10,412,758	10,412,758	10,412,761
ONE-HALF CENT SALES TAX TRANSFER	7,242,286	8,134,118	6,877,114	9,369,894	9,266,597	9,266,597
TRANSFER TO PUBLIC SCHOOLS	76,136,844	72,754,574	75,453,657	78,461,714	72,507,489	72,507,489
TRANSFER TO NHCPS FOR MEDICAID SWAP	729,202	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$94,337,542</b>	<b>\$90,590,783</b>	<b>\$93,505,949</b>	<b>\$105,202,708</b>	<b>\$98,378,611</b>	<b>\$98,378,614</b>

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## **ENGINEERING**

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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. Project management of all capital projects is handled through the Engineering Department.

The New Hanover County Engineering Department now operates as a standalone department. As such, the department is much smaller, but remains flexible and service oriented. The Engineering Department now works much closer with Development Services and other departments dedicated to serving the development community. The closer working relationship has increased customer support and provides for a more seamless progression of project permitting.

### **FY10-11 ACCOMPLISHMENTS**

- Completed the permitting and design and began construction for Smith Creek Park and Monterey Heights Park renovation; completed permitting and design and construction of the renovation of the Parkwood Recreation Area.
- Completed the permitting and design of storm water improvements to the Murrayville Fire Station; completed storm water improvement projects that benefited numerous neighborhoods, schools and businesses within the communities of Wrightsboro, Porters Neck, Mohican Trail, Crosswinds, Wedgefield, River Road, Cathay Road and others; and began a program to perform all storm water inspection duties for the Parks Department that will result in a savings of over \$50,000 per year.
- Coordinated efforts with the Vector Control division of the Health Department to utilize highly-skilled personnel on drainage and parks projects when availability permitted. Served on a focus group to improve the project approval process through various methods, including principles of lean management.
- Completed the installation of a generator at Trask Middle School; completed the renovation project on the Department of Social Services lobby; and completed floor plans, computer aided design and other layout work for various departments, including Property Management and Human Resources.
- Provided engineering services for the design, construction and certification of the installation of six aerators at the New Hanover County Landfill Wastewater Treatment Plant, and developed a New Hanover County Beach Nourishment Contingency Plan.

## ENGINEERING CONTINUED

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	Intelligent Growth and Economic Development				
<b>KEY STRATEGIC OBJECTIVE:</b>	Build and Maintain Infrastructure.				
<b>STRATEGY:</b>	To develop relationships with the Cape Fear Public Utility Authority and the North Carolina Department of Transportation in order to expand and maintain infrastructure in the unincorporated areas.				
<b>Key Performance Indicator:</b>	Projects coordinated through CFPUA and NCDOT	N/A	N/A	3	4
<b>KEY STRATEGIC OBJECTIVE:</b>	Protect the environment through innovative programs.				
<b>STRATEGY:</b>	To review and issue a storm water permit or a request for additional information in 30 days or less.				
<b>Key Performance Indicator:</b>	% on time in 30 days or less	95%	95%	98%	98%
<b>STRATEGY:</b>	To review and issue a sedimentation and erosion control permit or a request for additional information in 20 days or less.				
<b>Key Performance Indicator:</b>	% on time in 20 days or less	90%	95%	95%	97%
<b>STRATEGY:</b>	Develop new best management practices (BMPs) as part of stormwater management and sedimentation and erosion control.				
<b>Key Performance Indicator:</b>	New BMPs created and accepted	N/A	N/A	N/A	2

### SUMMARY OF EXPENDITURES<sup>2</sup>

<u>ENGINEERING</u>	<u>ACTUAL</u> <u>FY08-09</u>	<u>ACTUAL</u> <u>FY09-10</u>	<u>ADOPTED</u> <u>FY10-11</u>	<u>REQUESTED</u> <u>FY11-12</u>	<u>RECOMMENDED</u> <u>FY11-12</u>	<u>ADOPTED</u> <u>FY11-12</u>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$734,076	\$603,328	\$563,348	\$573,201	\$573,203	\$573,203
OPERATING EXPENSES	235,217	143,456	173,940	220,161	219,225	219,225
CAPITAL OUTLAY	321,371	17,742	0	30,000	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$1,290,665</b>	<b>\$764,526</b>	<b>\$737,288</b>	<b>\$823,362</b>	<b>\$792,428</b>	<b>\$792,428</b>

<sup>2</sup> 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).

### FY10-11 ACCOMPLISHMENTS

- Maintained New Hanover County's bond rating of Aaa with Moody's Investors Service and AA+ with Standard & Poor's.
- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY09-10, achieving the highest standards in governmental accounting and financial reporting.
- Collected \$988,871 in delinquent debt in FY10-11, representing a 70.14% collection rate.
- Received 26-Year Safety Award from North Carolina Department of Labor for "Outstanding Work in Accident Prevention," marking 26 years without a lost-time accident.
- Completed 80 property tax audits, resulting in over \$290 million in discovered value and approximately \$2.1 million in additional revenues for the County and appropriate jurisdictions.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Strong Financial Performance</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Enhance and maintain effective policies.</b>				
<b>STRATEGY:</b>	Review 25% of financial policies annually, updating as needed to reflect current business practices.				
<b>Key Performance Indicator:</b>	Review 25% financial policies annually	25%	40%	25%	25%
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Maintain strong financial reserves.</b>				
<b>STRATEGY:</b>	Maintain a stable and strong financial position by preserving or upgrading the current bond ratings.				
<b>Key Performance Indicator:</b>	Maintain Aaa credit rating from Moody's Investor Services	Aa1	Aaa	Aaa	Aaa
<b>Key Performance Indicator:</b>	Maintain AA+ credit rating from Standard & Poor's	AA+	AA+	AA+	AA+
<b>STRATEGY:</b>	Preserve 2 months or 16.67% of available fund balance.				
<b>Key Performance Indicator:</b>	Available fund balance at fiscal year end	14.90%	17.50%	16.67%	16.67%

**FINANCE CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Develop contingency plans to manage risk.</b>				
<b>STRATEGY:</b>	Maintain a general debt service as a percent of operational expenditures.				
<b>Key Performance Indicator:</b>	Debt service 20% or less of operational expenditures *FY09 includes the CFPUA repayment/payoff of \$42 million Certificates of Participation (COPS)	*28.59%	17.82%	17.97%	20.00%
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Deliver value for taxpayer money.</b>				
<b>STRATEGY:</b>	Provide financial report to the citizens, investors, private financial markets and management by preparing the annual financial report in compliance with generally accepted accounting principles.				
<b>Key Performance Indicator:</b>	Receive the GFOA Certificate of Excellence in Financial Reporting	29	30	31	32
<b>STRATEGY:</b>	Maintain a debt to total assessed value at or below 2%.				
<b>Key Performance Indicator:</b>	Debt to total assessed value	1.187%	1.326%	1.4%	1.5%

**SUMMARY OF EXPENDITURES**

<b><u>FINANCE</u></b>	<b><u>ACTUAL</u></b> <b><u>FY08-09</u></b>	<b><u>ACTUAL</u></b> <b><u>FY09-10</u></b>	<b><u>ADOPTED</u></b> <b><u>FY10-11</u></b>	<b><u>REQUESTED</u></b> <b><u>FY11-12</u></b>	<b><u>RECOMMENDED</u></b> <b><u>FY11-12</u></b>	<b><u>ADOPTED</u></b> <b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$1,235,722	\$1,147,991	\$1,254,640	\$1,280,706	\$1,280,710	\$1,280,710
OPERATING EXPENSES	535,528	648,592	567,377	578,489	562,445	562,445
CAPITAL OUTLAY	34,108	0	0	70,000	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$1,805,358</b>	<b>\$1,796,583</b>	<b>\$1,822,017</b>	<b>\$1,929,195</b>	<b>\$1,843,155</b>	<b>\$1,843,155</b>

## **GOVERNING BODY - COUNTY COMMISSIONERS / CLERK TO THE BOARD**

The New Hanover County Board of Commissioners serves as the governing body of the County under the County Manager form of government. The five County Commissioners are elected at-large by a countywide election held in November for a staggered four-year term of office. The Board is charged with making policy for the administration of County government within the framework of the laws of the state of North Carolina. The Board of County Commissioners is responsible for providing and executing policies concerning the operation of the County. The primary duties of the Board include assessing and setting priorities on community needs, especially those relating to health, education, welfare, mental health and the environment; adopting an annual budget for the County; setting the County property tax rate and providing administration of the County. The Board also adopts ordinances to implement policies and appoints Citizens to serve on various boards and advisory 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 34 boards and advisory commissions. Regular public Board meetings are held on the first and third Monday of each month unless otherwise approved.

### **FY10-11 ACCOMPLISHMENTS**

- Provided an accurate record of all official meetings held by the Board including the appropriate exhibits; continued to electronically scan and index the approved minutes and exhibits.
- Advertised and recruited applicants for appointment to the Board's 34 advisory boards and committees.
- Prepared and conducted training seminar for all NHC Board committees and advisory boards on required procedures and record keeping, and implemented mandatory document electronic scanning and indexing of minutes.
- Successfully implemented and/or participated in the planning and implementation of all official meetings, events, and initiatives involving the NHC Board of Commissioners.
- Commissioners adopted the FY11-12 budget with no tax increase and absorbed the \$1.8 million net increase in debt without a corresponding increase in the tax rate.
- Consolidated all fire services in the unincorporated part of the County under the New Hanover County Fire Services Department.
- Adopted a Strategic Plan for the County.
- Educated public through "Chairman's Chat" and newsletter.

### **KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Keep the public informed on important information.</b>				
<b>STRATEGY:</b>	Provide an accurate record of all decisions made at official meetings of the Board of Commissioners including the appropriate exhibits.				
<b>Key Performance Indicator:</b>	Number of sets of minutes	67	55	77	66

**GOVERNING BODY - COUNTY COMMISSIONERS CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>STRATEGY:</b>	Continue to electronically scan and index the approved minutes and exhibits for public review via the internet.				
<b>Key Performance Indicator:</b>	Sets of minutes and exhibits scanned	100%	100%	100%	100%
<b>STRATEGY:</b>	Continue training for advisory boards and committees required procedures and record keeping, and keep current mandatory document electronic scanning and indexing of minutes for public review via the internet.				
<b>Key Performance Indicator:</b>	Training seminars held	n/a	n/a	1	1
<b>FOCUS AREA:</b>	<b>Productive Strategic Partnerships</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Develop appropriate public / private partnerships.</b>				
<b>STRATEGY:</b>	Advertise and recruit applicants for appointment to advisory boards and committees.				
<b>Key Performance Indicator:</b>	Number of advisory boards and committees receiving appointments	36	36	34	34

**SUMMARY OF EXPENDITURES**

<b><u>GOVERNING BODY - COUNTY COMMISSIONERS</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$360,423	\$362,102	\$376,227	\$378,150	\$378,151	\$378,151
OPERATING EXPENSES	90,337	79,861	82,779	88,826	87,532	87,532
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$450,760</b>	<b>\$441,963</b>	<b>\$459,006</b>	<b>\$466,976</b>	<b>\$465,683</b>	<b>\$465,683</b>

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## HUMAN RESOURCES & COMMUNITY RELATIONS

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The Human Resources and Community Relations Department brings together the fundamental resources required to effectively meet New Hanover County Government's commitment to serve citizens as customers. Staff is 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 that government is as transparent, cost-effective and responsive as possible.

**Human Resources professionals** strive to develop, maintain and continuously improve policies, processes, and systems to ***support a dynamic workforce*** and the delivery of multiple services to employees, management, applicants for employment and the general public. The Department is the ***Talent Gateway*** to New Hanover County Government administration.

The Department endeavors to ***address the needs of the County's workforce with relevant and timely information, communication, and skillful assistance***. ***Talent management specialists*** provide services to management and employees in such functional areas as strategic planning and organizational development, recruitment and selection, classification and compensation, benefits, wellness, employee relations, employee development and training, performance management, and employee recognition.

The **Community Relations professionals** serve management, employees, and 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.

The ***integrated, multi-media approach to communications*** includes the government access television station, web pages, social networking media, printed publications and media releases. Programming on NHCTV, 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, and connection to, their local government.

### **FY10-11 ACCOMPLISHMENTS**

- Processed 9,310 applications for 113 advertised positions, and referred 1,345 applicants for interviews.
- Launched several initiatives to improve citizens' access to timely and accurate information about local County government:
  - Produced and broadcast live (on NHCTV and the NHC web site) four County Commissioner Town Hall Meetings (Carolina Beach, Castle Hayne, Myrtle Grove and Wrightsville Beach);
  - Presented the New Hanover County Government Civics Course to more than 900, 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> grade students;
  - Held the first-ever NHC Citizens' Academy. Twenty-six participants successfully completed the 10-week program that provided detailed information about every County department and other agencies funded by NHC tax dollars;
  - Initiated real-time updates during County Commissioner Board Meetings using social media such as Facebook and Twitter.
- Minimized health insurance budget and rate increases due to FY10-11 health insurance claims being below local trend. This is related to wellness initiatives, including increasing eligibility and use of the WAY clinic.
- Initiated the first Health Insurance Rate Plan Wellness Incentive for next benefit year. 86% of eligible employees participated. Participants who take a Health Risk Assessment and participate in regular clinic visits based on their individual health risk factors receive a preferred rate for their health insurance. The goal is to improve employee health, reduce use of sick leave, and reduce employee and County health insurance costs.

**HUMAN RESOURCES & COMMUNITY RELATIONS CONTINUED**

**KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Provide health and wellness education, programs and services.</b>				
<b>STRATEGY:</b>	Promote and augment employee Wellness Programs to improve employee health, reduce healthcare costs to employees and employer, and enhance productivity.				
<b>Key Performance Indicator:</b>	Percentage of County employee health plan participants who qualify for Wellness Incentive health insurance rates (Target is 85%) <i>(To qualify, employees must participate in annual Health Risk Assessment and actively address any Health Risk Factors identified.)</i>	N/A	N/A	N/A	85%
<b>Key Performance Indicator:</b>	Employee Sick Leave Index (SLI) <i>(SLI is ratio of annual average number of sick leave hours used per employee in current FY to previous FY)</i>	N/A	N/A	N/A	<1.0
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Support programs to improve educational performance.</b>				
<b>STRATEGY:</b>	Work with School System to increase student knowledge about County Government by providing County staff to present school-based programs supporting the Standard Curriculum civics learning objectives.				
<b>Key Performance Indicator:</b>	Percentage increase in annual number of students participating in the program	N/A	N/A	N/A	10%
<b>Key Performance Indicator:</b>	Percentage of teachers responding to the <i>NHC Civics Programs</i> post-program evaluation surveys who rate the program as valuable or highly valuable (4-5 on a 5-point scale) <i>(The County Civics Programs support the Standard Curriculum civics learning objectives for Grades 3, 4, &amp; 5)</i>	N/A	N/A	N/A	85%

## HUMAN RESOURCES & COMMUNITY RELATIONS CONTINUED

### KEY PERFORMANCE INDICATORS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Market and promote New Hanover County's resources.</b>				
<b>STRATEGY:</b>	Continue to offer NHC Government Citizens' Academy to increase citizens' knowledge about their County government.				
<b>Key Performance Indicator:</b>	Percentage of <i>NHC Government Citizens' Academy</i> participants responding to the weekly program evaluation surveys who agree or strongly agree (4-5 on a 5-point scale)	N/A	N/A	N/A	95%
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Keep the public informed on important information.</b>				
<b>STRATEGY:</b>	Improve citizens' access to information about County policies, programs, services and activities through traditional and non-traditional outlets.				
<b>Key Performance Indicator:</b>	Percentage increase in annual cumulative hits on County web-site	N/A	N/A	N/A	100%
<b>Key Performance Indicator:</b>	Annual percentage increase Facebook fans	N/A	N/A	N/A	100%
<b>Key Performance Indicator:</b>	Annual percentage increase in Twitter Followers	N/A	N/A	N/A	100%
<b>Key Performance Indicator:</b>	Annual percentage increase NHC YouTube Channel views	N/A	N/A	N/A	100%
<b>STRATEGY:</b>	Increase NHC Government presence in the community through elected officials, management and staff participation in community events and activities.				
<b>Key Performance Indicator:</b>	Year-to-year comparison of the number of community activities and events attended by NHC officials (elected officials, management and staff) and documented with photos/videos on County web page and NHCTV	N/A	N/A	N/A	>=1 ratio between last and current year

## HUMAN RESOURCES & COMMUNITY RELATIONS CONTINUED

### KEY PERFORMANCE INDICATORS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Strong Financial Performance</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Control costs and manage the budget.</b>				
<b>STRATEGY:</b>	Keep NHC Annual Health Insurance Cost Increases below local trend.				
<b>Key Performance Indicator:</b>	NHC Annual Health Insurance Cost Index <i>(Ratio of actual annual percentage change in County Health Insurance Plan total cost per participant to provider's projected trend)</i>	N/A	N/A	N/A	<1.0
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Hire, develop and retain talented people.</b>				
<b>STRATEGY:</b>	Develop and implement comprehensive on-boarding process to facilitate the professional development and integration of new employees into the NHC culture.				
<b>Key Performance Indicator:</b>	Percentage of new regular employees who successfully complete their introductory period within six months	N/A	N/A	N/A	98%
<b>Key Performance Indicator:</b>	Percentage of employees in their introductory period responding to the 90-day on-boarding progress survey who rate their employment satisfaction as satisfied or highly satisfied (4 - 5 on a 5-point scale)	N/A	N/A	N/A	90%
<b>Key Performance Indicator:</b>	Annual voluntary attrition / turnover rate	N/A	N/A	N/A	<10%
<b>Key Performance Indicator:</b>	Annual involuntary attrition / turnover rate	N/A	N/A	N/A	<1%

**HUMAN RESOURCES & COMMUNITY RELATIONS CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>STRATEGY:</b>	Implement a Succession Development Program to identify and develop internal people with the potential to fill key leadership positions in the organization as these roles become available. – Conduct annual update of Succession Development Analysis (SDA) to forecast the supply and demand of talent for key positions by department. – Conduct annual update of the Assessment of Desired Competencies (ADC), the desired competency mix of knowledge and skill for key leadership positions. – Develop and implement training programs to address requirements of the Succession Development Analysis for three key organizational roles: supervisors, mid-career professionals and senior managers.				
<b>Key Performance Indicator:</b>	Maintain a Succession Development Ratio (SDR) (SDR = ratio of the number of employees who have completed required / recommended succession development training for the three key organizational roles (supervisors, mid-career professionals and senior managers) to the number of key positions identified in the Succession Development Analysis (SDA) for these roles)	N/A	N/A	N/A	10:1 Ratio
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Leverage technology and information to maximize performance.</b>				
<b>STRATEGY:</b>	Leverage on-line training for efficient transfer of information, facts or data.				
<b>Key Performance Indicator:</b>	Training Delivery Cost Index (TDCI): (TDCI = Annual cost of on-line training package, divided by the number of classes taken and passed, divided by average cost of commercial classroom training venue, estimated at \$30/contact hour)	N/A	N/A	N/A	<1.0
<b>Key Performance Indicator:</b>	Percentage of employees who have taken and passed at least one on-line course during the year	N/A	N/A	N/A	40%

## HUMAN RESOURCES & COMMUNITY RELATIONS CONTINUED

### KEY PERFORMANCE INDICATORS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>Key Performance Indicator:</b>	Percentage of employees responding to the post-program evaluation surveys who rate the program as valuable or highly valuable (4 - 5 on a 5-point scale)	N/A	N/A	N/A	85%
<b>Key Performance Indicator:</b>	Percentage of employees' supervisors responding to monthly aggregate post-program evaluation surveys who rate the effectiveness of on-line training as valuable or highly valuable (4 - 5 on a 5-point scale)	N/A	N/A	N/A	85%
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Recognize and reward contribution.</b>				
<b>STRATEGY:</b>	Develop/continue departmental employee recognition programs.				
<b>Key Performance Indicator:</b>	% of employees recognized for contributions over the previous year	N/A	N/A	N/A	25% (annual target)
<b>STRATEGY:</b>	Promote countywide formal and informal employee recognition programs (Sunrise Award, Gallery of Excellence and Rise to Excellence).				
<b>Key Performance Indicator:</b>	Increase number of employees recognized annually	N/A	N/A	N/A	25 or more
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Understand and act on citizen needs.</b>				
<b>STRATEGY:</b>	Maintain "Solution Box" for citizen and employee suggestions and requests for information.				
<b>Key Performance Indicator:</b>	Written or verbal responses provided within 48 hours	N/A	N/A	N/A	95%
<b>STRATEGY:</b>	Develop sustained elevated focus on serving citizens and each other as customers.				
<b>Key Performance Indicator:</b>	% of employees who have successfully attained certification in each of the three Customer Service levels	N/A	N/A	N/A	Level 1: 100% Level 2: 50% Level 3: 10%

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**HUMAN RESOURCES & COMMUNITY RELATIONS CONTINUED**

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**SUMMARY OF EXPENDITURES**

<b><u>HUMAN RESOURCES AND COMMUNITY RELATIONS</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$900,868	\$862,737	\$949,532	\$1,043,693	\$932,164	\$932,164
OPERATING EXPENSES	116,162	84,128	67,723	74,660	65,499	65,499
CAPITAL OUTLAY	127,394	11,944	25,432	30,448	21,649	21,649
<b>TOTAL EXPENDITURES:</b>	<b>\$1,144,424</b>	<b>\$958,808</b>	<b>\$1,042,687</b>	<b>\$1,148,801</b>	<b>\$1,019,312</b>	<b>\$1,019,312</b>

## 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.

### FY10-11 ACCOMPLISHMENTS

- Transitioned the County’s communication/collaboration systems (Exchange e-mail, SharePoint Internet and intranet, and Lync messaging) to a “cloud” environment extending the life of current capital assets and of setting the need for additional operational support staff. The new solution provides for better archival of electronic records, allowing staff to respond quicker to public record and e-discovery requests.
- Partnered with several departments to further the use of the County’s electronic document system, LaserFiche. Most notable were projects in Health, Social Services and the Sheriff’s Office. To date, this system houses millions of pages of documents and terabytes of data, saving the County the cost of physical storage for these records.
- Installed new servers for the computer-aided dispatch system in the County’s 911 Center. This improved configuration provides for off-site redundancy for the Center’s primary server and solved performance issues with the former server.
- Worked with the Finance Office to implement a managed print services contract for the County. After soliciting bids and hearing proposals from four companies, the County selected CopyPro for a three year, cost-per-copy contract. This new contract will replace the old process of procuring or leasing capital equipment with a more efficient plan for managing the County’s printing costs.
- Supported NHCTV with the implementation of new, state-of-the-art video editing equipment. The County now has the capability for multiple staff to edit and produce multi-media productions. IT also provided assistance with numerous town hall events, allowing for the live broadcast of these important community outreach activities.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	Effective County Management				
<b>KEY STRATEGIC OBJECTIVE:</b>	Hire, develop and retain talented people.				
<b>STRATEGY:</b>	Provide a work environment that enables staff to contribute and rewards those contributions.				
<b>Key Performance Indicator:</b>	Maintain staff retention rate of 90% or higher	97%	97%	87%	94%
<b>STRATEGY:</b>	Enable staff to learn new skills and continue to grow as professionals.				
<b>Key Performance Indicator:</b>	Offer at least 240 hours of on-site training opportunities for IT staff	220	100	280	240

**INFORMATION TECHNOLOGY CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	Effective County Management				
<b>KEY STRATEGIC OBJECTIVE:</b>	Leverage technology and information to maximize performance.				
<b>STRATEGY:</b>	Enhance on-line options for Citizens to engage with New Hanover County.				
<b>Key Performance Indicator:</b>	Number of unique-site visitors to the County's streaming service	N/A	1500	4130	4500
<b>Key Performance Indicator:</b>	Number of lists available for public subscription via the NHC4Me service	N/A	50	61	70
<b>STRATEGY:</b>	Continue investing in technology for conducting County business more efficiently and effectively.				
<b>Key Performance Indicator:</b>	% of Park reservations made on line	25%	30%	32%	35%
<b>Key Performance Indicator:</b>	% of Library facilities reserved via the web	55%	60%	60%	65%
<b>Key Performance Indicator:</b>	% of Tax bills paid online	N/A	15%	25%	30%
<b>Key Performance Indicator:</b>	% of County departments using electronic document management through LaserFiche	N/A	10%	50%	65%

**SUMMARY OF EXPENDITURES**

<b>INFORMATION TECHNOLOGY</b>						
	<b>ACTUAL FY08-09</b>	<b>ACTUAL FY09-10</b>	<b>ADOPTED FY10-11</b>	<b>REQUESTED FY11-12</b>	<b>RECOMMENDED FY11-12</b>	<b>ADOPTED FY11-12</b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$2,468,144	\$2,154,045	\$2,201,603	\$2,264,919	\$2,255,426	\$2,255,426
OPERATING EXPENSES	2,525,215	2,569,328	2,545,920	3,147,265	3,122,265	3,122,265
CAPITAL OUTLAY	232,211	133,590	240,000	50,000	30,000	30,000
<b>TOTAL EXPENDITURES:</b>	<b>\$5,225,570</b>	<b>\$4,856,964</b>	<b>\$4,987,523</b>	<b>\$5,462,184</b>	<b>\$5,407,691</b>	<b>\$5,407,691</b>

## **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

### **FY10-11 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 LaserFiche program for intranet viewing.
- Maintained procedures to efficiently and expeditiously prepare, route, execute, track and inventory contracts.
- Performed an integral part of the Consolidation/Roll Out of County-provided Fire Services.

### **KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase efficiency and quality of key business processes.</b>				
<b>STRATEGY:</b>	To continue defending the County in lawsuits filed against the County and to initiate lawsuits to insure compliance with all County ordinances and regulations as evidenced by a successful litigation rate.				
<b>Key Performance Indicator:</b>	Lawsuits: # civil actions	22	16	20	15
<b>Key Performance Indicator</b>	Lawsuits: # Tax Appeals NC Property Tax Commission	97	40	25	20

**LEGAL - COUNTY ATTORNEY CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>Key Performance Indicator:</b>	Successful Litigation rate: civil actions	90%	90%	90%	90%
<b>Key Performance Indicator:</b>	Successful Litigation rate: Tax Appeals	80%	80%	80%	80%
<b>STRATEGY:</b>	To respond within 5 days to requests for legal opinions.				
<b>Key Performance Indicator:</b>	Response Rate	99%	99%	99%	99%
<b>STRATEGY:</b>	To provide legal guidance and support to all County officials and departments as evidenced by annual workload indicators.				
<b>Key Performance Indicator:</b>	Workload indicators: Contracts reviewed and drafted	537	681	609	556
<b>Key Performance Indicator:</b>	Workload indicators: Ordinances/amendments	3	5	5	5
<b>Key Performance Indicator:</b>	Workload indicators: Real Property Acquisitions and Deposition	6	6	6	6

**SUMMARY OF EXPENDITURES**

<b><u>LEGAL - COUNTY ATTORNEY</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$738,324	\$783,858	\$842,437	\$861,165	\$861,167	\$861,167
OPERATING EXPENSES	53,632	67,476	65,842	67,801	65,666	65,666
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$791,956</b>	<b>\$851,334</b>	<b>\$908,279</b>	<b>\$928,966</b>	<b>\$926,833</b>	<b>\$926,833</b>

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**NON-DEPARTMENTAL**

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

**Expenditures:**

**Salary Adjustment:** \$600,000 is included for a 1% merit offset by a negative \$400,000 for salary lag, resulting in a net balance of \$200,000.

**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
25,000	Strategic Planning Process
<u>\$85,240</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 FY11-12.

\$198,383	Physician's Assistant
49,083	Medical Office Assistant
71,586	Program Administrative Fee (Employees)
11,675	Program Administrative Fee (Spouses, Dependents)
1,684	Program Administrative Fee (Airport)
50,400	Reference Labs
45,600	Annual Health Risk Assessments
8,400	PSA's
13,092	Flu Shots
<u>\$449,903</u>	<u>TOTAL</u>

**Service/Retirement Awards:** In FY09-10, \$13,165 was spent. The FY10-11 adopted amount was increased to \$15,300. The FY11-12 adopted amount is \$10,950.

**Employee Appreciation:** Due to the continuing economic downturn, the appreciation lunch for County employees and retirees was cancelled in FY09-10 and not included in the FY10-11 adopted budget. No funds are included in the FY11-12 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 FY10-11, Human Resources received \$15,000 to continue the program. For FY11-12, \$15,000 is included in the adopted budget. 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 \$300,000 is included in the adopted budget.

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**NON-DEPARTMENTAL CONTINUED**

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**Countywide Training:** Funds in the amount of \$32,800 are being adopted for in-house mandatory web-based training, optional core courses and supervisory training.

**Insurance and Bonds:** Estimate of funds that will be required for insurance and bonds for County programs and operations. Due to a revised allocation method for insurance implemented in FY11-12, the estimate in Non-Departmental is considerably lower than FY10-11.

\$ 2,137	Commercial Package Policy estimate (includes Property, Crime, Excess Crime, and Excess Property Liability Insurance)
707	General Liability
1,306	Automobile
34,724	Law and Public Officials
100,634	Excess Workers' Compensation estimate (Note: This is not for workers compensation payments, but is a stop gap policy.)
<u>\$139,508</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 FY11-12 is \$500,000.

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

**City of Wilmington:** In accordance with the Commissioners' approval (December 2008), funding for FY09-10 included funding 50% of the cost of the "Safe Light" program up to \$200,000. No funds were included in FY10-11; however, funds not spent in FY09-10 were rolled over to FY10-11. As of April 2011, \$53,901 has been spent. Assumption is that we will have to contribute to the "Safe Light" program in FY11-12 and \$200,000 is budgeted.

**Contribution to Cape Fear Soccerplex:** Annual maintenance contract payable to Cape Fear Soccer Association ended with FY09-10. However, funds are included in FY11-12 to maintain the facility. Last year's contribution of \$90,000 and this year's contribution of \$79,000 have been budgeted in the Parks, Gardens and Senior Resource Center budget.

**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 (\$735,000) in FY11-12 is less than 1% of the General Fund appropriation.

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## NON-DEPARTMENTAL CONTINUED

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### **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.

### **FY09-10 Actual Expenditures**

- 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 totaled \$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).

### **FY11-12 Recommended Budget**

- Transfers total \$1,083,120. Transfers to Trust and Agency Funds total \$812,034. The transfer of \$512,034 represents the County's cost of a special retirement fund established for the Sheriff's Office. An amount of \$300,000 is budgeted as a transfer for Other Post-Employment Benefits (OPEB). Transfers to Capital Projects total \$271,086 and is for an economic incentive to be determined by the Board at a later date.

### **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 \$14,454,975 are budgeted. Breakdown of bonded debt is found on Pages 152 and 153.

**Installment Debt:** General Fund payments of \$14,162,762 are budgeted. A breakdown of installment debt is found on Pages 152 and 153.

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

**NON-DEPARTMENTAL CONTINUED**

**SUMMARY OF EXPENDITURES**

	FY09-10 ACTUAL	FY10-11 ADOPTED	FY11-12 ADOPTED	DIFFERENCE BETWEEN FY10-11 (ADOPTED) AND FY11-12 (ADOPTED)	
				Amount	%
<b>EXPENDITURES:</b>					
SALARY ADJUSTMENT	\$ -	\$ -	\$ 200,000	\$ 200,000	NA
MEDICAL INSURANCE	1,272,330	1,065,320	1,065,320	-	-
CONTRACTED SERVICES	72,588	60,240	85,240	25,000	41.5%
CONTRACTED SERVICES-HEALTHSTAT	344,158	360,983	449,903	88,920	24.6%
SERVICE AND RETIREMENT AWARDS	13,165	15,300	10,950	(4,350)	-28.4%
WELLNESS PROGRAM	2,285	15,000	15,000	-	-
MISCELLANEOUS-PURCHASING	-1,101	-	-	-	-
MISCELLANEOUS	34,869	92,591	300,000	207,409	224.0%
MISCELLANEOUS-RETIREMENT	188,897	-	-	-	-
CUSTOMER SERVICE TRAINING <sup>3</sup>	49	-	-	-	-
COUNTYWIDE TRAINING <sup>3</sup>	61,293	32,800	32,800	-	-
INSURANCE & BONDS	365,478	415,185	139,508	(275,677)	-66.4%
INSURANCE DEDUCTIBLE REIMB	108,135	150,000	150,000	-	-
UNEMPLOYMENT-EMPL SEC COMM	112,308	519,620	500,000	(19,620)	-3.8%
WORKERS COMPENSATION	547,967	500,000	600,000	100,000	20.0%
CITY OF WILMINGTON	-	-	200,000	200,000	-
CONTRIBUTION TO SOCCERPLEX <sup>4</sup>	130,964	-	-	-	-
CONTRIBUTION TO WAVE	132,939	132,939	132,939	-	-
<b>TOTAL NON-DEPART EXPENSES:</b>	<b>\$ 3,386,324</b>	<b>\$ 3,359,978</b>	<b>\$ 3,881,660</b>	<b>\$ 521,682</b>	<b>15.5%</b>
<b>CONTINGENCIES:</b>	<b>\$ 0</b>	<b>\$ 506,335</b>	<b>\$ 735,000</b>	<b>\$ 228,665</b>	<b>45.2%</b>
<b>TRANSFERS TO OTHER FUNDS:</b>					
TRANS. TO CAPITAL PROJECTS <sup>5</sup>	-	-	271,086	271,086	-
TRANS. TO TRUST/AGENCY	558,511	587,914	812,034	224,120	38.1%
<b>TOTAL TRANSFERS:</b>	<b>\$ 558,511</b>	<b>\$ 587,914</b>	<b>\$ 1,083,120</b>	<b>\$ 495,206</b>	<b>84.2%</b>
<b>DEBT SERVICE:</b>					
PRINCIPAL ON BONDED DEBT	\$ 5,120,663	\$ 5,924,182	\$ 8,846,391	\$ 2,922,209	49.3%
INTEREST ON BONDED DEBT	2,158,774	4,483,510	5,608,584	1,125,074	25.1%
INSTALLMENT LEASE	16,087,552	15,243,692	14,162,762	(1,080,930)	-7.1%
BOND SERVICE CHARGES	6,611	20,850	32,850	12,000	57.6%
<b>TOTAL DEBT SERVICE:</b>	<b>\$ 23,373,600</b>	<b>\$ 25,672,234</b>	<b>\$ 28,650,587</b>	<b>\$ 2,978,353</b>	<b>11.6%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 27,318,434</b>	<b>\$ 30,126,461</b>	<b>\$ 34,350,367</b>	<b>\$ 4,223,906</b>	<b>14.0%</b>

<sup>3</sup> FY10-11 and FY11-12 Customer Service Training is combined with Countywide Training.

<sup>4</sup> \$90,000 Contribution to Soccerplex moved to Parks, Gardens, and SRC for FY10-11 and \$79,000 contribution for FY11-12.

<sup>5</sup> \$271,086 for economic incentive / infrastructure.

## **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.

### **FY10-11 ACCOMPLISHMENTS**

- Variable frequency drives (VFD), a device that adjusts the speed of a motor or fan to conserve energy and increase the life of mechanical components, were installed at the Cape Fear Museum, Health Department, Detention Center, Judicial Building, Senior Resource Center and the Main Library.
- Replaced units that failed during the year at the 911 main conference room, Register of Deeds, Cooperative Extension, Ogden Park and Noble Park.
- Painted the first through fifth floor lobbies and offices of the Criminal and Civil Division of the Clerk of Courts in the Judicial Building.
- Installed a more efficient chiller and cooling tower at the Health Department and a similar cooling tower at the Senior Resource Center. Replaced the duct in the Health Department to eliminate conditioned air leaking in the above ceiling areas. This caused excessive wear on the HVAC and discomfort to employees and customers. Upgraded the lighting in the building to an efficient lighting system.
- Installed low energy lighting in the atrium at the Government Center, white reflective roofs on the Health Department and Government Center, and 125 automatic flushers in rest rooms.

### **KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVES:</b>	<b>Increase efficiency and quality of key business processes. Leverage technology and information to enable performance.</b>				
<b>STRATEGY:</b>	Reduce number of vehicle work orders with utilization of FleetMax.				
<b>Key Performance Indicator:</b>	Number of vehicle work orders	3,500	3,074	3,565	2,879
<b>Key Performance Indicator:</b>	Preventative Maintenance as a % of all work orders	N/A	N/A	N/A	40.00%
<b>Key Performance Indicator:</b>	% of work orders requiring repeat repair within 30 days	N/A	N/A	N/A	10.00%
<b>STRATEGY:</b>	Continue to provide basic automotive service in two (2) hours.				
<b>Key Performance Indicator:</b>	Avg. Time to perform basic automotive service	1 Hr	1 Hr	45 Mins	45 Mins

**PROPERTY MANAGEMENT CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREAS:</b>	<b>Intelligent Growth and Economic Development Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVES:</b>	<b>Build and Maintain Infrastructure. Leverage technology and information to enable performance.</b>				
<b>STRATEGY:</b>	Use MicroMain to reduce the time required to resolve building and grounds maintenance issues and allow technicians to address emerging issues before they become critical.				
<b>Key Performance Indicator:</b>	Number of routine work requests (all trades)	9,031	8,260	9,467	9,867
<b>Key Performance Indicator:</b>	Avg # of days between "requested" and "completed" work requests	6	8	7	4
<b>Key Performance Indicator:</b>	% of work orders requiring repeat repair within 30 days	N/A	N/A	N/A	20.00%
<b>Key Performance Indicator:</b>	% Preventative Maintenance completed on time	N/A	N/A	N/A	30.00%
<b>STRATEGY:</b>	Implement projects that will improve the efficient use and conservation of energy.				
<b>Key Performance Indicator:</b>	Number of County maintained buildings	50	46	43	42
<b>Key Performance Indicator:</b>	Number of buildings with "Energy Star" qualifications	0	0	1	2
<b>Key Performance Indicator:</b>	Percentage of buildings upgraded to energy efficient lighting systems	8% (4)	6.5% (3)	2% (1)	9% (4)
<b>Key Performance Indicator:</b>	# of buildings upgraded to LED exit lights	5	3	0	10
<b>Key Performance Indicator:</b>	Energy efficient measures taken on retrofits and upgrades of all HVAC and electrical systems	N/A	N/A	4	5
<b>Key Performance Indicator:</b>	Permanent annual reduction in electricity KWH as result of upgrades	N/A	N/A	N/A	TBD

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**PROPERTY MANAGEMENT CONTINUED**

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**SUMMARY OF EXPENDITURES**

<b><u>PROPERTY MANAGEMENT</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>REQUESTED</u></b>	<b><u>RECOMMENDED</u></b>	<b><u>ADOPTED</u></b>
	<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$3,334,903	\$3,284,559	\$3,437,751	\$3,536,011	\$3,536,016	\$3,536,016
OPERATING EXPENSES	5,181,724	5,124,832	5,794,030	5,633,130	5,832,630	5,832,630
CAPITAL OUTLAY	754,471	709,310	1,005,778	905,228	550,228	550,228
<b>TOTAL EXPENDITURES:</b>	<b>\$9,271,097</b>	<b>\$9,118,701</b>	<b>\$10,237,559</b>	<b>\$10,074,369</b>	<b>\$9,918,874</b>	<b>\$9,918,874</b>

## 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.

### FY10-11 ACCOMPLISHMENTS

- Implemented access to North Carolina Vital Records Automated System (VRAS) for issuance of certified birth records for all 100 counties for births occurring from 1971 to present; New Hanover County being one of only 23 counties to participate.
- Opened our street level Vital Records Office for patrons who are physically unable to access second floor offices.
- Implemented credit cards acceptance to allow payments for all vital records transactions, notary oaths, and other search requests.
- Continued implementation of land and vital records software upgrade following the RFP process. New system to offer numerous efficiencies and enhancements.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase efficiency and quality of key business processes.</b>				
<b>STRATEGY:</b>	To reduce the time frame between recording and permanent indexing.				
<b>Key Performance Indicator:</b>	Time from recording to indexing	18 minutes	15 minutes	15 minutes	12 minutes
<b>STRATEGY:</b>	Process certified copies for public and mail requests within 1 business day.				
<b>Key Performance Indicator:</b>	% of copies mailed within 1 business day	N/A	100%	100%	100%
<b>STRATEGY:</b>	To process efficiently the total number of documents recorded in fiscal year.				
<b>Key Performance Indicator:</b>	# of documents recorded	44,000	38,000	37,780	40,000
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Leverage technology and information to maximize performance.</b>				
<b>STRATEGY:</b>	To increase e-recording submissions.				
<b>Key Performance Indicator:</b>	# of documents recorded by e-record	4,267	5,194	7,185	9,125
<b>STRATEGY:</b>	To search index images within 2 minutes utilizing computer system.				
<b>Key Performance Indicator:</b>	Time to search index image	1 minute	30 seconds	26 seconds	20 seconds

**REGISTER OF DEEDS CONTINUED**

**SUMMARY OF EXPENDITURES AND REVENUES**

<b>REGISTER OF DEEDS</b>						
	<b>ACTUAL FY08-09</b>	<b>ACTUAL FY09-10</b>	<b>ADOPTED FY10-11</b>	<b>REQUESTED FY11-12</b>	<b>RECOMMENDED FY11-12</b>	<b>ADOPTED FY11-12</b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$850,534	\$814,319	\$834,590	\$880,467	\$880,470	\$880,470
OPERATING EXPENSES	199,375	162,141	206,074	168,092	168,092	168,092
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$1,049,909</b>	<b>\$976,460</b>	<b>\$1,040,664</b>	<b>\$1,048,559</b>	<b>\$1,048,562</b>	<b>\$1,048,562</b>
<b>TOTAL REVENUES:</b>	<b>\$2,400,460</b>	<b>\$2,250,722</b>	<b>\$2,318,471</b>	<b>\$2,251,288</b>	<b>\$2,251,288</b>	<b>\$2,251,288</b>
<b>NET COUNTY COST:</b>	<b>(\$1,350,551)</b>	<b>(\$1,274,261)</b>	<b>(\$1,277,807)</b>	<b>(\$1,202,729)</b>	<b>(\$1,202,726)</b>	<b>(\$1,202,726)</b>

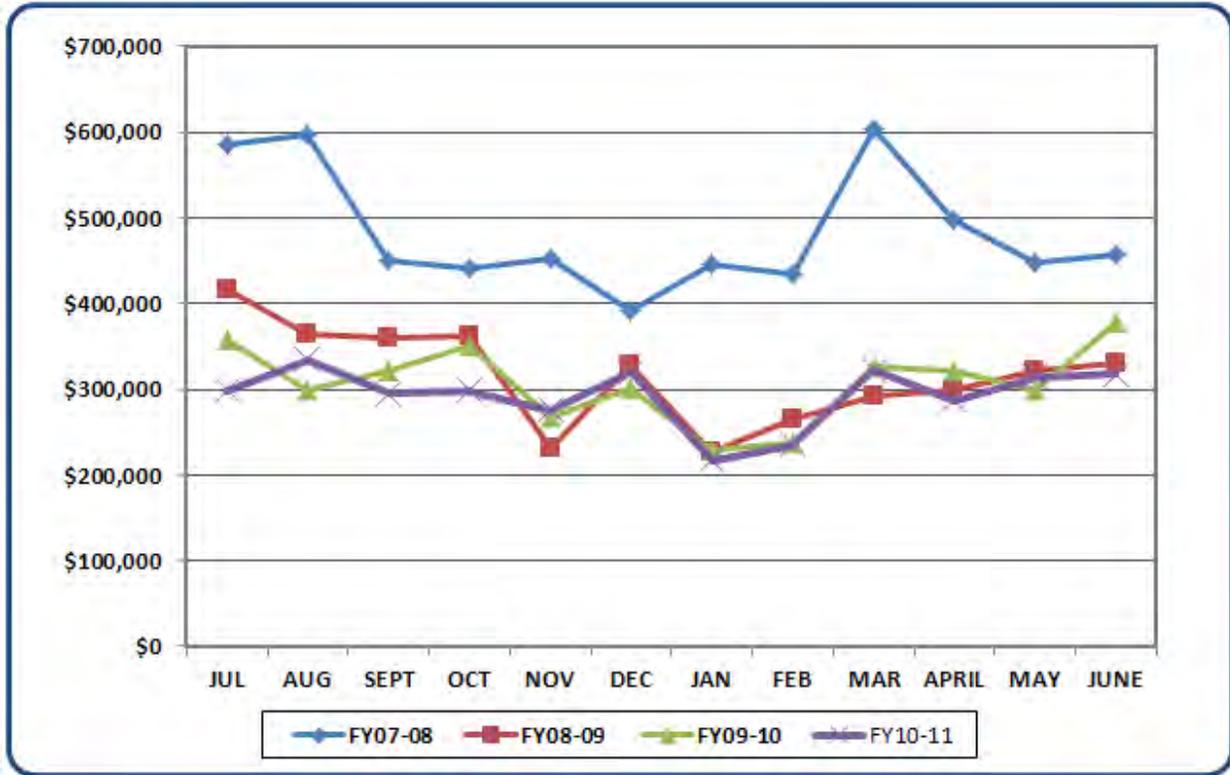
<b>REGISTER OF DEEDS - Automation Enhancement / Preservation Fund</b>						
	<b>ACTUAL FY08-09</b>	<b>ACTUAL FY09-10</b>	<b>ADOPTED FY10-11</b>	<b>REQUESTED FY11-12</b>	<b>RECOMMENDED FY11-12</b>	<b>ADOPTED FY11-12</b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING EXPENSES	23,165	50,104	109,100	107,010	107,010	107,010
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$23,165</b>	<b>\$50,104</b>	<b>\$109,100</b>	<b>\$107,010</b>	<b>\$107,010</b>	<b>\$107,010</b>
<b>TOTAL REVENUES:</b>	<b>\$146,876</b>	<b>\$123,823</b>	<b>\$109,100</b>	<b>\$107,010</b>	<b>\$107,010</b>	<b>\$107,010</b>
<b>NET COUNTY COST:</b>	<b>(\$123,711)</b>	<b>(\$73,719)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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**REGISTER OF DEEDS CONTINUED**

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**COMPARISON OF REGISTER OF DEEDS REVENUE COLLECTED IN  
FY07-08, FY08-09, FY09-10 AND FY10-11 BY MONTH<sup>6</sup>**



Decrease in revenue for FY08-09, FY09-10 and FY10-11 from FY07-08 reflects the drop in real estate transactions and the general economic downturn in the County.

<sup>6</sup> 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.

### FY10-11 ACCOMPLISHMENTS

- Set into motion a complete overhaul of the Schedule of Values for the 2012 Revaluation, reducing the volume of the manual from the previous version by over 50%, making it more user-friendly for the public, as well as the appraisal staff.
- Established a database by collecting critical market criteria affecting income-producing properties in order, for the first time in this office, for the appraisal staff to make use of computer software vendor's income algorithm for determining and/or confirming real property values by the Income Approach to value.
- Maintained a collection rate in excess of 98%. Ranked in the top five of the entire state for high collections.
- Conducted re-evaluation of all watercrafts in New Hanover County. Billed in excess of 176,000 motor vehicles in a timely manner.
- Met January 1, 2011 deadline to update data in GIS and IAS. Began parcel remapping program to ensure more accurate data.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Strong Financial Performance</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Maintain strong financial reserves.</b>				
<b>STRATEGY:</b>	Assign accurate values to all real property in New Hanover County. Use current market data, sales ratios and technologically advanced software to produce accurate and fair appraisals of real property. Conduct timely re-evaluation of all real property in New Hanover County to be effective for January 2012 as mandated by North Carolina law. Effectively process construction permits for improvements to real estate and adjust property value accordingly. Manage and audit properties currently included in exempt or reduced tax programs. Correspond and communicate with property owners and the general public with inquiries related to appraisal matters.				
<b>Key Performance Indicator:</b>	Assessment/sales ratio <sup>7</sup>	93%	105%	115%	118%

<sup>7</sup> 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**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>STRATEGY:</b>	Collect all taxes due New Hanover County and the municipalities of Wilmington, Wrightsville Beach, Carolina Beach and Kure Beach. Continue fair and equitable application of all North Carolina Tax laws to effect collection of taxes owed. Maintain collection rate of 98% or higher. Bill and collect room occupancy, heavy equipment and rental vehicle taxes. Issue business license and mobile home moving permits. Actively pursue delinquent tax accounts using sound judgment to use forced collection measures as necessary. Effectively communicate with taxpayers to resolve questions and collection related matters. Provide courteous service in a professional and respectful manner to educate the general public.				
<b>Key Performance Indicator:</b>	Collection Rate: New Hanover County	98.60%	98.64%	98.69% <sup>8</sup> 98.25%	98.20%
<b>Key Performance Indicator:</b>	New Hanover County Fire District	98.57%	98.68%	98.55% <sup>8</sup> 97.54%	98.00%
<b>STRATEGY:</b>	Create and maintain accurate records in the database for New Hanover County's Geographic Information System. Analyze recorded legal documentation, process property ownership changes, boundary lines, and legal description updates to real estate. Maintain and create real estate parcel identification numbers based on legal changes from the New Hanover County Register of Deeds. Provide up to date information to the general public, municipal districts and officials. Associate attribute information with map features to determine suitability for development. Timely provide accurate facts and figures from the GIS system as requested.				
<b>Key Performance Indicator:</b>	% of deeds/transfers processed within 10 working days	96%	98%	99%	99%
<b>Key Performance Indicator:</b>	% of plats completed within 30 days	87%	98%	98%	90%
<b>STRATEGY:</b>	List, assess and bill all personal property in the County. Use current information and technology to assign a fair market value to all personal property. Accurately apply depreciation schedules to business personal property. Discover, assess and bill unlisted personal property within New Hanover County. Periodically conduct audits for compliance with laws governing Property Tax Listing and Assessing. Provide positive assistance to the public and respond to inquiries related to personal property.				
<b>Key Performance Indicator:</b>	# of Discoveries of new unlisted property	724	1,600	2,554	3000

<sup>8</sup> Higher collection rate excludes additional levy added at the end of May 2011 that remained under review and not collectible until settled.

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**TAX CONTINUED**

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**SUMMARY OF EXPENDITURES**

<b><u>TAX DEPARTMENT</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>REQUESTED</u></b>	<b><u>RECOMMENDED</u></b>	<b><u>ADOPTED</u></b>
	<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$2,461,057	\$2,396,546	\$2,454,026	\$2,611,002	\$2,611,004	\$2,611,004
OPERATING EXPENSES	628,652	577,705	448,712	839,974	833,874	833,874
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$3,089,709</b>	<b>\$2,974,251</b>	<b>\$2,902,738</b>	<b>\$3,450,976</b>	<b>\$3,444,878</b>	<b>\$3,444,878</b>

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## HEALTH DEPARTMENT

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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, 2009 and 2011), 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. Health Department programs include:

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

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

**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, well child check-ups and refugee health services.

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

**Community Services** 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. 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 Pregnancy Care Management, which provides case management for pregnant women, including home visits prenatal and postpartum, childbirth classes, nutrition and psychosocial counseling.

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## HEALTH DEPARTMENT CONTINUED

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

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

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

**Support Services** - The 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 and outreach services promoting safe and healthy lifestyles through injury prevention, tobacco prevention, general health education and HIV outreach testing program.

### **FY10-11 ACCOMPLISHMENTS**

- Utilizing grant funds, new programs offering Diabetes and Breastfeeding services were initiated. The Diabetes team provides many screening and education services to minority churches and trains lay educators in the community. Diabetes self-management classes teach individuals with Diabetes how to improve their health and lab values. Our new breastfeeding peer counselor serves over 100 breastfeeding WIC mothers, providing support for initiating and continuing breastfeeding. Our breastfeeding lactation consultant is training all breastfeeding peer counselors in 14 local health departments.

## HEALTH DEPARTMENT CONTINUED

### FY10-11 ACCOMPLISHMENTS CONTINUED

- Animal Control Services (ACS) partnered with Personal Health Services and the Epidemiology Team to compile a *Rabies Prevention Manual* and a *Medical Facility Protocol for Animal Bites*. The documents were the result of months of research and collaboration between ACS staff and human healthcare professionals. Personal visits were made to emergency facilities for one-on-one training in animal bite procedures. Family practices, internal medicine, urgent care, and emergency care facilities were also given the more in depth manual as a reference tool for dealing with rabies exposure situations.
- Utilizing grant funds, a multi-disciplinary quality improvement team was created to improve the accuracy, efficiency and availability of patient care management reports. As part of this project, significant quality improvement was achieved in the method of drawing vaccines from multi-dose vials and reporting doses used to improve inventory control. A training video demonstrating the improved process was published by the North Carolina Institute for Public Health Quality for use in other local health departments throughout the state.
- Safe Kids Cape Fear was one of 25 Coalitions from across the country to receive the \$25,000 Environmental Task Force Grant for pedestrian safety from Safe Kids Worldwide.
- Merged intake of Environmental Health Services requests with Development Services Center, resulting in consolidated customer portal for development related activities and functions. Used "Lean Office" principles to analyze and improve all internal work processes, and their integration with those of other County departments responsible for permitting and inspection services. Successfully completed implementation of the final year of a three-year demonstration project targeting tick protection and control.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	To increase animal rabies vaccinations of owned dogs and cats by 2% over the prior year's number.				
<b>Key Performance Indicator:</b>	# received from area veterinary hospitals/% increase.	27,436/(-8%)	30,591/11%	31,203/2%	31,827/2%
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Provide health and wellness education, programs and services.</b>				
<b>STRATEGY:</b>	To have at least 75% of eligible WIC population receiving WIC services.				
<b>Key Performance Indicator:</b>	% WIC eligible clients receiving services	74%	73%	72%	74%
<b>STRATEGY:</b>	To increase immunization rates from birth to 2 years old to 95%.				
<b>Key Performance Indicator:</b>	Clinic Assessment Software Application (CASA) rates	93%	97%	98%	95%

**HEALTH DEPARTMENT CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>STRATEGY:</b>	To have at least 60% of all clients admitted to School Mental Health program successfully complete their treatment goals.				
<b>Key Performance Indicator:</b>	% of services completed/goals met	N/A	N/A	64%	60%
<b>STRATEGY:</b>	To serve at least 800 unduplicated clients in the care coordination for children and pregnancy care management programs annually.				
<b>Key Performance Indicator:</b>	# of unduplicated clients per year	CC4C - 893 PCM - 683	CC4C - 791 PCM - 779	CC4C - 683 PCM - 623	CC4C - 800 PCM - 800
<b>STRATEGY:</b>	To reduce the number of children without an established dental home, the number of new patients receiving services in the Mobile Dental Unit will increase at least 2% per year.				
<b>Key Performance Indicator:</b>	# of new patients per year	429	506	381	390
<b>STRATEGY:</b>	To obtain new diabetic care plans for at least 97% of students with diabetes in New Hanover County School System.				
<b>Key Performance Indicator:</b>	% of diabetic care plans given to diabetic students	97%	97%	97%	97%
<b>STRATEGY:</b>	To control vector-borne illnesses by spraying larvicide on mosquito habitats.				
<b>Key Performance Indicator:</b>	Spray hours	661	660	551	400
<b>Key Performance Indicator:</b>	Acres larvicided	730	752	578.5	350
<b>Key Performance Indicator:</b>	# sites larvicided	N/A	N/A	N/A	130
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Keep the public informed on important information.</b>				
<b>STRATEGY:</b>	To have 100% of category I, II, III, and IV food and lodging institutions inspected.				
<b>Key Performance Indicator:</b>	Percentage of food service, lodging and institutional establishments inspected each month and reported on the website	100%	100%	100%	100%
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Develop, maintain and implement comprehensive plans for land use, economic development, infrastructure and environmental programs.</b>				
<b>STRATEGY:</b>	To have 95% of septic and well permit requests completed within two weeks.				
<b>Key Performance Indicator:</b>	Percentage of services completed in time frame	N/A	N/A	N/A	95%

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**HEALTH DEPARTMENT CONTINUED**

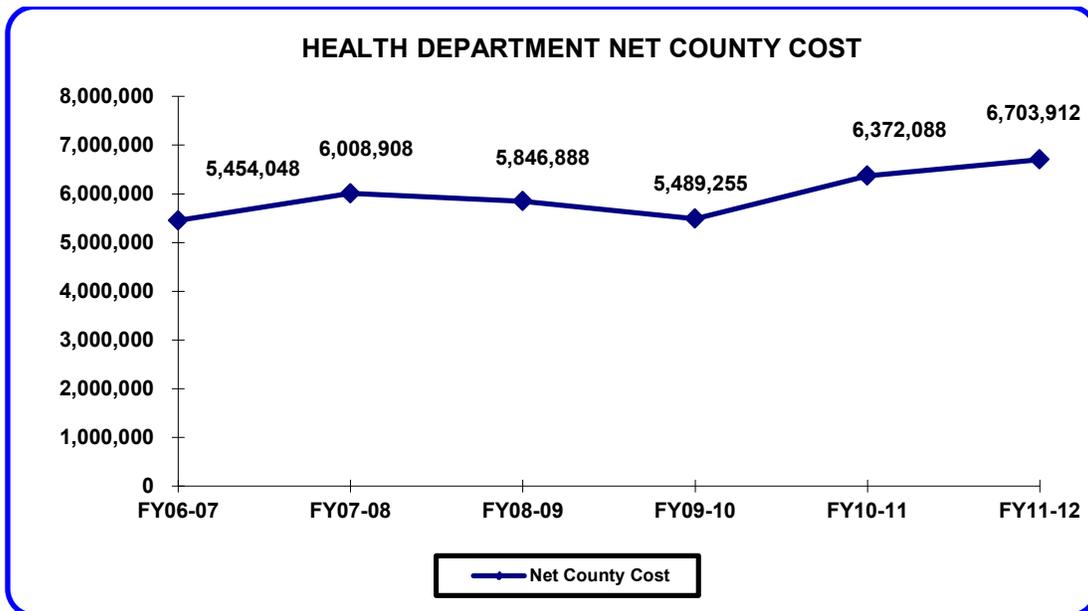
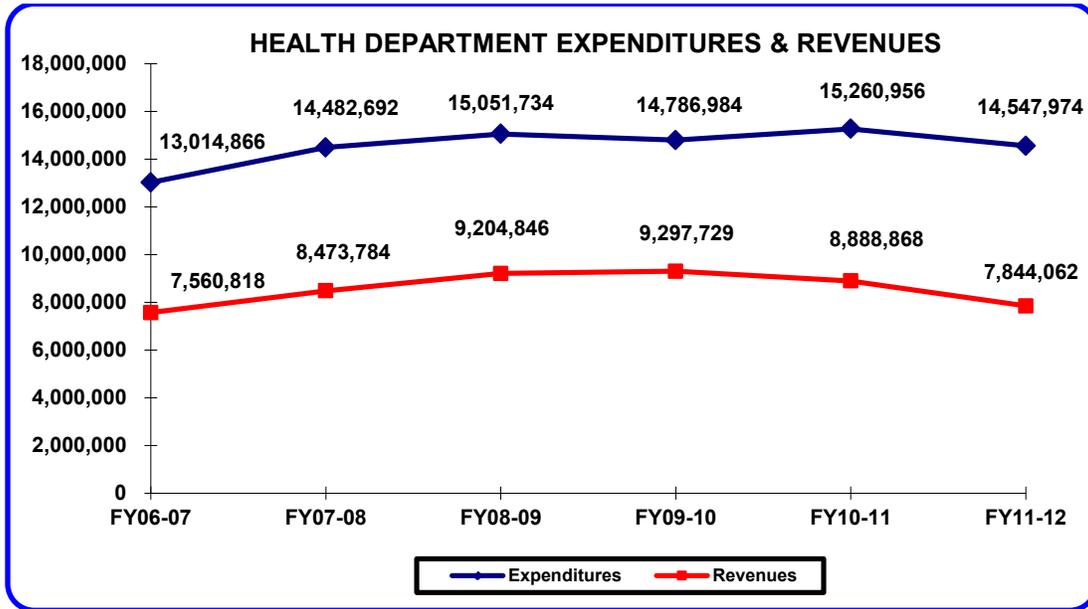
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**SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>HEALTH DEPARTMENT</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>REQUESTED</u></b>	<b><u>RECOMMENDED</u></b>	<b><u>ADOPTED</u></b>
	<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$12,973,347	\$12,430,171	\$12,918,415	\$13,406,697	\$12,389,709	\$12,389,709
OPERATING EXPENSES	1,986,344	2,238,868	2,327,541	2,252,788	2,085,909	2,142,265
CAPITAL OUTLAY	92,042	117,945	15,000	41,000	16,000	16,000
<b>TOTAL EXPENDITURES:</b>	<b>\$15,051,734</b>	<b>\$14,786,984</b>	<b>\$15,260,956</b>	<b>\$15,700,485</b>	<b>\$14,491,618</b>	<b>\$14,547,974</b>
<b>TOTAL REVENUES:</b>	<b>\$9,204,846</b>	<b>\$9,297,729</b>	<b>\$8,888,868</b>	<b>\$8,674,171</b>	<b>\$7,787,706</b>	<b>\$7,844,062</b>
<b>NET COUNTY COST:</b>	<b>\$5,846,887</b>	<b>\$5,489,255</b>	<b>\$6,372,088</b>	<b>\$7,026,314</b>	<b>\$6,703,912</b>	<b>\$6,703,912</b>

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



The increase in Net County Cost for the Health Department is primarily due to changes in Medicaid reimbursements.

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## DEPARTMENT OF SOCIAL SERVICES

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

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

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

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

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

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

**Adult Services** place 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** formulate permanent plans for children in substitute care that are appropriate to each child's needs, and supervise children in licensed or approved homes or facilities when their families are unable to care for them.

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

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

**Individual and Family Adjustment Services** assist 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** receive 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.

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## DEPARTMENT OF SOCIAL SERVICES CONTINUED

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

**Services for the Blind** provide group therapy, chore and adjustment services and arrange for the provision of special aid to the blind.

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

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

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

### FY10-11 ACCOMPLISHMENTS

- Provided timely and accurate benefits in FY10-11 to eligible families in the face of increasing demand for services. Family and Children's Medicaid cases have increased to 13,296 cases, which reflect a 9.4% growth; Adult Medicaid cases have increased to 8,084 cases, which reflect a 9.7% growth. For fiscal year 2009-2010, \$240,877,684 was paid to 856 medical providers in New Hanover County by Medicaid.
- Food and Nutrition Services were provided to 27,461 households for FY10-11, which reflect a 26.3% growth. In FY10-11, \$38,727,315 in Food and Nutrition Services benefits were issued in New Hanover County and spent in our local grocery and food markets.
- Provided Special Assistance In-Home services to 57 individuals in FY10-11. These services prevented their placement into an Adult Care Home and allowed them to remain at home safely with an annual cost savings of \$32,658 to the County.
- In collaboration with New Hanover County's Finance Department for FY10-11, the Program Integrity Program of DSS collected \$427,679. This represents a 21% increase for collections stemming from over-issuance/fraud investigations of AFDC/TANF, Food and Nutrition Services and Medicaid.
- 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 has co-located staff at the DSS office to provide Employment and Training services to 598 Food and Nutrition Services Employment and Training volunteers, resulting in secured employment for 179 participants.
- Provided permanent homes for 37 children through the adoption process for FY 2010-2011.
- Provided non-emergency medical transportation for 8,791 Medicaid recipients who needed transportation to or from medical providers for a total of \$842,060 paid to local transportation providers.
- Provided support to 135 Work First recipients by linking them with resources and skills that help them secure and maintain employment.

**DEPARTMENT OF SOCIAL SERVICES CONTINUED**

**KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	To have 0% of aged/disabled adults living in licensed facilities that have been abused, neglected, or exploited.				
<b>Key Performance Indicator:</b>	Annual % of aged and disabled adults living in a licensed facility who have been abused, neglected or exploited	0.58%	1.01%	0.11%	0.00%
<b>STRATEGY:</b>	To have 0% of abused/neglected children who are not "repeat" victims.				
<b>Key Performance Indicator:</b>	Annual % of families w/ abused/neglected children who are repeat victims of maltreatment known to DSS	19.74%	17.76%	11.47%	<7.10%
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Keep the public informed on important information.</b>				
<b>STRATEGY:</b>	To increase the number of persons at or below the poverty level receiving Food and Nutrition services.				
<b>Key Performance Indicator:</b>	Annual % of persons potentially eligible for Food and Nutrition services and receive them	67.39%	79.15%	76.45%	62.00%
<b>STRATEGY:</b>	To increase the number of persons at or below the poverty level enrolled in Medicaid.				
<b>Key Performance Indicator:</b>	Annual % of persons potentially eligible for Medicaid and Health Choice and receive it	80.84%	89.08%	95.80%	85.00%
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Understand and act on citizen needs .</b>				
<b>STRATEGY:</b>	To increase the % Work First persons moving from WF to employment and increase the % of clients retaining jobs after 6 months of employment.				
<b>Key Performance Indicator:</b>	Annual % of able-bodied Work First clients moving from Work First to employment	48.52%	29.61%	39.59%	50.00%
<b>Key Performance Indicator:</b>	Annual % of able-bodied Work First participants who do not return to Work First after 6 months	100.00%	100.00%	99.00%	55.00%
<b>STRATEGY:</b>	To eliminate barriers to employment for families with small children by setting goal of 70% receiving child-care subsidy.				
<b>Key Performance Indicator:</b>	Annual % of persons receiving child care subsidy in order to stay employed	63.29%	67.72%	56.74%	70.00%

**DEPARTMENT OF SOCIAL SERVICES CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Productive Strategic Partnerships</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Deliver value for taxpayer money.</b>				
<b>STRATEGY:</b>	To increase the amount of child support dollars collected divided by the amount of child support obligated.				
<b>Key Performance Indicator:</b>	Annual % of child support enforcement collection compared to support obligated	94.90%	100.40%	102.00%	80.00%
<b>FOCUS AREA:</b>	<b>Productive Strategic Partnerships</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Develop appropriate public/private partnerships.</b>				
<b>STRATEGY:</b>	Increase the number of partnerships with faith based/volunteer organizations to serve clients who do not qualify for Federal/State programs.				
<b>Key Performance Indicator:</b>	Annual % of available funds will be used to assist families that do not qualify for federal/state programs	100.00%	100.00%	100.00%	100.00%
<b>FOCUS AREA:</b>	<b>Strong Financial Performance</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Control costs and manage the budget.</b>				
<b>STRATEGY:</b>	The amount of total federal and state dollars received/reimbursed to the county divided by projected budget revenues.				
<b>Key Performance Indicator:</b>	Annual % of state and federal available dollars drawn down	111.95%	103.20%	100.00%	100.00%
<b>STRATEGY:</b>	The total amount of cash collected from AFDC, TANF, Food and Nutrition Services and Medicaid compared to the total amount owed (cumulative).				
<b>Key Performance Indicator:</b>	Annual amount recovered through Program Integrity	9.34%	7.04%	6.32%	100%
<b>STRATEGY:</b>	Number of completed Program Integrity investigations divided by the number of referrals received.				
<b>Key Performance Indicator:</b>	Annual number of Program Integrity investigations completed	73.00%	48.00%	74.00%	80.00%
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Hire, develop and retain talented people.</b>				
<b>STRATEGY:</b>	To reduce employee turnover to 10% or less.				
<b>Key Performance Indicator:</b>	Annual % of employee turnover	17.00%	11.00%	10.00%	<10%

**DEPARTMENT OF SOCIAL SERVICES CONTINUED**

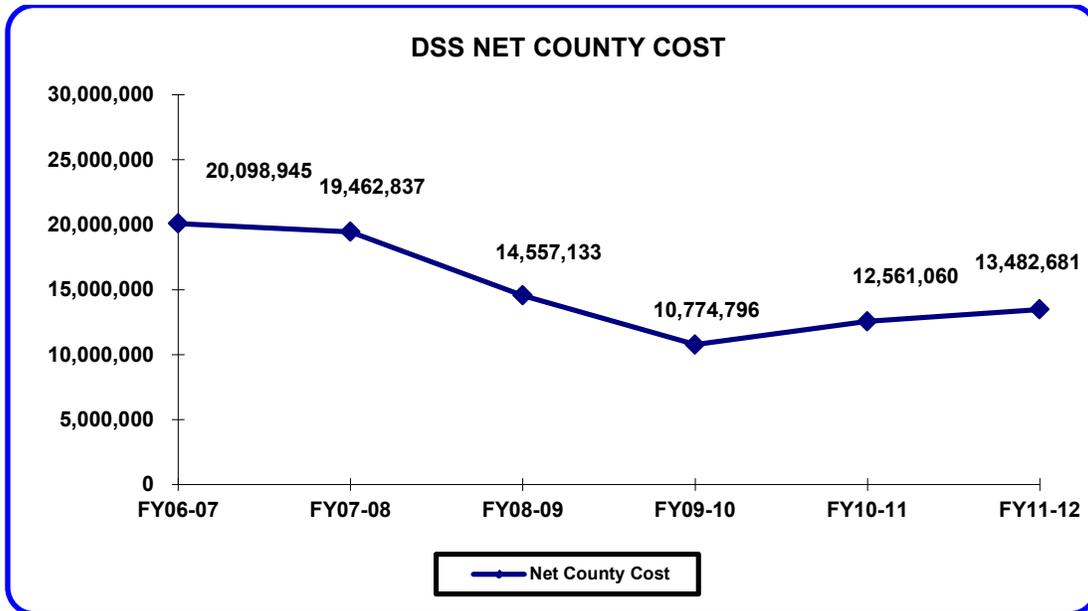
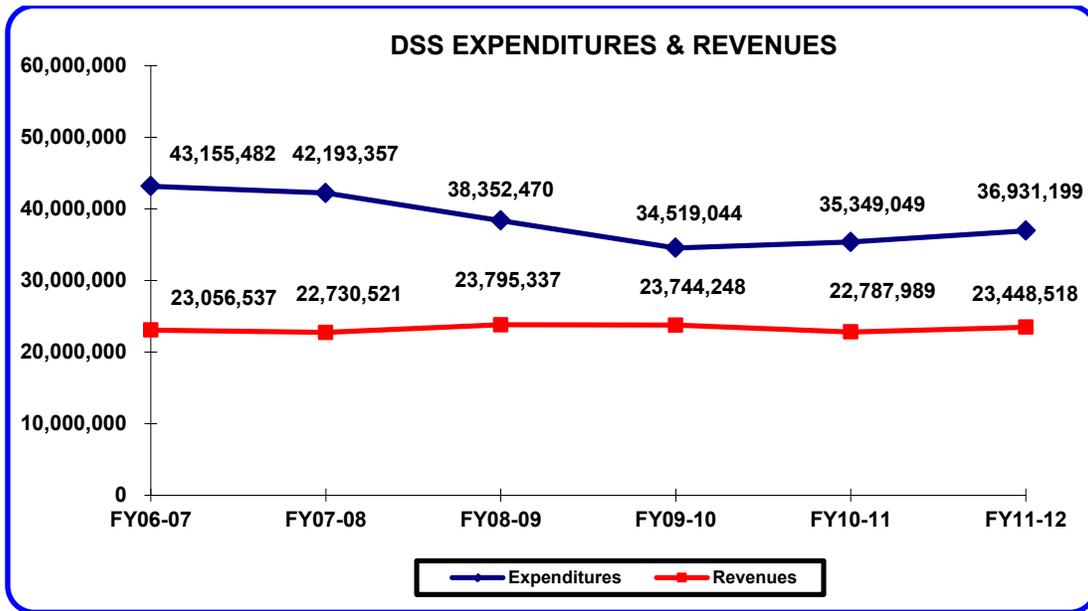
**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	Effective County Management				
<b>KEY STRATEGIC OBJECTIVE:</b>	Increase efficiency and quality of key business processes.				
<b>STRATEGY:</b>	The total number of programs that are fully automated divided by total number of programs.				
<b>Key Performance Indicator:</b>	Annual % of programs that are fully automated (paperless files, off-site accessible, kiosk, document)	N/A	5.30%	5.30%	100.00%

**SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>SOCIAL SERVICES</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$15,811,407	\$14,809,415	\$16,060,082	\$17,252,916	\$16,723,682	\$16,723,682
OPERATING EXPENSES	22,531,398	19,663,237	19,288,967	19,660,379	19,605,724	19,585,724
CAPITAL OUTLAY	9,665	46,392	0	640,338	621,793	621,793
<b>TOTAL EXPENDITURES:</b>	<b>\$38,352,470</b>	<b>\$34,519,044</b>	<b>\$35,349,049</b>	<b>\$37,553,633</b>	<b>\$36,951,199</b>	<b>\$36,931,199</b>
<b>TOTAL REVENUES:</b>	<b>\$23,795,337</b>	<b>\$23,744,248</b>	<b>\$22,787,989</b>	<b>\$23,497,999</b>	<b>\$23,448,518</b>	<b>\$23,448,518</b>
<b>NET COUNTY COST:</b>	<b>\$14,557,133</b>	<b>\$10,774,796</b>	<b>\$12,561,060</b>	<b>\$14,055,634</b>	<b>\$13,502,681</b>	<b>\$13,482,681</b>

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



The increase in Net County Cost for the Department of Social Services is primarily a result of unfreezing four positions, elimination of furlough days, and the automation project coupled with lower reimbursement levels.

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

Southeastern Center for Mental Health, Developmental 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**

<b><u>SOUTHEASTERN MENTAL HEALTH, DEVELOPMENTAL DISABILITIES, AND SUBSTANCE ABUSE SERVICES</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SOUTHEASTERN CNTR	\$1,766,260	\$1,843,584	\$1,843,584	\$1,843,584	\$1,843,584	\$1,833,584
SEMH - ABC 5 CENTS	91,018	90,640	92,000	92,000	92,000	92,000
<b>TOTAL EXPENDITURES:</b>	<b>\$1,857,278</b>	<b>\$1,934,224</b>	<b>\$1,935,584</b>	<b>\$1,935,584</b>	<b>\$1,935,584</b>	<b>\$1,925,584</b>
<b>TOTAL REVENUES:</b>	<b>\$91,018</b>	<b>\$90,640</b>	<b>\$92,000</b>	<b>\$92,000</b>	<b>\$92,000</b>	<b>\$92,000</b>
<b>NET COUNTY COST:</b>	<b>\$1,766,260</b>	<b>\$1,843,584</b>	<b>\$1,843,584</b>	<b>\$1,843,584</b>	<b>\$1,843,584</b>	<b>\$1,833,584</b>

## **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, administrative procedures and policies 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 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.

### **FY10-11 ACCOMPLISHMENTS**

- Counseled, assisted or advised over 6,219 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 Detention Center.
- Collaborated with several local, state and federal agencies to organize the 2011 Wilmington Homeless Veteran Stand Down.

### **KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Understand and act on citizen needs.</b>				
<b>STRATEGY:</b>	To provide comprehensive benefit counseling and claim services to veterans, their dependents and survivors.				
<b>Key Performance Indicator:</b>	Requests for services	3,726	4,040	6,219	6,529
<b>STRATEGY:</b>	To engage in outreach/collaborative activities aimed at addressing the needs of veterans and their eligible family members				
<b>Key Performance Indicator:</b>	Number of activities conducted	N/A	N/A	35	30

## VETERAN SERVICES CONTINUED

### SUMMARY OF EXPENDITURES AND REVENUES

<u>VETERAN SERVICES</u>	<u>ACTUAL FY08-09</u>	<u>ACTUAL FY09-10</u>	<u>ADOPTED FY10-11</u>	<u>REQUESTED FY11-12</u>	<u>RECOMMENDED FY11-12</u>	<u>ADOPTED FY11-12</u>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$99,866	\$79,487	\$117,656	\$119,794	\$119,794	\$119,794
OPERATING EXPENSES	5,265	10,937	5,463	7,230	7,230	7,230
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$105,131</b>	<b>\$90,423</b>	<b>\$123,119</b>	<b>\$127,024</b>	<b>\$127,024</b>	<b>\$127,024</b>
<b>TOTAL REVENUES:</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>NET COUNTY COST:</b>	<b>\$103,131</b>	<b>\$88,423</b>	<b>\$121,119</b>	<b>\$125,024</b>	<b>\$125,024</b>	<b>\$125,024</b>

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

DEPARTMENT	FY 10-11 ADOPTED	FY 11-12 ADOPTED	DOLLAR CHANGE	PERCENT CHANGE
<b>HEALTH</b>				
EXPENDITURES	\$ 15,260,956	\$ 14,547,974	\$ (712,982)	-4.7%
REVENUES	8,888,868	7,844,062	(1,044,806)	-11.8%
COUNTY \$ REQUIRED	\$ 6,372,088	\$ 6,703,912	\$ 331,824	5.2%
<b>SOCIAL SERVICES</b>				
EXPENDITURES	\$ 35,349,049	\$ 36,931,199	\$ 1,582,150	4.5%
REVENUES	22,787,989	23,448,518	660,529	2.9%
COUNTY \$ REQUIRED	\$ 12,561,060	\$ 13,482,681	\$ 921,621	7.3%
<b>SOUTHEASTERN CENTER</b>				
EXPENDITURES	\$ \$ 1,935,584	\$ \$ 1,925,584	\$ (10,000)	-0.5%
REVENUES	92,000	92,000	0	0.0%
COUNTY \$ REQUIRED	\$ 1,843,584	\$ 1,833,584	\$ (10,000)	-0.5%
<b>VETERAN SERVICES</b>				
EXPENDITURES	\$ 123,119	\$ 127,024	\$ 3,905	3.2%
REVENUES	2,000	2,000	0	0.0%
COUNTY \$ REQUIRED	\$ 121,119	\$ 125,024	\$ 3,905	3.2%
<b>TOTAL COUNTY COST</b>	<b>\$ 20,897,851</b>	<b>\$ 22,145,201</b>	<b>\$ 1,247,350</b>	<b>6.0%</b>

**EXPLANATION OF CHANGES TO NET COUNTY COST:**

- 1) The increase in Health is primarily due to changes to Medicaid reimbursements.
- 2) The increase at the Department of Social Services is primarily due to unfreezing four positions, the elimination of furlough days, and the automation project, coupled with lower reimbursement levels.
- 3) Southeastern Center agreed to fund \$10,000 of Drug Court expenses in FY11-12. Previously, Drug Court was a State funded program.
- 4) The increase in Veteran Services is due to the elimination of furlough days in FY11-12.

## COURTS

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

Court facilities are maintained by the County's Property Management Department. 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 are not reflected in the amounts below.

When the Commissioners adopted the budget, they moved funds from other County departments to establish the Drug Court as a County program. The Drug Court program was previously a state program that was eliminated from the state budget.

Following adoption of the FY10-11 budget, a number of court-related organizations had to vacate a County-owned building and rent space, which resulted in an increase in the operating cost of the Courts.

### SUMMARY OF EXPENDITURES AND REVENUES

<u>COURTS</u>	<u>ACTUAL</u> <u>FY08-09</u>	<u>ACTUAL</u> <u>FY09-10</u>	<u>ADOPTED</u> <u>FY10-11</u>	<u>REQUESTED</u> <u>FY11-12</u>	<u>RECOMMENDED</u> <u>FY11-12</u>	<u>ADOPTED</u> <u>FY11-12</u>
<b>EXPENDITURES:</b>						
Clerk of Superior Court	\$33,659	\$31,526	\$36,490	\$158,447	\$158,447	\$158,447
Lease for Adult Probation and Parole Officers <sup>1</sup>	96,540	148,444	200,280	200,280	200,280	200,280
Criminal Justice Partnership Grant - Day Sentencing <sup>2</sup>	163,690	163,734	163,734	161,216	161,216	161,216
Roadside Trash Pick Up Program <sup>3</sup>	4,644	0	0			
Drug Court <sup>4</sup>	5,289	5,553	2,845	8,875	8,875	120,756
District Attorney	29,169	37,893	5,000	7,000	5,000	5,000
Public Defender's Office	3,799	7,536	4,000	4,000	4,000	4,000
Judicial Offices	10,584	14,197	7,840	7,840	7,840	7,840
<b>TOTAL DIRECT EXPENDITURES:</b>	<b>\$347,374</b>	<b>\$408,883</b>	<b>\$420,189</b>	<b>\$547,658</b>	<b>\$545,658</b>	<b>\$657,539</b>
<b>REVENUES:</b>						
Jail Fees	\$19,023	\$19,853	\$20,595	\$19,224	\$19,224	\$19,224
Officer Fees	136,709	152,524	148,375	169,287	169,287	169,287
Court Facility Fees	435,767	372,280	435,766	331,065	331,065	331,065
Criminal Justice Partnership Grant - State	163,690	163,734	163,734	161,216	161,216	161,216
<b>TOTAL REVENUES:</b>	<b>\$755,189</b>	<b>\$708,392</b>	<b>\$768,470</b>	<b>\$680,792</b>	<b>\$680,792</b>	<b>\$680,792</b>

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

<sup>2</sup> Day Sentencing Program: 100% funded through a Criminal Justice Partnership Grant.

<sup>3</sup> Roadside Trash program eliminated during FY09-10.

<sup>4</sup> County funding for Drug Court increased in the FY11-12 Adopted Budget after the program funding was cut by the State.

## **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.

### **FY10-11 ACCOMPLISHMENTS**

- Added 5 new 9-1-1 radio and telephone consoles, increasing from 16 console positions to 21.
- Initiated CRITICAL pre-employment testing for potential new 911 Telecommunicators.
- Purchased emergency shelter generator for Trask Middle School (4 of 5 emergency shelters completed).
- Completed all public safety agencies' migration to fully digital 800 MHz radio system.
- Updated new Hanover County's Multi-Jurisdictional Hazard Mitigation Plan. Received FEMA approval in 2010.

### **KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention. Support programs to improve educational performance. Market and promote New Hanover County's resources.</b>				
<b>STRATEGY:</b>	To maintain at least a 90% call processing time of less than 3 minutes for 9-1-1 calls.				
<b>Key Performance Indicator:</b>	% call processing time is less than 3 minutes	97%	95%	95%	97%

**EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>STRATEGY:</b>	To maintain an average answer time of 10 seconds, or less, for 9-1-1 phone line response at least 90% of the time.				
<b>Key Performance Indicator:</b>	Average ring time	6-7 seconds	9-11 seconds	6-7 seconds	4-5 seconds
<b>STRATEGY:</b>	To maintain an abandoned call level of less than 3% of calls.				
<b>Key Performance Indicator:</b>	Abandoned call volume	2%	2%	4%	3%
<b>STRATEGY:</b>	Provide timely responses to emergency incidents and disasters.				
<b>Key Performance Indicator:</b>	Response time: On-scene coordination (multi-hazard)	1 hour or less			
<b>Key Performance Indicator:</b>	Response time: Activate EOC (fully staffed)	2 hours or less			
<b>STRATEGY:</b>	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.				
<b>Key Performance Indicator:</b>	Time to submit damage assessments	24 hours	24 hours	24 hours	24 hours
<b>STRATEGY:</b>	Plan and execute emergency preparedness, response, mitigation and recovery exercises annually for fixed nuclear facility incidents, severe weather, mass casualty, hazardous materials incidents and terrorism responses.				
<b>Key Performance Indicator:</b>	Satisfactory completion of all exercise objectives	99%	99%	99%	99%
<b>STRATEGY:</b>	Oversee implementation of a countywide program to ensure compliance with the National Incident management System (NIMS).				
<b>Key Performance Indicator:</b>	% local agencies in compliance with current NIMS guidelines	96%	96%	96%	97%
<b>STRATEGY:</b>	Conduct 9-1-1 for Kids program in second grade classes in all New Hanover County Schools.				
<b>Key Performance Indicator:</b>	% of schools program delivered	N/A	N/A	60%	75%
<b>STRATEGY:</b>	Participate in the following community outreach and public safety programs: Kohl's for kids, Take back the Night, Boys and Girls Club, UNCW and NHC Job Fair; Sexual Assault Response Team (SART), Telecommunicator Emergency Response Team (TERT), Wilmington Azalea Festival Parade and Street Fair, Wilmington Riverfest Parade and Street Fair, Wilmington Christmas Parade.				
<b>Key Performance Indicator:</b>	% of Annual participation	N/A	N/A	100%	100%
<b>STRATEGY:</b>	Plan, organize and conduct leadership classes for internal and external customers, including National Academy of Emergency Dispatch, New Hanover County Citizens Academy, City of Wilmington Citizens Academy, and UNCW Scholars Program.				
<b>Key Performance Indicator:</b>	% of participation based on need.	N/A	N/A	100%	100%

**EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>STRATEGY:</b>	Utilize all available print, broadcast and social media outlets to promote various Emergency Management and 9-1-1 Communications programs and events.				
<b>Key Performance Indicator:</b>	% of public outreach publicized	N/A	N/A	90%	100%
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development. Productive Strategic Partnerships.</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Build and maintain infrastructure. Collaborate on regional planning. Collaborate on service delivery and implement opportunities to reduce duplication of services.</b>				
<b>STRATEGY:</b>	Ensure New Hanover County's Continuity of Operations Plan (COOP) is reviewed and updated at least annually by each department with assistance from EM.				
<b>Key Performance Indicator:</b>	Submission of updates to NHC Continuity of Operations Plan (COOP)	N/A	N/A	Annually	Annually
<b>STRATEGY:</b>	Review and Update Emergency Operations Plan				
<b>Key Performance Indicator:</b>	% of review completed annually	N/A	N/A	90%	100%
<b>STRATEGY:</b>	Manage daily operation of New Hanover County's Public Safety Answering Point (9-1-1 Center) to ensure uninterrupted 9-1-1 emergency service delivery to citizens and visitors of New Hanover County.				
<b>Key Performance Indicator:</b>	% of up time	N/A	N/A	100%	100%
<b>STRATEGY:</b>	Manage daily operations of 800 MHz Public Safety Radio system, including four (4) tower sites and associated microwave antenna network to ensure uninterrupted public safety and public service radio communications.				
<b>Key Performance Indicator:</b>	% of up time for radio system	N/A	N/A	100%	100%
<b>FOCUS AREA:</b>	<b>Productive Strategic Partnerships</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Collaborate on regional planning.</b>				
<b>STRATEGY:</b>	Engage in regional planning, response and recovery activities through the North Carolina Emergency management Domestic Preparedness and Readiness Region (DPPR) Program.				
<b>Key Performance Indicator:</b>	% of quarterly DPPR meetings attended	N/A	N/A	100%	100%
<b>STRATEGY:</b>	Actively represent New Hanover County on the following policy and advocacy boards which further the interests of Emergency Management and 9-1-1 Communications: NC 9-1-1 Board, NC 9-1-1 Standards Board, 9-1-1 Goes to Washington, 9-1-1 goes to Raleigh, North Carolina Emergency Management Association.				
<b>Key Performance Indicator:</b>	% of continued active participation	N/A	N/A	100%	100%
<b>STRATEGY:</b>	Effectively coordinate with local municipalities for the safe and expeditious return of residents after natural or other disaster				
<b>Key Performance Indicator:</b>	% of coordination with all affected municipalities in re-entry decisions	100%	100%	100%	100%

**EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>STRATEGY:</b>	Design, conduct, and/or participate in programs and exercises that foster better working relationships through public/private partners such as Local Emergency Planning Committee, Special Needs Task Force, National Academy of Emergency Dispatch, National Emergency Number Association, Association of Public Safety Communications Officials, North Carolina Emergency Management Association, Clean Land & Harbor, North Carolina Emergency Management Eastern Branch Office, Brunswick Nuclear Power Plant, UNCW, Local Municipalities, New Hanover Regional Medical Center, National Weather Service, Long-Term Care Facilities, Cape Fear Community College and NC Justice Academy.				
<b>Key Performance Indicator:</b>	% of continued active participation	N/A	N/A	100%	100%
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Hire, develop and retain talented people. Leverage technology and information to maximize performance. Recognize and reward contribution.</b>				
<b>STRATEGY:</b>	To have 9-1-1 Center employees trained on all required functions within 12 months of hire.				
<b>Key Performance Indicator:</b>	% of employees trained within 12 months	80%	84%	90%	92%
<b>STRATEGY:</b>	To maintain employee longevity level of 90% with more than 1 year of service.				
<b>Key Performance Indicator:</b>	% of employees with more than 1 year of service	90%	90%	95%	95%
<b>STRATEGY:</b>	To ensure facilities and systems are adequate to have 9-1-1 Center employees trained on all required functions within 12 months of hire date.				
<b>Key Performance Indicator:</b>	% of consoles operational and available for training	N/A	N/A	100%	100%
<b>STRATEGY:</b>	Continue to sponsor and promote the Telecommunicator of the Month and Telecommunicator of the Year Awards.				
<b>Key Performance Indicator:</b>	Continued issuance of these awards	N/A	N/A	monthly & yearly	monthly & yearly

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**EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS CONTINUED**

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**SUMMARY OF EXPENDITURES AND REVENUES<sup>5</sup>**

<b><u>EMERGENCY MANAGEMENT AND 9-1-1 COMMUNICATIONS</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$3,723,736	\$3,397,429	\$3,564,259	\$3,784,040	\$3,742,468	\$3,742,468
OPERATING EXPENSES	1,167,609	1,161,269	1,046,633	1,178,704	1,153,954	1,153,954
CAPITAL OUTLAY	186,983	171,460	58,000	240,000	90,000	90,000
<b>TOTAL EXPENDITURES:</b>	<b>\$5,078,328</b>	<b>\$4,730,158</b>	<b>\$4,668,892</b>	<b>\$5,202,744</b>	<b>\$4,986,422</b>	<b>\$4,986,422</b>
<b>TOTAL REVENUES:</b>	<b>\$574,738</b>	<b>\$529,322</b>	<b>\$541,729</b>	<b>\$821,155</b>	<b>\$821,155</b>	<b>\$821,155</b>
<b>NET COUNTY COST:</b>	<b>\$4,503,590</b>	<b>\$4,200,836</b>	<b>\$4,127,163</b>	<b>\$4,381,589</b>	<b>\$4,165,267</b>	<b>\$4,165,267</b>

<sup>5</sup> 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 REVENUES<sup>6</sup>

<u>JUVENILE SERVICES</u>	<u>ACTUAL FY08-09</u>	<u>ACTUAL FY09-10</u>	<u>ADOPTED FY10-11</u>	<u>REQUESTED FY11-12</u>	<u>RECOMMENDED FY11-12</u>	<u>ADOPTED FY11-12</u>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$222,778	\$177,115	\$206,931	\$0	\$0	\$0
OPERATING EXPENSES	227,679	192,131	177,205	101,500	180,750	180,750
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$450,457</b>	<b>\$369,246</b>	<b>\$384,136</b>	<b>\$101,500</b>	<b>\$180,750</b>	<b>\$180,750</b>
<b>TOTAL REVENUES:</b>	<b>\$305,481</b>	<b>\$312,223</b>	<b>\$264,136</b>	<b>\$0</b>	<b>\$43,000</b>	<b>\$43,000</b>
<b>NET COUNTY COST:</b>	<b>\$144,976</b>	<b>\$57,023</b>	<b>\$120,000</b>	<b>\$101,500</b>	<b>\$137,750</b>	<b>\$137,750</b>

<sup>6</sup> Consists of Detention Center payments and 2 juvenile related programs.

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## **PLANNING & INSPECTIONS**

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

In October 2009, the Inspections Department and the Planning Department were combined to form a unified Planning and Inspections Department. Responsibilities for the department include enforcement of the North Carolina State Building, Electrical, Plumbing, Mechanical, and Mobile Home Codes within New Hanover County, the city of Wilmington, and four surrounding beach communities. The department also enforces the local County Zoning Ordinances, Flood Plain Management Ordinances, National Flood Insurance Program, Federal Emergency Management Act and NC Coastal Area Management Act (CAMA) regulations within the unincorporated areas of the County.

The 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 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's 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.

### **FY10-11 ACCOMPLISHMENTS**

- Completed 46,650 inspections; approved 256 final subdivision lots; processed 10 applications for rezoning, 12 Special Use Permits, 1 road closure and 3 roads renamed; 45 CAMA permits issued; 7 Board of Adjustment cases; 63 violations issued and 68 flood determination letters completed. Over 3,000 customer contacts relating to development projects, service provision, or growth and development in the County were taken during the year.
- Major projects underway include the transition from coal to gas power at Progress Energy's Sutton Steam Plant; major construction at General Electric, including our Country's first commercial laser enrichment facility; VA Hospital; major improvements to the Community college, including the Civic Arts Center and Union Station.
- Completed major ordinance amendments as part of our ongoing comprehensive ordinance improvement effort. One ordinance received recognition from the American Planning Association.
- 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.

## PLANNING & INSPECTIONS CONTINUED

### FY10-11 ACCOMPLISHMENTS CONTINUED

- Completed implementation of Community Development Block Grant (CDBG) program, replacing three homes and completing substantial rehabilitation of one additional home.
- Received two CDBG grants for \$850,000 to repair or replace 8 homes.
- Water quality oversees a 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. This year our report highlights water quality improvements in two of our Creeks.
- Cross training for plumbing, electrical and mechanical Inspectors has allowed us to reduce site visits for some simple inspections.
- Improved customer service focus towards compliance rather than penalize.
- Continue to promote and improve our damage assessment tool for post-disaster mitigation.
- Qualified inspection team to insure access to General Electric/Hitachi Nuclear facility for project development.
- Implementing a team review program for expedited plan review and pre-review of major projects.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Keep the public informed on important information.</b>				
<b>STRATEGY:</b>	Utilize available media to publicize initiatives, hearings and events.				
<b>Key Performance Indicator:</b>	Percent of households in target area with confirmable outreach	N/A	N/A	N/A	70.0%
<b>STRATEGY:</b>	Design forums to maximize audience and attract input from a diverse representation of the population.				
<b>Key Performance Indicator:</b>	Percent identified diversity outreach accomplished	N/A	N/A	N/A	80
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	Educate homeowners and contractors on code issues.				
<b>Key Performance Indicator:</b>	Reduction in % disapprovals	N/A	N/A	N/A	10.0%
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Develop, maintain and implement comprehensive plans for land use, economic development, infrastructure and environmental programs.</b>				
<b>STRATEGY:</b>	Update and maintain comprehensive plan and track implementation of identified actions.				
<b>Key Performance Indicator:</b>	% of planning process completed	N/A	N/A	N/A	50.0%

**PLANNING & INSPECTIONS CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Protect the environment through innovative programs.</b>				
<b>STRATEGY:</b>	Utilize sustainability committee and sustainable communities coalition to promote clean technology.				
<b>Key Performance Indicator:</b>	% Reduction in overall energy consumption in County facilities	N/A	N/A	N/A	15.0%
<b>STRATEGY:</b>	Work with LID ordinance and efforts similar to EDZD to incentivize development that promotes stewardship and alternative energy.				
<b>Key Performance Indicator:</b>	% of new projects utilizing alternatives	N/A	N/A	N/A	20.0%
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Attract and retain new and expanding businesses.</b>				
<b>STRATEGY:</b>	Build flexibility into ordinance for existing business growth.				
<b>Key Performance Indicator:</b>	# updates to ordinance	N/A	N/A	N/A	5
<b>FOCUS AREA:</b>	<b>Productive Strategic Partnerships</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Collaborate on regional planning.</b>				
<b>STRATEGY:</b>	Continue to collaborate with regional partners in existing planning efforts.				
<b>Key Performance Indicator:</b>	# of ongoing efforts involving regional collaboration	N/A	N/A	N/A	4

**SUMMARY OF EXPENDITURES AND REVENUES<sup>7</sup>**

<b>PLANNING AND INSPECTIONS</b>						
	<b>ACTUAL FY08-09</b>	<b>ACTUAL FY09-10</b>	<b>ADOPTED FY10-11</b>	<b>REQUESTED FY11-12</b>	<b>RECOMMENDED FY11-12</b>	<b>ADOPTED FY11-12</b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$4,559,973	\$3,522,512	\$3,243,333	\$3,127,842	\$3,127,842	\$3,127,842
OPERATING EXPENSES	452,631	335,578	391,633	489,747	489,747	489,747
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$5,012,604</b>	<b>\$3,858,090</b>	<b>\$3,634,966</b>	<b>\$3,617,589</b>	<b>\$3,617,589</b>	<b>\$3,617,589</b>
<b>TOTAL REVENUES:</b>	<b>\$2,547,600</b>	<b>\$2,238,370</b>	<b>\$2,055,919</b>	<b>\$1,947,860</b>	<b>\$1,947,860</b>	<b>\$1,947,860</b>
<b>NET COUNTY COST:</b>	<b>\$2,465,004</b>	<b>\$1,619,720</b>	<b>\$1,579,047</b>	<b>\$1,669,729</b>	<b>\$1,669,729</b>	<b>\$1,669,729</b>

<sup>7</sup> During FY08-09, Inspections divested the Public Services function, which was then incorporated into the Engineering Department. FY08-09 expenditures and revenues include 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 Program<sup>8</sup> 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.

### FY10-11 ACCOMPLISHMENTS

- 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.
- Collaboration with Youth Empowerment Services by referring and monitoring youthful offenders in the Changing Lives Through Literature Program.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	To identify and refer defendants eligible for pretrial release supervision.				
<b>Key Performance Indicator:</b>	Number approved for release	486	453	485	475
<b>STRATEGY:</b>	To effectively utilize appropriate monitoring techniques to ensure defendants' compliance with judicial orders.				
<b>Key Performance Indicator:</b>	Success Rate	70.4%	78.5%	69.0%	75.0%
<b>FOCUS AREA:</b>	<b>Strong Financial Performance</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Control costs and manage the budget.</b>				
<b>STRATEGY:</b>	To assist the County in reducing the cost of housing defendants.				
<b>Key Performance Indicator:</b>	Jail bed savings (based on \$80 per day per client Jail costs)	\$6.9 mil	\$6.9 mil	\$7.7 mil	\$7.25 mil

<sup>8</sup> Pretrial Release was budgeted in Courts until FY08-09 when it became a separate department.

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**PRETRIAL RELEASE PROGRAM CONTINUED**

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**SUMMARY OF EXPENDITURES**

<b><u>PRETRIAL RELEASE</u></b>	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$207,265	\$161,577	\$167,049	\$170,064	\$170,066	\$170,066
OPERATING EXPENSES	362,753	391,641	387,870	389,515	389,515	389,515
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$570,018</b>	<b>\$553,218</b>	<b>\$554,919</b>	<b>\$559,579</b>	<b>\$559,581</b>	<b>\$559,581</b>
<b>TOTAL REVENUES:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET COUNTY COST:</b>	<b>\$570,018</b>	<b>\$553,218</b>	<b>\$554,919</b>	<b>\$559,579</b>	<b>\$559,581</b>	<b>\$559,581</b>

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## SHERIFF'S OFFICE

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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

### FY10-11 ACCOMPLISHMENTS

- Utilized Detention Center inmates to paint housing units and secured areas resulting in \$85,000 cost savings for New Hanover County. Reduced staff turnover, improved consistency and productivity by implementing a Training Squad in the Detention Center. Transported 8,184 inmates to Court and back to Detention Center without incident (20 miles round trip).
- Completion of FBI National Academy training by two Sheriff's Office Captains and the Law Enforcement Executive Program by one Lieutenant. Provided out-of-state training for staff, at no cost to New Hanover County, utilizing Homeland Security funds.
- Implemented new procedures for the collection of DNA samples thereby complying with changes to North Carolina General Statutes. Evaluated, reconfigured, and updated the Incident Based Reporting (IBR) code tables used to report crimes to the State Bureau of Investigation.
- Upgraded the Courthouse security system to enhance security in all areas.
- Implemented a bicycle patrol, which will focus patrols of neighborhoods and schools, target high crime areas, and promote community policing.
- Implemented a Crime Analyst position to study crime reports, arrests reports, identify emerging patterns, series, and trends to assist in effective strategies and tactics to address crime and disorder.
- Seized over \$3.4 million in drugs, currency, guns, vehicles and real property.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIS)	CY 2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Projected	
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	To achieve high clearance rate in all areas of violent crime, resulting in overall violent crime clearance rate of 75 %. <sup>9</sup>				
<b>Key Performance Indicator:</b>	Clearance rate: Murder	N/A	66%	100%	100%
<b>Key Performance Indicator:</b>	Clearance rate: Aggravated Assault	86%	98%	82%	90%
<b>Key Performance Indicator:</b>	Clearance rate: Robbery	75%	86%	51%	50%
<b>Key Performance Indicator:</b>	Clearance rate: Rape	83%	62%	64%	65%
<b>Key Performance Indicator:</b>	Clearance rate: Overall	81%	78%	74%	76%

<sup>9</sup> Clearance rate possibly includes offenses in prior years cleared this year.

**SHERIFF'S OFFICE CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIS)		CY 2008 Actual	CY2009 Actual	CY2010 Actual	CY2011 Projected
<b>STRATEGY:</b>	To achieve overall clearance rate of 75% for property crime.				
<b>Key Performance Indicator:</b>	Clearance rate: Burglary	86%	92%	38%	40%
<b>Key Performance Indicator:</b>	Clearance rate: Larceny	83%	85%	49%	51%
<b>Key Performance Indicator:</b>	Clearance rate: Motor Vehicle	91%	95%	53%	55%
<b>Key Performance Indicator:</b>	Clearance rate: Overall	86%	91%	47%	49%
<b>STRATEGY:</b>	To achieve clearance rate of 75% for assigned detective cases.				
<b>Key Performance Indicator:</b>	Clearance rate	83%	85%	60%	62%
<b>STRATEGY:</b>	To decrease availability of drugs by increasing the number of arrests while maintaining conviction rate of at least 99%.				
<b>Key Performance Indicator:</b>	Drug Arrests: # of drug arrests	2,305	2,357	2,366	2,343
<b>Key Performance Indicator:</b>	Drug Arrests: \$ value of seized drugs	\$24 million	\$2.7 million	\$3.4 million	Cannot be measured
<b>Key Performance Indicator:</b>	Drug arrest: drug conviction rate	99%	99%	99%	Cannot be measured
<b>STRATEGY:</b>	To strive for recovery rate of 35%, or better, for stolen property.				
<b>Key Performance Indicator:</b>	Property losses: \$ value of property recovered	\$1.4 million	\$1.4 million	\$ 269,856	Cannot be measured
<b>Key Performance Indicator:</b>	Property losses: % recovered	38%	38%	10%	Cannot be measured
<b>STRATEGY:</b>	To achieve an overall service rate of 80% for civil papers served.				
<b>Key Performance Indicator:</b>	Civil Process: # received	24,483	25,608	25,559	26,000
<b>Key Performance Indicator:</b>	Civil Process: % served	77%	80%	82%	83%
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	To reduce reported inmate/staff incidents, decrease inmate grievances upheld, and strive to reduce rate of employees receiving disciplinary sanctions.				
<b>Key Performance Indicator:</b>	Inmate/staff incidents: # inmate/staff reported incidents	1,159	1,381	1,206	1,326
<b>Key Performance Indicator:</b>	% of grievances upheld	7%	17%	6%	7%
<b>Key Performance Indicator:</b>	% of employees receiving disciplinary sanctions	5%	4%	7%	5%

**SHERIFF'S OFFICE CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>CY 2008 Actual</b>	<b>CY2009 Actual</b>	<b>CY2010 Actual</b>	<b>CY2011 Projected</b>
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	To increase number of child support papers served and number of arrests.				
<b>Key Performance Indicator:</b>	Orders for arrests: # orders received	698	595	552	600
<b>Key Performance Indicator:</b>	Orders for arrests: % served	77%	86%	69%	80%
<b>STRATEGY:</b>	To aggressively pursue child support collections.				
<b>Key Performance Indicator:</b>	Cash bonds imposed	\$1.2 million	\$1.7 million	768,428	Cannot be measured

**SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>SHERIFF'S OFFICE</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$27,344,801	\$26,763,004	\$27,158,185	\$28,537,509	\$28,467,132	\$28,626,235
OPERATING EXPENSES	6,315,201	7,002,559	6,338,629	6,642,701	6,318,601	6,285,617
CAPITAL OUTLAY	568,961	914,497	255,861	240,000	120,000	120,000
<b>TOTAL EXPENDITURES:</b>	<b>\$34,228,963</b>	<b>\$34,680,059</b>	<b>\$33,752,675</b>	<b>\$35,420,210</b>	<b>\$34,905,733</b>	<b>\$35,031,852</b>
<b>TOTAL REVENUES:</b>	<b>\$5,451,396</b>	<b>\$5,243,744</b>	<b>\$3,623,976</b>	<b>\$2,520,519</b>	<b>\$3,085,801</b>	<b>\$3,293,801</b>
<b>NET COUNTY COST:</b>	<b>\$28,777,567</b>	<b>\$29,436,315</b>	<b>\$30,128,699</b>	<b>\$32,899,691</b>	<b>\$31,819,932</b>	<b>\$31,738,051</b>

## **YOUTH EMPOWERMENT SERVICES**

Youth Empowerment Services (YES) serves at risk, delinquent and adjudicated youth, ages six to nineteen, 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, connecting with the community and social responsibility. Juvenile Psychological Services 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 elementary school-aged, at risk youth; and the Changing Lives through Literature Program, in collaboration with the New Hanover County Library and Pretrial Release Program. Support Services, which is underneath it all, serving all YES youth, families and staff.

### **FY10-11 ACCOMPLISHMENTS**

- Provided quality, efficient and cost effective services to 485 high-risk youth and families.
- YES Department's continued reorganization of programs and services saved New Hanover County and North Carolina approximately \$500,000, which includes funds from youth not being housed at the Juvenile Detention Center/Youth Development Centers due to expedited psychological services for detained youth and reduced recidivism among youth served.
- Secured Juvenile Crime Prevention Council (JCPC) Grant for Home-Based Family Counseling Program Component, allowing the department to provide services to the highest risk youth exiting the Youth Development Centers back into the community; and established the new Prosocial Development Services Division, with three new programs, providing much needed community prevention and psycho-educational services to at risk youth, young adults and families in collaboration with Department of Juvenile Justice Delinquency Prevention (DJJDP), Pretrial Release, New Hanover County Library, Community Boys and Girls Club of Wilmington and Wilmington Housing Authority.
- Juvenile Crime Prevention Council Monitoring Site visit in January 2011 for YES was a noteworthy success as all four funded program components met measurable objectives and were recommended for continued funding with no conditions.
- Community Service and Restitution's Recidivism Rate is only 12% (20/163) youth during the course of the program this fiscal year who had legal involvement and 11% (10/93) youth post one year after termination of program have had further legal involvement.

### **KEY PERFORMANCE INDICATORS**

KEY PERFORMANCE INDICATORS (KPIS)	FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected	
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention.</b>				
<b>STRATEGY:</b>	During the course of the intervention, youth will have no or any new adjudications/convictions.				
<b>Key Performance Indicator:</b>	80% of youth served as evidenced by recidivism rates	N/A	N/A	N/A	75%
<b>STRATEGY:</b>	Youth post one year after successful/satisfactory completion of the intervention will have no adjudications/convictions.				
<b>Key Performance Indicator:</b>	80% of youth served as evidenced by recidivism rates	N/A	N/A	N/A	75%

## YOUTH EMPOWERMENT CONTINUED

### KEY PERFORMANCE INDICATORS CONTINUED

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	Superior Public Health, Safety and Education				
<b>KEY STRATEGIC OBJECTIVE:</b>	Provide health and wellness education, programs and services.				
<b>STRATEGY:</b>	Youth receiving in-house psychological assessment services will follow up with treatment recommendations.				
<b>Key Performance Indicator:</b>	80% of youth will enter treatment	79%	78%	85%	80%
<b>STRATEGY:</b>	Youth receiving in-house psychological counseling services who successfully/satisfactorily complete the service will demonstrate improvement in targeted behaviors.				
<b>Key Performance Indicator:</b>	80% of youth served as evidenced by Client Tracking Form (CTF) data	80%	83%	82%	80%
<b>STRATEGY:</b>	Youth/families served are satisfied with YES services.				
<b>Key Performance Indicator:</b>	80% of youth/families served as evidenced by customer surveys	N/A	N/A	N/A	80%

### SUMMARY OF EXPENDITURES AND REVENUES

<b>YOUTH EMPOWERMENT SERVICES</b>						
	<b>ACTUAL FY08-09</b>	<b>ACTUAL FY09-10</b>	<b>ADOPTED FY10-11</b>	<b>REQUESTED FY11-12</b>	<b>RECOMMENDED FY11-12</b>	<b>ADOPTED FY11-12</b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$996,972	\$697,693	\$598,000	\$936,138	\$782,366	\$782,366
OPERATING EXPENSES	106,057	90,167	32,508	45,047	46,662	46,662
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$1,103,029</b>	<b>\$787,860</b>	<b>\$630,508</b>	<b>\$981,185</b>	<b>\$829,028</b>	<b>\$829,028</b>
<b>TOTAL REVENUES:</b>	<b>\$602,328</b>	<b>\$409,142</b>	<b>\$160,085</b>	<b>\$378,721</b>	<b>\$347,009</b>	<b>\$347,009</b>
<b>NET COUNTY COST:</b>	<b>\$500,701</b>	<b>\$378,718</b>	<b>\$470,423</b>	<b>\$602,464</b>	<b>\$482,019</b>	<b>\$482,019</b>

## **COOPERATIVE EXTENSION SERVICE**

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

While most Cooperative Extension staff members are considered employees of the universities, New Hanover County provides funding for some portion of their salary and benefits. The County also owns and maintains the buildings and facilities and contributes to the maintenance of the gardens.

Cooperative Extension's mission supports initiatives included in the 2011 New Hanover County Strategic Plan. The Arboretum's Ten-Year Plan, adopted in 2010, outlines improvements including a new Japanese garden (phase one completed in July, 2011), better signage to facilitate experiential learning, and the development of infrastructure to support a plant introduction program with the potential to provide a portion of the Arboretum's long-term financial support. Programs offered through 4-H and Family and Consumer Sciences provide opportunities for youth and adults to increase their knowledge of basic life skills including citizenship, public speaking, food preservation, budgeting and healthy eating.

The collaborative nature of Cooperative Extension represents an important strategic partnership that provides excellent return-on-investment for the citizens of New Hanover County.

### **FY10-11 ACCOMPLISHMENTS**

- Provided an unwanted pesticide collection opportunity through a partnership with the North Carolina Department of Agriculture and Consumer Services that removed five tons of pesticide products from the waste stream ensuring proper disposal and protecting our sensitive environment.
- Provided school enrichment activities in support of the standard course of study for over 2,000 New Hanover County second through fifth grade students through 4-H embryology and Junior Master Gardener programs.
- Logged over 1,100 Master Gardener volunteer hours, responding to over 6,500 requests for information and assistance through plant problem clinics at the Arboretum and off-site on Saturdays at the Riverfront Farmer's Market in downtown Wilmington. This represents a value of over \$300,000 to the citizens of New Hanover County.
- Invested over \$100,000 since 2009 in private funding from the Friends of the Arboretum and the New Hanover County Master Gardener Association to enhance the Arboretum gardens and the programs of Cooperative Extension.
- Reached over 125,000 households each week with timely horticultural information through The Coastal Gardener mass media efforts, including a monthly television show on New Hanover County television, a radio show on Saturday mornings, and appearances on WECT TV-6 and Fox Wilmington.

### **KEY PERFORMANCE INDICATORS**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Provide health and wellness education, programs and services.</b>				
<b>STRATEGY:</b>	To increase the intellectual growth and development of life skills among all youth by participation in 4-H.				
<b>Key Performance Indicator:</b>	Number of 4-H youth participating in educational programs and opportunities	2,206	2,375	870	2,800

**COOPERATIVE EXTENSION SERVICE CONTINUED**

**KEY PERFORMANCE INDICATORS (CONTINUED)**

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>STRATEGY:</b>	Provide nutrition and wellness programs that will empower youth and adults to lead healthier lives.				
<b>Key Performance Indicator:</b>	Number indicating improved dietary and exercise habits	2,370	300	550	2,200
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Enhance and add recreational, cultural and enrichment amenities.</b>				
<b>STRATEGY:</b>	Renovate Japanese garden, install Bradley Street privacy fence, install rainwater harvesting demonstration, renovate the camellia garden and improve signage.				
<b>Key Performance Indicator:</b>	% of projects completed by deadline and within budget	N/A	N/A	85%	100%
<b>STRATEGY:</b>	Install propagation and growing infrastructure to support the plant introduction program (funding made available through the Master Gardener Association).				
<b>Key Performance Indicator:</b>	% of project completed by June 30, 2012	N/A	N/A	N/A	100%
<b>STRATEGY:</b>	Train volunteers to manage the day-to-day seed and cutting propagation program.				
<b>Key Performance Indicator:</b>	Number of volunteers participating	N/A	N/A	N/A	20
<b>STRATEGY:</b>	Investigate/evaluate area properties with potential to host Cooperative Extension and the Arboretum.				
<b>Key Performance Indicator:</b>	Number of properties evaluated	N/A	N/A	2	4
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Protect the environment through innovative programs.</b>				
<b>STRATEGY:</b>	Provide at least six certification/recertification opportunities annually.				
<b>Key Performance Indicator:</b>	Number of licensees attending certification/recertification opportunities	1,050	1,100	900	1,100

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**COOPERATIVE EXTENSION SERVICE CONTINUED**

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**SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>COOPERATIVE EXTENSION SERVICE</u></b>						
	<b><u>ACTUAL</u></b> <b><u>FY08-09</u></b>	<b><u>ACTUAL</u></b> <b><u>FY09-10</u></b>	<b><u>ADOPTED</u></b> <b><u>FY10-11</u></b>	<b><u>REQUESTED</u></b> <b><u>FY11-12</u></b>	<b><u>RECOMMENDED</u></b> <b><u>FY11-12</u></b>	<b><u>ADOPTED</u></b> <b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$11,740	\$10,831	\$11,196	\$17,655	\$17,655	\$17,655
OPERATING EXPENSES	440,587	333,026	433,741	427,503	427,503	427,503
CAPITAL OUTLAY	11,377	0	35,373	15,000	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$463,704</b>	<b>\$343,857</b>	<b>\$480,310</b>	<b>\$460,158</b>	<b>\$445,158</b>	<b>\$445,158</b>
<b>TOTAL REVENUES:</b>	<b>\$50,634</b>	<b>\$43,597</b>	<b>\$46,281</b>	<b>\$46,281</b>	<b>\$46,281</b>	<b>\$46,281</b>
<b>NET COUNTY COST:</b>	<b>\$413,071</b>	<b>\$300,260</b>	<b>\$434,029</b>	<b>\$413,877</b>	<b>\$398,877</b>	<b>\$398,877</b>

## 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](http://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.

### FY10-11 ACCOMPLISHMENTS

- Used technology to better serve customers and promote technology literacy. This past year the Library enhanced its digital archives, making New Hanover County history more accessible and used SharePoint, YouTube, Facebook and NHCTV to better inform citizens of Library activities and resources.
- Created new and strengthened old partnerships with community groups and agencies to expand services without increasing operating cost. Through these partnerships, the Library offered business programs, expanded children's services, and added additional resources to improve the collection.
- Developed programs and services focused on young people to promote literacy and education. This year the Library held the first annual Story Extravaganza, assisted every high school senior with their senior project, and created a Raising a Reader program to improve early childhood literacy.
- Enhanced our Adult Education services to keep citizens informed and help them stay current in a fast-changing world. The Library introduced E-Readers to the community, enabling them to experience new technology firsthand; expanded book clubs to facilitate community engagement and discourse; and offered job counseling and resume workshops.
- Celebrated the 10<sup>th</sup> anniversary of the opening of the Northeast Regional Library, demonstrating that public/private partnership can work to improve the quality of life in New Hanover County. By seeing over 750,000 visitors and circulating over 1.3 million items per year, the Library continues to play an important role in the everyday life of our citizens.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Support programs to improve educational performance; provide health and wellness education, programs and services.</b>				
<b>STRATEGY:</b>	Expect access to our wealth of resources to increase by 2% per year.				
<b>Key Performance Indicator:</b>	Circulation: number	1.32 million	1.34 million	1.35 million	1.36 million
<b>Key Performance Indicator:</b>	Use of NCLive databases	69,400	172,497	163,665	166,940
<b>STRATEGY:</b>	Foster literacy by maintaining story hour attendance above 15.				
<b>Key Performance Indicator:</b>	Children's story hours: average attendance	18.98	18.6	18.4	18.6
<b>STRATEGY:</b>	Train and engage a workforce that answers over 300,000 reference and directional transactions with a fill rate of 85%.				
<b>Key Performance Indicator:</b>	Reference transactions: number	360,908	338,593	299,826	305,824
<b>Key Performance Indicator:</b>	Material and information fill rate	93.00%	92.30%	93.82%	93.50%

**LIBRARY CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Enhance and add recreational, cultural and enrichment amenities.</b>				
<b>STRATEGY:</b>	Provide a welcoming and dynamic destination as reflected by a door count over 750,000 and a per capita visit rate greater than 4.0.				
<b>Key Performance Indicator:</b>	Library visits	851,064	895,425	843,007	851,437
<b>Key Performance Indicator:</b>	Visits: per capita	4.42	4.55	4.15	4.16
<b>STRATEGY:</b>	Provide quality resources and collections resulting in a per capita reference transaction rate over 1.5, a per capita circulation rate greater than 6.5, and a material turnover rate greater than 3.				
<b>Key Performance Indicator:</b>	Reference transactions: per capita	1.87	1.72	1.47	1.49
<b>Key Performance Indicator:</b>	Circulation: per capita	6.85	6.82	6.68	6.78
<b>Key Performance Indicator:</b>	Material turnover rate	3.00	3.05	3.06	3.11
<b>STRATEGY:</b>	Provide exceptional services and experiences with 250 programs for adults and 800 programs for children.				
<b>Key Performance Indicator:</b>	Adult programs: number	393	211	395	395
<b>Key Performance Indicator:</b>	Children's programs: number	1,574	1,432	1,469	1,500
<b>STRATEGY:</b>	Deliver exceptional customer service with a customer satisfaction rate greater than 90%.				
<b>Key Performance Indicator:</b>	Customer satisfaction rate	95%	96%	93.4%	95%
<b>FOCUS AREA:</b>	<b>Strong Financial Performance</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Control costs and manage the budget.</b>				
<b>STRATEGY:</b>	Maximize operations by holding reference transaction costs to no more than \$2.30, circulation costs to no more than \$2.85, and materials per capita cost less than \$3.00.				
<b>Key Performance Indicator:</b>	Reference transactions: cost	\$2.05	\$2.22	\$2.54	\$2.53
<b>Key Performance Indicator:</b>	Circulation: cost	\$2.68	\$2.53	\$2.51	\$2.50
<b>Key Performance Indicator:</b>	Materials per capita: cost	\$2.96	\$2.90	\$2.75	\$2.72

**LIBRARY CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIs)</b>		<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
<b>STRATEGY:</b>	Support sustainable funding by providing 10% or more of the library's operating budget from non-county funds such as grants, donations and fees. Reach state average (over \$20) in total per capita funding.				
<b>Key Performance Indicator:</b>	Percent funded locally	83.10%	82.40%	83.10%	83.50%
<b>Key Performance Indicator:</b>	Per capita expenditure	\$18.39	\$17.32	\$16.23	\$18
<b>FOCUS AREA:</b>	<b>Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Leverage technology and information to maximize performance.</b>				
<b>STRATEGY:</b>	Using cutting edge technology, create a virtual library experience that enables remote users to replicate traditional library services as reflected by a 5% increase in usage of online resources.				
<b>Key Performance Indicator:</b>	Number of Internet sessions	157,717	153,399	153,873	156,950
<b>Key Performance Indicator:</b>	Visits to Library's web pages	300,699	394,718	476,356	485,883
<b>STRATEGY:</b>	Foster technology competency by increasing self-service circulation transactions 5% per year.				
<b>Key Performance Indicator:</b>	Percent of circulation transactions performed by the customer	8.44%	6.50%	18.26%	20.00%

**SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>LIBRARY</u></b>						
	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>REQUESTED</u></b>	<b><u>RECOMMENDED</u></b>	<b><u>ADOPTED</u></b>
	<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$2,800,294	\$2,668,817	\$2,654,671	\$2,952,816	\$2,783,795	\$2,783,795
OPERATING EXPENSES	917,262	834,867	928,967	921,324	897,669	897,669
CAPITAL OUTLAY	59,392	125,194	0	240,000	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$3,776,947</b>	<b>\$3,628,878</b>	<b>\$3,583,638</b>	<b>\$4,114,140</b>	<b>\$3,681,464</b>	<b>\$3,681,464</b>
<b>TOTAL REVENUES:</b>	<b>\$603,045</b>	<b>\$648,431</b>	<b>\$605,463</b>	<b>\$615,377</b>	<b>\$587,125</b>	<b>\$587,125</b>
<b>NET COUNTY COST:</b>	<b>\$3,173,902</b>	<b>\$2,980,447</b>	<b>\$2,978,175</b>	<b>\$3,498,763</b>	<b>\$3,094,339</b>	<b>\$3,094,339</b>

## 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 re-accreditation in August 2010 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 engage 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 be critically reviewed by boards and staff in FY11-12.

### FY10-11 ACCOMPLISHMENTS

- Granted reaccreditation by the American Association of Museums in August 2010.
- Increased non-County funding – better to serve the community:
  - Four new science-focused family events, sponsored by Time Warner Cable *Connect a Million Minds*, GE Hitachi, and Corning Inc, Foundation, attracted new visitors and volunteers.
  - International Paper Foundation funded a new Gallery Cart to engage general visitors in hands-on learning about Native Americans and longleaf pine forest ecology.
  - Landfall Foundation, Williston Alumni Association and Cape Fear Museum Associates, Inc. combined to completely update the audio-visual equipment in Williston Auditorium.
  - Downtown chefs and the Ministering Circle collaborated with Cape Fear Museum Associates, Inc. for a successful Museum fundraising event.
- Increased participation in Museum programs by 18%, primarily in new history and science school programs and special events. This translates to a 12% increase in revenue. PPD and Logos Direct donations leveraged participation of 640 students in the “Simple Machines” field trip.
- Collaborated with North Carolina Coastal Land Trust and Progress Energy for The *B. W. Wells: Pioneer Ecologist* exhibit; Schiele Museum of Natural History to host; and Walls Gallery to feature, archival framed historic photographs from the Museum’s collection in *Photography in Focus*.
- Conserved the 1861 United States flag, 1862 2<sup>nd</sup> National Confederate flag, and early 19<sup>th</sup> century card table with support of private donors, the City of Wilmington and an Institute for Museum and Library Services grant. This represents a \$38,000 investment in preserving the region’s historic collection.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Support programs to improve educational performance. Deliver value for taxpayer money.</b>				
<b>STRATEGY:</b>	Quality programs will provide engaging learning experiences, provoke critical thought, and further the Museum’s mission.				
<b>Key Performance Indicator:</b>	Annually increase individuals served by 3%	8.00%	14.00%	5.00%	3.00%
<b>STRATEGY:</b>	Collaborate with New Hanover County and regional County educational institutions to increase youth participation in museum programs.				
<b>Key Performance Indicator:</b>	Students participating in school programs will increase annually by 3%	30%	8%	5%	3%

**MUSEUM CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

<b>KEY PERFORMANCE INDICATORS (KPIS)</b>		<b>FY08-09 Actual</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Projected</b>
<b>STRATEGY:</b>	Seek evaluative feedback from program participants.				
<b>Key Performance Indicator:</b>	Program evaluations will rate programs as "Good" to "Excellent" 97% of the time	97%	98%	98%	97%
<b>FOCUS AREA:</b>	<b>Strong Financial Performance and Productive Strategic Partnerships</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Provide sufficient investment to add/maintain government resources. Develop appropriate public/private partnerships.</b>				
<b>STRATEGY:</b>	Manage the heritage collection within the guidelines of a collections policy that furthers the mission and vision of the Museum. Increase financial support from non-County sources.				
<b>Key Performance Indicator:</b>	Demonstrate increasing non-County financial support that more than matches the annual \$3,000 County commitment for artifact conservation	\$3,438	\$6,046	\$35,000	\$18,000

**SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>MUSEUM</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$930,231	\$841,762	\$834,748	\$883,136	\$883,136	\$883,136
OPERATING EXPENSES	332,431	500,562	171,160	161,031	155,031	155,031
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$1,262,662</b>	<b>\$1,342,324</b>	<b>\$1,005,908</b>	<b>\$1,044,167</b>	<b>\$1,038,167</b>	<b>\$1,038,167</b>
<b>TOTAL REVENUES:</b>	<b>\$477,439</b>	<b>\$412,670</b>	<b>\$288,661</b>	<b>\$276,000</b>	<b>\$276,000</b>	<b>\$276,000</b>
<b>NET COUNTY COST:</b>	<b>\$785,223</b>	<b>\$929,654</b>	<b>\$717,247</b>	<b>\$768,167</b>	<b>\$762,167</b>	<b>\$762,167</b>

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## **PARKS, GARDENS AND SENIOR RESOURCE CENTER**

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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's resources throughout the New Hanover County area.

The Parks and Gardens Department manages 1300 acres of 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 (RSVP), Family Caregiver Program, In-Home Aide Services, Foster Grandparent Program (FGP), Adult Day Care, Information and Referral, Home-Delivered Meals, Congregate Nutrition, transportation services, and many other educational, recreational and wellness programs for seniors.

The New Hanover County Executive Development Center (EDC), conveniently located in central Wilmington, provides the area with a newly remodeled meeting center. The EDC offers a variety of flexible table and seating options for meetings, conferences, social gatherings, or special events.

### **FY10-11 ACCOMPLISHMENTS**

- Attracted 85,000 tourists to Airlie Gardens from around the world. The Gardens had over 110,000 additional visits from local families, members, guests or business groups located here. Last year Airlie's Environmental Education program led more than 7,200 students on a visit to Airlie for hands-on learning without charge. The Airlie Butterfly House, the only one of its kind in the Coastal Carolinas, has helped visitations increase by 30% since the opening.
- Acquired an additional 200 acres of undeveloped land to build new sports fields and a new Nature-based center. The Parks division manages parks, sporting areas and public spaces. We are committed to providing quality recreational areas, meeting facilities and activities for our citizens. This division is charged with the responsibility of efficiently maintaining 31 various parks and non-public properties, totaling over 1,300 acres, with an estimated 300,000 visits per year.
- Prepared income tax returns for 4,875 persons at no charge through the Tax Assistance program, VITA, resulting in federal refunds in the amount of \$3,540,000. NHC Retired and Senior Volunteer Program (RSVP) had 1,000 active volunteers, more than any other RSVP program in the state; and provided 25% of all volunteer service hours generated by RSVP programs offered in North Carolina.
- Provides 100,000 nutritionally-balanced meals to 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 Resources Center and its 25 different programs and activities saw over 300 persons per day and estimated 80,000 seniors annually.
- Completed remodeling of the Executive Development Center (EDC), which provides a total 5,550 sq. ft. of meeting space, offering a total capacity of 400 persons. The new Center also offers five, 200 sq. ft. office suites for rent, with a shared conference room and reception area for start-up businesses. The EDC is equipped with state of the art technology in each room, including: webinar capabilities, mounted projector and screen, podium, microphone, laptop and wireless internet. A kitchen is also available and outside catering is permitted.

**PARKS, GARDENS AND SENIOR RESOURCE CENTER CONTINUED**

**KEY PERFORMANCE INDICATORS**

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Intelligent Growth and Economic Development and Effective County Management</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Protect the environment through innovative programs. Create and support an engaged workforce.</b>				
<b>STRATEGY:</b>	To increase the number of volunteers and improve volunteer retention in Parks and Gardens.				
<b>Key Performance Indicator:</b>	Volunteer hours annually	3,000	3,000	3,100	3,200
<b>STRATEGY:</b>	To effectively maintain Environmental Education Programs to serve New Hanover County Schools.				
<b>Key Performance Indicator:</b>	School programs to all grade levels, and public/private attended/attendance	90/2,575	200/4,800	100/2,850	90/2,600
<b>STRATEGY:</b>	To establish a premier historic garden with cultural and environmental educational programs that serve the residents and visitors of New Hanover County.				
<b>Key Performance Indicator:</b>	To increase the number of visitors and tourists annually	85,000	100,000	115,000	130,000
<b>STRATEGY:</b>	To effectively and efficiently manage maintenance and operations of Parks and Gardens' numerous recreational facilities.				
<b>Key Performance Indicator:</b>	Park and gardens: number of acres owned/acres maintained per grounds employee	917/30.5	1,207/30.5	1,250/32.5	1,500/37.5
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Provide health and wellness education, programs and services. Understand and act on citizen needs.</b>				
<b>STRATEGY:</b>	To provide safe nutritionally-balanced meals to the elderly and frail population of our County.				
<b>Key Performance Indicator:</b>	Unit cost: per home-delivered meal/ per congregate meal	\$5.52/\$7.26	\$6.28/\$7.92	\$7.71/\$8.98	\$7.41/\$8.98
<b>STRATEGY:</b>	To provide transportation services for social, recreational and wellness needs.				
<b>Key Performance Indicator:</b>	Unit cost per transportation trip	\$12.65	\$12.65	\$12.85	\$12.95
<b>STRATEGY:</b>	To identify, evaluate and educate the "At Risk/Special Needs" senior residents of New Hanover County who may be in grave danger during a disaster.				
<b>Key Performance Indicator:</b>	Targeted residents attending or registered in programs	13,840	18,456	23,066	25,000
<b>STRATEGY:</b>	To provide tax assistance to seniors through the work of RSVP volunteers in the VITA Income Tax program.				
<b>Key Performance Indicator:</b>	Number of tax forms prepared	7,387	7,391	7,400	7,500

**PARKS, GARDENS AND SENIOR RESOURCE CENTER CONTINUED**

**SUMMARY OF EXPENDITURES AND REVENUES<sup>1</sup>**

<b><u>PARKS, GARDENS, and SRC</u></b>						
	<b><u>ACTUAL FY08-09</u></b>	<b><u>ACTUAL FY09-10</u></b>	<b><u>ADOPTED FY10-11</u></b>	<b><u>REQUESTED FY11-12</u></b>	<b><u>RECOMMENDED FY11-12</u></b>	<b><u>ADOPTED FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$3,653,893	\$3,236,611	\$3,219,950	\$3,851,194	\$3,648,189	\$3,648,189
OPERATING EXPENSES	2,640,829	2,520,959	2,580,585	2,775,712	2,771,112	2,786,112
CAPITAL OUTLAY	668,389	57,650	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$6,963,110</b>	<b>\$5,815,219</b>	<b>\$5,800,535</b>	<b>\$6,626,906</b>	<b>\$6,419,301</b>	<b>\$6,434,301</b>
<b>TOTAL REVENUES:</b>	<b>\$1,853,889</b>	<b>\$1,879,125</b>	<b>\$1,783,837</b>	<b>\$1,771,320</b>	<b>\$1,767,521</b>	<b>\$1,767,521</b>
<b>NET COUNTY COST:</b>	<b>\$5,109,221</b>	<b>\$3,936,095</b>	<b>\$4,016,698</b>	<b>\$4,855,586</b>	<b>\$4,651,780</b>	<b>\$4,666,780</b>

<sup>1</sup> 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**

<b><u>EMERGENCY TELEPHONE SYSTEM - ARTICLE 3</u></b>						
	<b><u>ACTUAL</u></b> <b><u>FY08-09</u></b>	<b><u>ACTUAL</u></b> <b><u>FY09-10</u></b>	<b><u>ADOPTED</u></b> <b><u>FY10-11</u></b>	<b><u>REQUESTED</u></b> <b><u>FY11-12</u></b>	<b><u>RECOMMENDED</u></b> <b><u>FY11-12</u></b>	<b><u>ADOPTED</u></b> <b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
TRANSFERS TO OTHER FUNDS	\$214,460	\$399,362	\$395,583	\$535,090	\$535,090	\$535,090
<b>TOTAL EXPENDITURES:</b>	<b>\$214,460</b>	<b>\$399,362</b>	<b>\$395,583</b>	<b>\$535,090</b>	<b>\$535,090</b>	<b>\$535,090</b>
<b>TOTAL REVENUES:</b>	<b>\$1,117,170</b>	<b>\$978,292</b>	<b>\$395,583</b>	<b>\$535,090</b>	<b>\$535,090</b>	<b>\$535,090</b>

## **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 and countywide drop-off site recycling program. The Environmental Management Fund is a self-supported Enterprise Fund. Revenues are generated by tipping fees 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 a proposal and authorized staff to negotiate and sign a contract. Unfortunately, the contractor was ultimately unable to secure financing, and the contract was terminated.

In April of 2011, The Board of County Commissioners voted to shut down the waste-to-energy facility (WASTEC) until a new comprehensive plan could be presented and a new proposal process completed. This FY11-12 Adopted Budget includes landfill and recycling operations only.

### **FY10-11 ACCOMPLISHMENTS**

- Laid up and cleaned the waste-to-energy facility.
- Instituted a weekly electronic waste recycling event occurring on Wednesdays at the landfill from 9:00 am to 2:00 pm.
- Successfully completed a four-quarter groundwater monitoring regimen at the burn pit, which is a major step in the EPA delisting it as a superfund site.
- Added six aerators to the leachate lagoon at the landfill which has enhanced treatment and discharge to the Northeast Cape Fear River.
- Increased the tonnage of materials at the recycling program drop-off sites by 14.74% over the previous fiscal year. The revenues for the recycled materials processed at the NHC recycling sites increased 23%, from \$351,347 in 09/10 to \$432,669 in 10/11.

### **SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>ENVIRONMENTAL MANAGEMENT</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>REQUESTED</u></b>	<b><u>RECOMMENDED</u></b>	<b><u>ADOPTED</u></b>
	<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$4,670,763	\$4,414,982	\$1,460,947	\$1,834,410	\$1,923,314	\$2,002,469
OPERATING EXPENSES	6,235,749	7,193,269	8,342,985	3,857,866	3,739,609	3,757,009
DEBT SERVICE	1,056,924	663,889	668,937	291,822	721,132	721,132
CAPITAL OUTLAY	43,770	394,578	17,500	505,000	553,894	553,894
TRANSFERS TO OTHER FUNDS	75,051	2,183,879	678,051	0	2,848,551	2,848,551
ADMINISTRATIVE RESERVE	0	0	1,641,955	0	2,533,500	2,436,945
<b>TOTAL EXPENDITURES:</b>	<b>\$12,082,257</b>	<b>\$14,850,597</b>	<b>\$12,810,375</b>	<b>\$6,489,098</b>	<b>\$12,320,000</b>	<b>\$12,320,000</b>
<b>TOTAL REVENUES:</b>	<b>\$13,495,652</b>	<b>\$12,916,831</b>	<b>\$12,810,375</b>	<b>\$12,206,500</b>	<b>\$12,320,000</b>	<b>\$12,320,000</b>

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## NEW HANOVER COUNTY SCHOOLS FUND (FUND 225)

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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**

<b><u>NEW HANOVER COUNTY SCHOOLS</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>REQUESTED</u></b>	<b><u>RECOMMENDED</u></b>	<b><u>ADOPTED</u></b>
	<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
CURRENT OPERATING	\$65,377,120	\$61,908,440	\$61,808,440	\$65,000,000	\$60,808,440	\$61,808,440
CAPITAL OUTLAY	-	-	-	3,031,500	750,000	750,000
PENSION	-	-	-	-	-	-
PRINCIPAL-BONDED DEBT	12,465,109	12,724,337	13,980,819	13,553,610	13,553,610	13,553,610
INTEREST-BONDED DEBT	8,251,223	8,410,200	8,701,173	8,061,069	8,061,069	8,061,069
BOND SVC CHARGES	194,998	42,906	40,339	109,130	109,130	109,130
INSTALLMENT LEASE PAYMENTS	0	0	0	591,837	591,837	591,837
<b>TOTAL EXPENDITURES:</b>	<b>\$86,288,450</b>	<b>\$83,085,883</b>	<b>\$84,530,771</b>	<b>\$90,347,146</b>	<b>\$83,874,086</b>	<b>\$84,874,086</b>
<b>REVENUES:</b>						
TRANSFER FROM GENERAL FUND	\$76,136,844	\$72,754,574	\$75,453,657	\$78,461,714	\$72,507,489	\$72,507,489
TRANSFER FROM GF (MEDICAID SWAP)	729,202	-	-	-	-	-
TRANSFER 1/2 SALES TAX	7,242,286	8,134,118	6,877,114	9,369,894	9,266,597	9,266,597
TRANSFER FROM CAPITAL PROJECT	1,074,027	1,065,000	-	-	1,336,547	1,336,547
LOTTERY FUNDS	500,000	-	-	-	-	-
APPROPRIATED FUND BALANCE	-	-	2,200,000	2,252,085	500,000	1,500,000
FEDERAL SUBSIDY FOR 2010 QUAL. SCHOOL CONSTRUCTION BONDS	-	-	-	263,453	263,453	263,453
INTEREST ON INVESTMENTS	79,182	27,628	-	-	-	-
<b>TOTAL REVENUES:</b>	<b>85,761,541</b>	<b>81,981,320</b>	<b>84,530,771</b>	<b>90,347,146</b>	<b>83,874,086</b>	<b>84,874,086</b>

## **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**

<b><u>ROOM OCCUPANCY TAX</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>REQUESTED</u></b>	<b><u>RECOMMENDED</u></b>	<b><u>ADOPTED</u></b>
	<b><u>FY08-09</u></b>	<b><u>FY09-10</u></b>	<b><u>FY10-11</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>	<b><u>FY11-12</u></b>
<b>EXPENDITURES:</b>						
OPERATING EXPENSES	\$1,215,766	\$4,464,092	\$3,719,801	\$3,694,628	\$3,694,628	\$3,694,628
TRANSFER TO OTHER FUNDS	0	356,671	0	0	0	0
<b>TOTAL EXPENDITURES:</b>	<b>\$1,215,766</b>	<b>\$4,820,763</b>	<b>\$3,719,801</b>	<b>\$3,694,628</b>	<b>\$3,694,628</b>	<b>\$3,694,628</b>
<b>TOTAL REVENUES:</b>	<b>\$6,187,520</b>	<b>\$4,002,095</b>	<b>\$3,719,801</b>	<b>\$3,694,628</b>	<b>\$3,694,628</b>	<b>\$3,694,628</b>

## 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 eight fire stations located throughout the unincorporated areas of New Hanover County. Stations are staffed 24 hours per day 365 days per year with both career and volunteer staff. In addition, the department provides code enforcement, fire investigations, public education and logistical support for the fire service community.

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 dedicated to a proactive stand to insure quality fire and life safety protection for the general population of New Hanover County.

### FY10-11 ACCOMPLISHMENTS

- Consolidated the County Fire Service to operate under New Hanover County Government.
- Replaced one (1) Fire Engine and installed Fire Hydrants in subdivisions with existing water lines.
- Implemented Health and Wellness Program enhancements.
- Conducted regular training drills with Wilmington Fire and other outside agencies.

### KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	<b>Superior Public Health, Safety and Education</b>				
<b>KEY STRATEGIC OBJECTIVE:</b>	<b>Increase public safety and crime prevention. Provide health and wellness education, programs and services.</b>				
<b>STRATEGY:</b>	To decrease number of incidents per capita by providing fire code enforcement, public education and risk reduction projects.				
<b>Key Performance Indicator:</b>	Incident Response per 1000 capita	59	65	67	66
<b>STRATEGY:</b>	To respond to at least 70% of all emergency incidents in less than seven minutes from the time of incident notification, with a consistent turnout time of 80 seconds or less. (*- FY12 time changed to seven minutes to align with turnout times.)				
<b>Key Performance Indicator:</b>	% of Calls with response time less than seven minutes from time of notification	68%*	72%*	81%	82%
<b>Key Performance Indicator:</b>	% of Calls with turnout time less than 80 seconds	N/A	N/A	56%	60%
<b>STRATEGY:</b>	To decrease the rate of preventable fires through education, enforcement and risk reduction.				
<b>Key Performance Indicator:</b>	% of preventable fires	N/A	N/A	N/A	15%
<b>Key Performance Indicator:</b>	% of structure fires in properties we inspect	N/A	N/A	N/A	15%

**SPECIAL FIRE SERVICE DISTRICT FUND CONTINUED**

**KEY PERFORMANCE INDICATORS CONTINUED**

KEY PERFORMANCE INDICATORS (KPIS)		FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Projected
<b>FOCUS AREA:</b>	Effective County Management				
<b>KEY STRATEGIC OBJECTIVE:</b>	Hire, develop and maintain talented people.				
<b>STRATEGY:</b>	To increase the percentage of fire fighters with up to date certifications for Fire and Rescue Response.				
<b>Key Performance Indicator:</b>	% of Fire Fighters that are certified. This includes all career and volunteer members.	N/A	N/A	75% (209)	78%

**SUMMARY OF EXPENDITURES AND REVENUES**

<b><u>FIRE SERVICES</u></b>						
	<b>ACTUAL FY08-09</b>	<b>ACTUAL FY09-10</b>	<b>ADOPTED FY10-11</b>	<b>REQUESTED FY11-12</b>	<b>RECOMMENDED FY11-12</b>	<b>ADOPTED FY11-12</b>
<b>EXPENDITURES:</b>						
SALARIES & BENEFITS	\$4,540,838	\$5,337,270	\$5,944,659	\$6,866,824	\$6,637,143	\$6,637,143
OPERATING EXPENSES	2,157,388	2,131,179	2,485,330	2,075,349	2,100,349	2,100,349
DEBT SERVICE	1,081,094	1,135,800	1,095,705	1,087,080	1,087,080	1,087,080
CAPITAL OUTLAY	1,069,083	367,722	104,850	979,060	114,060	114,060
TRANSFER TO OTHER FUNDS	48,541	645,541	645,541	690,508	690,508	690,508
ADMIN. RESERVE	0	0	0	15,627	1,664	1,664
<b>TOTAL EXPENDITURES:</b>	<b>\$8,896,945</b>	<b>\$9,617,512</b>	<b>\$10,276,085</b>	<b>\$11,714,448</b>	<b>\$10,630,804</b>	<b>\$10,630,804</b>
<b>TOTAL REVENUES:</b>	<b>\$8,355,583</b>	<b>\$9,457,346</b>	<b>\$10,276,085</b>	<b>\$11,714,448</b>	<b>\$10,630,804</b>	<b>\$10,630,804</b>



## 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	DESCRIPTION	FY11-12 ADOPTED
<b>General Fund</b>			
Human Resources	Computer & Other	2 Video Monitors	\$3,899
	Computer & Other	Microphone (package)	2,500
	Computer & Other	Lighting Kit	9,750
	Computer & Other	Still Camera (package)	5,500
IT	Equipment	RSA Secure ID w/Two Factor Authentication	30,000
Board of Elections	Equipment	High Speed Ballot Counter	40,550
Property Management	Other Improvements	Lighting Upgrade at the Main Library	50,000
	Other Improvements	Replace 17 exterior doors - Senior Resource Center	90,000
	Other Improvements	Replace Roof - Cooperative Extension	50,000
	Other Improvements	3rd Street Entrance Improvement - Register of Deeds	70,000
	Other Improvements	Replace 400 interior lights at the Govmt. Cntr. w/energy efficient lights	80,000
	Other Improvements	Repair / Replacement Exterior Corridor Ceiling at the Govmt. Cntr.	39,000
	Other Improvements	Upgrade Energy Controls at the Northeast Library	35,000
	Other Improvements	Automate Controls for the Existing Rooftop Unit at the Heath Dept.	10,000
	Motor Vehicle	Countywide Vehicle Replacement Program	86,228
	Motor Vehicle	Replace Unsafe Aged Bucket Truck	40,000
Emergency Mgt. / 911 Communications	Computer & Other	Automatic Call Distribution (ACD) Software	90,000
Sheriff	Motor Vehicle	Patrol Cars	120,000
Health	Other Improvements	Replace Automatic Doors - 17th Street	16,000
Social Services	Computer & Other	Northwoods automation project***	603,608
	Motor Vehicle	1 additional vehicle	18,185
<b>Total General Fund</b>			<b>\$1,490,220</b>
<b>Fire Service District Fund</b>			
Fire Services	Computer & Other	In-Building Cellular Repeater - Federal Point Station	\$8,500
	Computer & Other	Additional Software Modules and Support for Fire Services Record Management System	30,560
	Motor Vehicle	New Van for Training and Crew Transport	30,000
	Other Improvements	Replace Roof of Station 51 (US 421)	45,000
<b>Total Fire Service District Fund</b>			<b>\$114,060</b>
<b>Environmental Management Enterprise Fund</b>			
Env. Management	Building	Replacement scale house and scales	\$290,000
	Equipment	GPS System	45,000
	Equipment	Grading Bulldozer (used)	110,000
	Motor Vehicle	Roll Off truck	60,000
	Equipment	Forklift	48,894
<b>Total Environmental Management Enterprise Fund</b>			<b>\$553,894</b>

\*\*\* The Northwoods automation project will have a Net County Cost of \$451,829. Implementation will allow case workers to handle larger caseloads per worker, speed up application processing time, increase accuracy, decrease printing costs and improve intra-agency communication and supervision. Accuracy and meeting deadlines are directly tied to ability to draw maximum revenues.

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## CAPITAL IMPROVEMENT PROJECTS

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### Capital Improvement Projects

Capital improvement projects (CIP) are major, non-recurring expenditures, which are expected to cost in excess of \$100,000 and take longer than one (1) 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.

Budgets / funding appropriations for capital improvement projects may be approved by the Board of County Commissioners (BOCC) for the total project, or for a specific phase (land acquisition, design, engineering, construction, etc.). Once the Board of County Commissioners commits funds to a capital project, those funds remain with the project until the project or phase is completed or the BOCC approves a budget amendment reducing the total approved project budget.

### Capital Improvement Project Policies

- Capital Improvement Projects (CIP) submitted for consideration shall be consistent with the County’s strategic plan, mission, and goals.
- The project scope, timing, estimated costs and funding source(s) for capital improvement projects will be presented at the time of request for funding.

Additionally, each submission must also include costs estimates for:

- a. One- time capital outlay (furniture, fixtures, equipment, or technology);
  - b. Incremental staffing required; and
  - c. Annual impact of the project on operating and maintenance costs, including debt service, if applicable.
- Capital Improvement Projects that may receive priority consideration include (but are not limited to):
    - a. Projects mandated by State and Federal agencies and law.
    - b. Projects that preserve and protect the health and safety of the community.
    - c. Projects that have been previously initiated and/or are a completion of subsequent phases.
    - d. Projects that provide for renovation of existing facilities, the preservation of the community’s prior investment or the reduction of maintenance and operating costs.
    - e. Projects funded by voter approved bonded debt.
  - 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.

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## CAPITAL IMPROVEMENT PROGRAM

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Where grants or contributions from State, Federal, Municipalities or other private sources of funding are available to finance projects, efforts should be made to secure these non-county funds.

- All capital improvement projects will be constructed, and expenditures incurred, for the purpose as approved by the Board of County Commissioners. Additional funding or changes to scope must be approved by the Board of County Commissioners.
- All approved projects will follow County, Legal, and statutory-required bidding processes including Minority / Women Business Enterprise Program.

### **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 - 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 County 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 evaluation will include any associated capital outlay or staffing requests.

Anticipated efficiencies, new or additional revenue sources, and anticipated savings expected from the project are reviewed, and the rate of return and / or Net County Cost is calculated for each project.

## 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 County Commissioners approval for additional funding is required.

### 4. Final Requested Project Prioritization and Recommendation

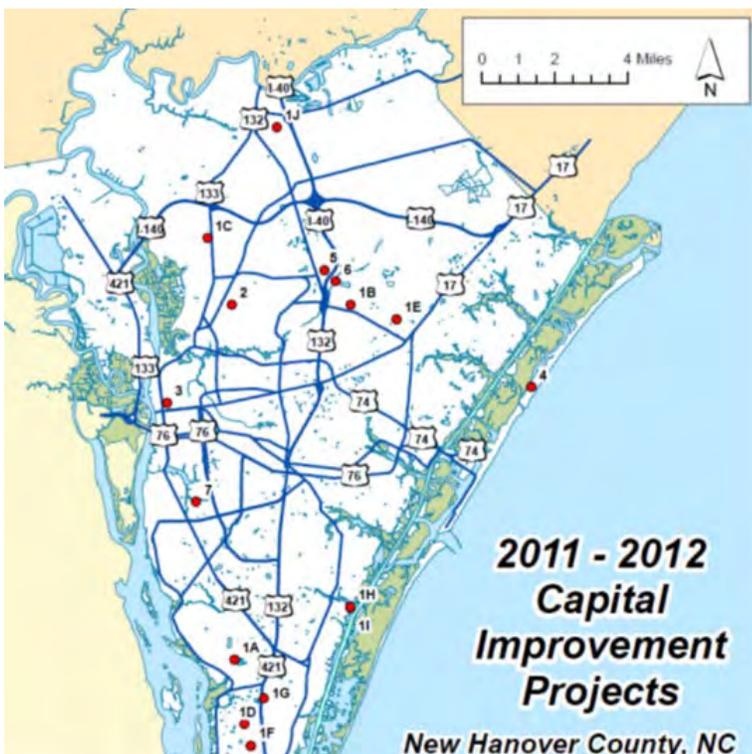
Due to limited funding available, the County must prioritize potential capital projects annually. While some projects flow directly from an approved master plan, these projects must still be evaluated relative to other County priorities, goals and needs.

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 Projects (CIP) In Process

Due to fiscal constraints, no new projects were approved by the Board of County Commissioners as part of the adoption of the FY11-12 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, 2011.



Project	Name
1A	Arrowhead Park
1B	Parkwood Recreation Area
1C	Wrightsboro Park
1D	Monterey Heights
1E	Ogden Park
1F	Veterans Park
1G	Battle Park
1H	Water Access Development
1I	Trails End Park
1J	Northern Park
2	Burn Pit
3	Community Development Block Grants
4	Mason Inlet Relocation
5	Murrayville Fire Station
6	Smith Creek Park
7	SE Center for Mental Health / Health Dept. Bldg.



**CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED**

<b>Use of Funds</b>	<b>Original Budget</b>	<b>Amended Budget</b>	<b>Expen. As of 6/30/11</b>	<b>FY11-12</b>	<b>Future Years</b>
<b>County Projects</b>					
Planning/ Design	\$550,000	\$550,000	\$387,612	\$0	\$162,388
Arrowhead	1,000,000	1,000,000	94,557	905,443	0
Parkwood	500,000	200,000	172,917	0	27,083
Wrightsboro Park	500,000	500,000	0	0	500,000
Monterey Heights	250,000	250,000	195,260	54,740	0
Ogden	500,000	462,993	425,960	0	34,878
Battle Park	1,000,000	500,000	0	0	500,000
Water Access Dev.	1,000,000	4,046,150	4,045,189	0	0
Vet. Park Complet.	2,500,000	360,797	360,722	0	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	5,186,903	5,190,094	0	0
River Road		87,292	87,292	0	0
Transfer to Cap. Proj.		115,000	115,000	0	0
Transfer to GF	0	6,805	6,805	0	0
<b>County Sub-Total</b>	<b>\$13,800,000</b>	<b>\$16,431,150</b>	<b>\$13,246,618</b>	<b>\$960,183</b>	<b>\$2,224,349</b>
<b>COW Projects</b>	<b>\$13,600,000</b>	<b>\$10,995,000</b>	<b>\$6,386,628</b>	<b>\$1,469,362</b>	<b>\$3,139,010</b>
<b>Beach Town Proj.</b>	<b>600,000</b>	<b>1,100,000</b>	<b>865,257</b>	<b>34,743</b>	<b>200,000</b>
<b>Joint Projects</b>	<b>7,500,000</b>	<b>10,105,000</b>	<b>9,964,148</b>	<b>140,852</b>	<b>0</b>
<b>Total</b>	<b>\$35,500,000</b>	<b>\$38,631,150</b>	<b>\$30,462,651</b>	<b>\$2,605,140</b>	<b>\$5,563,359</b>

**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 Strategic Focus Area(s) Intelligent Growth and Economic Development  
 Strategic Objective(s) Protect the environment through innovative programs

Impact on Operating Expenses:  
 FY11-12 \$5,200 Salary expense for operational oversight  
 Future Years \$5,304 Salary expense for operational oversight

Responsible Department(s) Environmental Management

Estimated Completion Date: Unknown

**CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED**

<b>Funding Source</b>	<b>Original Budget</b>	<b>Amended Budget</b>
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
<b>Total</b>	<b>\$1,300,000</b>	<b>\$2,270,020</b>

<b>Use of Funds</b>	<b>Original Budget</b>	<b>Amended Budget</b>	<b>Expen. As of 6/30/11</b>	<b>FY11-12</b>	<b>Future Years</b>
Construction	\$1,300,000	\$2,140,020	\$2,097,037	\$42,983	\$0
Transfer to GF	0	130,000	130,000	0	0
<b>Total</b>	<b>\$1,300,000</b>	<b>\$2,270,020</b>	<b>\$2,227,037</b>	<b>\$42,983</b>	<b>\$0</b>

**3) Community Development Block Grant (CDBG) Housing Program**

During FY10-11, the North Carolina Department of Commerce, Community Investment and Assistance Office, awarded New Hanover County a \$400,000 scattered site housing program (SSHP) grant for housing rehabilitation assistance.

Grant funds will be used to demolish and reconstruct two (2) houses and rehabilitate an additional three (3) houses occupied by very low income homeowners. This is the fourth SSHP grant received by New Hanover County since 2001. The three (3) previous scattered site housing rehabilitation grant projects were completed during FY05-06, FY07-08 and FY09-10.

Additionally during FY10-11, New Hanover County was one of 26 counties in North Carolina selected to receive a Small Cities Economic Recovery Community Development Block Grant (CDBG-ER). This \$500,000 grant awarded by the North Carolina Department of Commerce, Community Investment and Assistance Office, will be used to demolish and reconstruct three (3) houses and rehabilitate an additional two (2) houses occupied by very low income homeowners.

Relates to Strategic Focus Area    Intelligent Growth and Economic Development;  
 Strategic Objective(s)    Develop, maintain and implement comprehensive plans for land use, economic development, infrastructure and environmental programs;  
                                                          Understand and act on citizen needs

Impact on Operating Expenses:  
                                                          FY11-12    \$0 (Grants include administrative and direct costs)  
                                                          Future Years    \$0 (Grants include administrative and direct costs)

Responsible Department(s)    Planning & Inspections

Estimated Completion Date:    2013



**CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED**

<b>Use of Funds</b>	<b>Original Budget</b>	<b>Amended Budget</b>	<b>Expen. As of 6/30/11</b>	<b>FY11-12</b>	<b>Future Years</b>
Assessment #1	\$605,000	\$8,031,410	\$8,031,406	\$0	\$0
Assessment #2	0	1,805,874	1,805,871	0	0
Assessment #3	0	749,508	527,041	222,467	0
<b>Total</b>	<b>\$605,000</b>	<b>\$10,586,792</b>	<b>\$10,364,318</b>	<b>\$222,467</b>	<b>\$0</b>

**5) 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 Strategic Focus Area Superior Health, Safety and Education  
 Strategic Objective Increase public safety and crime protection

Impact on Operating Expenses:  
 FY11-12 \$479,086 for 9 FTE  
 \$59,875 for utilities, equipment, and maintenance  
 Future Years \$483,877 for 9 FTE  
 \$61,672 for utilities, equipment, and maintenance

Debt Service Impact: \$305,377 FY11-12; See New Hanover County Debt Service on pages 152 and 153 for 5 year impact

Responsible Department(s) Special Fire Service District / Engineering

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

<b>Funding Source</b>	<b>Original Budget</b>	<b>Amended Budget</b>
Installment Loans	\$3,549,966	\$3,549,966
Sales Tax Refund	0	0
Interest	0	0
<b>Total</b>	<b>\$3,549,966</b>	<b>\$3,549,966</b>

<b>Use of Funds</b>	<b>Original Budget</b>	<b>Amended Budget</b>	<b>Expen. As of 6/30/11</b>	<b>FY11-12</b>	<b>Future Years</b>
Construction	\$3,091,696	\$3,130,845	\$3,073,107	\$57,738	\$0
Furniture / Equipt.	300,000	380,000	360,799	19,201	0
Security System		20,330	20,330	0	0
Contingencies	158,270	18,791	6,309	12,482	0
<b>Total</b>	<b>\$3,549,966</b>	<b>3,549,966</b>	<b>\$3,460,545</b>	<b>\$89,421</b>	<b>\$0</b>

**CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED**

**6) Smith Creek Park**

On December 17, 2007, the Board of County 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 began in early 2011.

Relates to Strategic Focus Area    Intelligent Growth and Economic Development  
 Strategic Objective(s)    Enhance and add recreational, cultural and enrichment amenities

Impact on Operating Expenses:

FY11-12    \$12,965 for 2 additional FTE (3 mos.)  
                  \$15,000 operating expenses (3 mos.)

Future Years    \$51,859 for the full year impact of 2 FTE  
                  \$175,000 operating expenses (includes Parkwood)  
                  \$70,000 capital outlay (1 vehicle and 1 mower)

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

<b>Funding Source</b>	<b>Original Budget</b>	<b>Amended Budget</b>
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	115,000
<b>Total</b>	<b>\$115,100</b>	<b>\$1,372,798</b>

<b>Use of Funds</b>	<b>Original Budget</b>	<b>Amended Budget</b>	<b>Expen. As of 6/30/11</b>	<b>FY11-12</b>	<b>Future Years</b>
Design	\$115,100	\$123,310	\$123,049	\$261	\$0
Construction	0	1,234,488	812,330	422,158	0
Transfer to Cap. Proj.	0	15,000	15,000	0	0
<b>Total</b>	<b>\$115,100</b>	<b>\$1,372,798</b>	<b>\$950,379</b>	<b>\$422,419</b>	<b>\$0</b>

**CAPITAL IMPROVEMENT PROGRAM PROJECTS CONTINUED**

**7) 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 Strategic Focus Area(s) Superior Public Health, Safety and Education; Intelligent Growth and Economic Development  
 Strategic Objective Provide health and wellness education, programs and services; Build and maintain infrastructure

Impact on Operating Expenses:

FY11-12 \$0 (Project on hold.)

Future Years \$0 (The proposed larger building is a replacement for 2 older / less energy efficient buildings. No net cost increases or savings are anticipated.)

Debt Service Impact: \$0 FY11-12; 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

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

<b>Use of Funds</b>	<b>Original Budget</b>	<b>Amended Budget</b>	<b>Expen. As of 6/30/11</b>	<b>FY11-12</b>	<b>Future Years</b>
Construction	\$22,946,195	\$22,946,195	\$41,779	\$0	\$22,904,416
<b>Total</b>	<b>\$22,946,195</b>	<b>\$22,946,195</b>	<b>\$41,779</b>	<b>\$0</b>	<b>\$22,904,416</b>

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

<b>PROJECT:</b>	<b>APPROVED FUNDS 06/30/11</b>	<b>COUNTY FUNDS COMMITTED</b>	<b>OTHER FUNDS COMMITTED</b>	<b>EXPENDED AS OF 06/30/11</b>	<b>NHC DEBT SERV. IMPACT FY11-12<sup>1</sup></b>	<b>PROJECTED COMPLET. DATE</b>
<i>PUBLIC SCHOOL CAPITAL PROJECTS:</i>						
\$123 MILLION SCHOOL BONDS PROJECTS <sup>2</sup>	\$134,312,677	\$124,600,000	\$9,712,677	\$129,573,719	\$9,843,688	Ongoing
PUBLIC SCHOOL BUILDING CAPITAL FUND	5,510,771	0	5,510,771	2,586,030	0	Ongoing
QUALIFIED SCHOOL CONSTRUCTION BONDS <sup>3</sup>	4,925,744	4,925,744	0	245,386	591,836	Ongoing
<i>CAPE FEAR COMMUNITY COLLEGE CAPITAL PROJECTS:</i>						
\$164 MILLION CFCC BOND PROJECTS	\$164,000,000	\$164,000,000	\$0	\$26,096,449	\$6,428,348	Ongoing

<sup>1</sup> Estimated annual impact.

<sup>2</sup> Includes bond proceeds plus premium on long term debt.

<sup>3</sup> Qualified School Construction Bonds (QSCB) were created by the American Recovery and Reinvestment Act of 2009. QSCBs allow counties to borrow at zero percent interest for the rehabilitation, repair and equipping of schools, or the purchase of land on which a public school will be built. The QSCB lender receives a Federal tax credit in lieu of receiving an interest payment. The tax credit rate is set by the IRS each day (U.S. Treasury Qualified Tax Credit Bond Rates).

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## DEBT MANAGEMENT

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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 \$315,039,997 as of June 30, 2011 and estimates \$292,639,997 will be outstanding as of June 30, 2012. Of the total bonded debt amounts on the following page, \$126,597,500 is general obligation debt as of June 30, 2011 and \$117,751,109 is general obligation debt estimated as of June 30, 2012. 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 149.

In addition to bonded debt, the County also has installment debt outstanding of \$111,152,807 as of June 30, 2011 and estimates \$99,794,296 will be outstanding as of June 30, 2012. Detailed information on installment debt is found in the schedule of installment debt outstanding starting on Page 150.

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 152 through 153.

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 154. A graph highlighting net bonded debt per capita is shown on Page 155. 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, 2011 (Actual)

**Total Assessed Valuation:** \$ 33,807,896,708

**Legal Debt Limit (8% of Assessed Valuation):** \$ 2,704,631,737

**Gross Debt:**

Total Bonded Debt:	\$ 315,039,997	
Total Installment Debt:	111,152,807	
Authorized and Unissued Bonds (1):		
CFCC General Obligation	94,000,000	

**Total Gross Debt:** \$ 520,192,804

**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)	26,741,163	

**Total Deductions from Gross Debt:** \$ 27,866,163

**Total Amount of Debt Applicable to Debt Limit (Net Debt):** \$ 492,326,641

**Legal Debt Margin for New Hanover County as of June 30, 2011 (Estimated):** \$ 2,212,305,096

### Computation of Legal Debt Margin June 30, 2012 (Estimated)

**Total Assessed Valuation:** \$ 33,969,990,000

**Legal Debt Limit (8% of Assessed Valuation):** \$ 2,717,599,200

**Gross Debt:**

Total Bonded Debt:	\$ 292,639,997	
Total Installment Debt:	99,794,296	
Authorized and Unissued Bonds (1):		
CFCC General Obligation	94,000,000	

**Total Gross Debt:** \$ 486,434,293

**Deductions from Gross Debt in computing net debt (as per G.S. 159-55(a)(2):**

Installment (non-COPS)	\$ 23,052,343	
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**Total Deductions from Gross Debt:** \$ 23,052,343

**Total Amount of Debt Applicable to Debt Limit (Net Debt):** \$ 463,381,950

**Legal Debt Margin for New Hanover County as of June 30, 2012 (Estimated):** \$ 2,254,217,250

**NEW HANOVER COUNTY BONDED DEBT OUTSTANDING**

<b>BONDED DEBT OUTSTANDING</b>	<b>ACTUAL JUNE 30, 2011</b>	<b>ESTIMATED JUNE 30, 2012</b>
<b>GENERAL FUND:</b>		
CFCC 2002 General Obligation Bonds (\$14.3 million issued)	656,890	0
CFCC 2004 General Obligation Bonds (Refunding)	9,183,350	8,318,800
CFCC 2005 General Obligation Bonds (Refunding)	7,447,430	6,494,550
CFCC 2009A General Obligation Bonds (Refunding)	8,654,830	8,312,759
CFCC 2010 General Obligation Bonds (\$36.715 million issued)	36,715,000	33,375,000
CFCC 2010 General Obligation Bonds RZEDB (\$30 million issued)	30,000,000	30,000,000
2008 Parks and Recreation Bonds (\$18 million issued)	16,500,000	15,750,000
2010 Parks and Recreation Bonds (\$16.315 million issued)	16,315,000	15,500,000
2003 Water and Sewer Bonds (Refunding) <sup>1</sup>	1,125,000	0
<b>TOTAL BONDED DEBT -- GENERAL FUND</b>	<b><u>\$ 126,597,500</u></b>	<b><u>\$ 117,751,109</u></b>
<b>PUBLIC SCHOOLS FUND:</b>		
2002 General Obligation Bonds (\$14 million issued)	643,110	0
2003 General Obligation Bonds (Refunding)	2,145,000	0
2004 General Obligation Bonds (Refunding)	33,616,650	30,636,200
2005 General Obligation Bonds (Refunding)	5,487,570	4,785,450
2006 General Obligation Bonds (\$30 million issued)	22,500,000	21,000,000
2007 General Obligation Bonds (\$50 million issued)	42,500,000	40,000,000
2009 General Obligation Bonds (\$43 million issued)	41,500,000	40,000,000
2009A General Obligation Bonds (Refunding)	40,050,167	38,467,238
<b>TOTAL BONDED DEBT -- PUBLIC SCHOOLS FUND</b>	<b><u>\$ 188,442,497</u></b>	<b><u>\$ 174,888,888</u></b>
<b>TOTAL BONDED DEBT</b>	<b><u><u>\$ 315,039,997</u></u></b>	<b><u><u>\$ 292,639,997</u></u></b>

<sup>1</sup> 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**

<b>INSTALLMENT DEBT OUTSTANDING</b>	<b>ACTUAL JUNE 30, 2011</b>	<b>ESTIMATED JUNE 30, 2012</b>
<b>GENERAL FUND:</b>		
2003 COPS (Administration Annex Bldg)	\$ 3,900,000	\$ 3,575,000
2001 COPS (Jail, Parking Deck, Library)	3,275,000	0
2003 COPS (Airport Improvements)	770,000	385,000
COPS Refunding 2005A-1997 COPS	2,365,000	2,063,600
COPS Refunding 2005A-1997 COPS	2,580,000	2,251,200
COPS Refunding 2005B-2001 COPS	19,425,000	19,425,000
138 N. 4th Street <sup>2</sup>	490,501	425,088
CISCO Telephone System <sup>2</sup>	100,000	0
2010 Limited Obligation Bonds Refunding-2000 COPS	10,154,457	9,080,015
2010 Limited Obligation Bonds Refunding-2001 COPS	15,882,750	15,882,750
2010 Limited Obligation Bonds Refunding-Airport Customs Building	2,004,665	1,793,304
2010 Limited Obligation Bonds Refunding-PSTC	1,349,792	1,231,064
2010 Limited Obligation Bonds Refunding-Jail Land	4,066,070	3,761,444
2010 Limited Obligation Bonds Refunding-Government Center	3,398,022	2,851,697
2010 Limited Obligation Bonds Refunding-800 mhz	4,181,072	3,326,235
800 MHZ Radio Equipment <sup>2</sup>	735,119	541,612
COPS Refunding 2005A-1997 COPS <sup>1, 2</sup>	5,590,000	4,877,600
2003 COPS (Brookfield/Brierwood, Middle Sound, Kings Grant) <sup>1, 2</sup>	18,905,000	17,790,000
<b>TOTAL INSTALLMENT DEBT -- GENERAL FUND</b>	<b>\$ 99,172,447</b>	<b>\$ 89,260,610</b>
<b>PUBLIC SCHOOLS FUND:</b>		
2010 Qualified School Construction Bonds	4,761,553	4,433,170
<b>TOTAL INSTALLMENT DEBT -- PUBLIC SCHOOLS FUND</b>	<b>\$ 4,761,553</b>	<b>\$ 4,433,170</b>
<b>SPECIAL FIRE DISTRICT:</b>		
2003 COPS (Federal Point Fire Station)	\$ 780,000	\$ 715,000
Ladder Truck <sup>2</sup>	351,833	178,485
2010 Limited Obligation Bonds Refunding-Murrayville Fire Station	2,678,943	2,478,239
2010 Limited Obligation Bonds Refunding-PSTC	1,349,792	1,231,064
Fire Engine/Fire Tankers (2)	943,319	633,287
<b>TOTAL INSTALLMENT DEBT -- SPECIAL FIRE DISTRICT</b>	<b>\$ 6,103,887</b>	<b>\$ 5,236,076</b>
<b>ENVIRONMENTAL MANAGEMENT FUND:</b>		
Bulldozer and Loader <sup>2</sup>	\$ 330,482	\$ 167,654
COPS Refunding 2005A-1997 COPS	215,000	187,600
2010 Limited Obligation Bonds Refunding-2000 COPS	569,439	509,187
<b>TOTAL INSTALLMENT DEBT -- ENVIRONMENT. MGT. FUND</b>	<b>\$ 1,114,921</b>	<b>\$ 864,441</b>
<b>TOTAL INSTALLMENT DEBT</b>	<b>\$ 111,152,807</b>	<b>\$ 99,794,296</b>

<sup>1</sup> 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.

<sup>2</sup> 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**

		Amended					
SPECIAL FIRE DISTRICT		FY 10-11	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15
<b>INSTALLMENT:</b>							
2003 Certificates of Participation - Federal Point Volunteer Fire Department		103,350	103,350	101,238	99,044	96,769	93,519
Public Safety Training Center		177,060	0	0	0	0	0
Fire Trucks (2)		142,710	142,709	0	0	0	0
Ladder Truck		182,434	182,433	182,433	182,433	0	0
Station 52-Murrayville Fire Station		323,334	0	0	0	0	0
2010 Refunding LOBS-Public Safety Training Center		0	172,513	168,053	162,788	157,177	152,396
2010 Refunding LOBS-Murrayville Fire Station		0	312,409	305,377	297,104	288,358	280,487
Fire Engine		142,435	142,435	190,265	190,265	190,265	0
Fire Tankers (2)		24,383	24,383	139,714	139,714	139,714	0
<b>Total Debt Service - Special Fire District</b>		<b>\$1,095,705</b>	<b>\$1,080,232</b>	<b>\$1,087,080</b>	<b>\$1,071,349</b>	<b>\$872,283</b>	<b>\$526,401</b>
Principal portion of Special Fire District Installment Debt		838,380	848,052	862,869	870,809	694,572	368,857
Interest portion of Special Fire District Installment Debt		257,325	232,180	224,211	200,540	177,710	157,545
		<b>\$1,095,705</b>	<b>\$1,080,232</b>	<b>\$1,087,080</b>	<b>\$1,071,349</b>	<b>\$872,283</b>	<b>\$526,401</b>
		Amended					
ENVIRONMENTAL MANAGEMENT		FY 10-11	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15
<b>BONDED:</b>							
Steam Plant Construction		\$188,150	\$188,150	\$0	\$0	\$0	\$0
Principal portion of Environmental Management Bonded Debt		175,000	175,000	0	0	0	0
Interest portion of Environment Management Bonded Debt		13,150	13,150	0	0	0	0
		<b>\$188,150</b>	<b>\$188,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>INSTALLMENT:</b>							
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		0	0	0	0	0	0
2000 Certificates of Participation - Baghouses-Wastec		125,474	0	0	0	0	0
2005A Certificates of Participation - Refunding - Landfill		35,080	35,080	35,037	35,159	35,106	35,130
Bulldozer and Loader -Landfill		171,364	171,362	171,362	171,363	0	0
2010 Refunding LOBS-2000 COPS		0	124,037	85,423	82,233	78,457	75,364
Loader -Wastec		0	0	0	0	0	0
Compactor 826G-Landfill		0	0	316,870	316,870	316,870	0
Articulated Dump Truck-Landfill		0	0	66,796	66,796	66,796	66,796
New Bailer-Recycling		0	0	45,644	45,644	45,644	45,644
<b>Total Installment Debt Service - Environmental Management Fund</b>		<b>\$331,918</b>	<b>\$330,479</b>	<b>\$721,132</b>	<b>\$718,066</b>	<b>\$542,873</b>	<b>\$222,934</b>
Principal portion of Environmental Management Installment Debt		278,099	280,978	631,687	650,328	496,486	192,573
Interest portion of Environmental Management Installment Debt		53,819	49,501	89,445	67,738	46,387	30,361
		<b>\$331,918</b>	<b>\$330,479</b>	<b>\$721,132</b>	<b>\$718,066</b>	<b>\$542,873</b>	<b>\$222,934</b>
<b>Total Debt Service - Environmental Management Fund</b>		<b>\$520,068</b>	<b>\$518,629</b>	<b>\$721,132</b>	<b>\$718,066</b>	<b>\$542,873</b>	<b>\$222,934</b>
<b>Total Debt Service - All Funds</b>		<b>\$49,949,150</b>	<b>\$49,154,821</b>	<b>\$52,632,458</b>	<b>\$55,548,510</b>	<b>\$56,259,481</b>	<b>\$54,129,550</b>

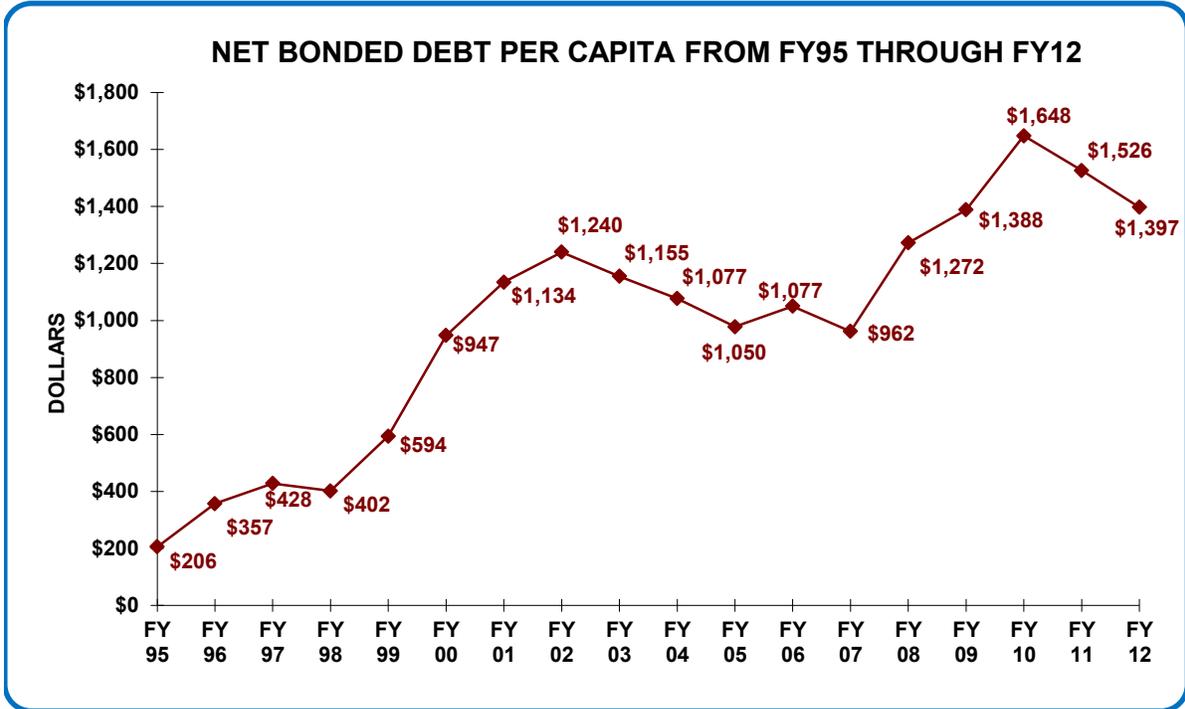
P = Pending further action

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. FY11/12 \$4.1 million of CFPUA debt will be offset by a \$2.2 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	202,667	33,674,505,469	334,244,997	175,000	334,069,997	0.99%	1,648
2011	206,455	33,807,896,708	315,039,997	-	315,039,997	0.93%	1,526
2012	209,468	33,969,990,000	292,639,997	-	292,639,997	0.86%	1,397

**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 and the increase in population for FY11 and FY12. For detail, please see facing page.



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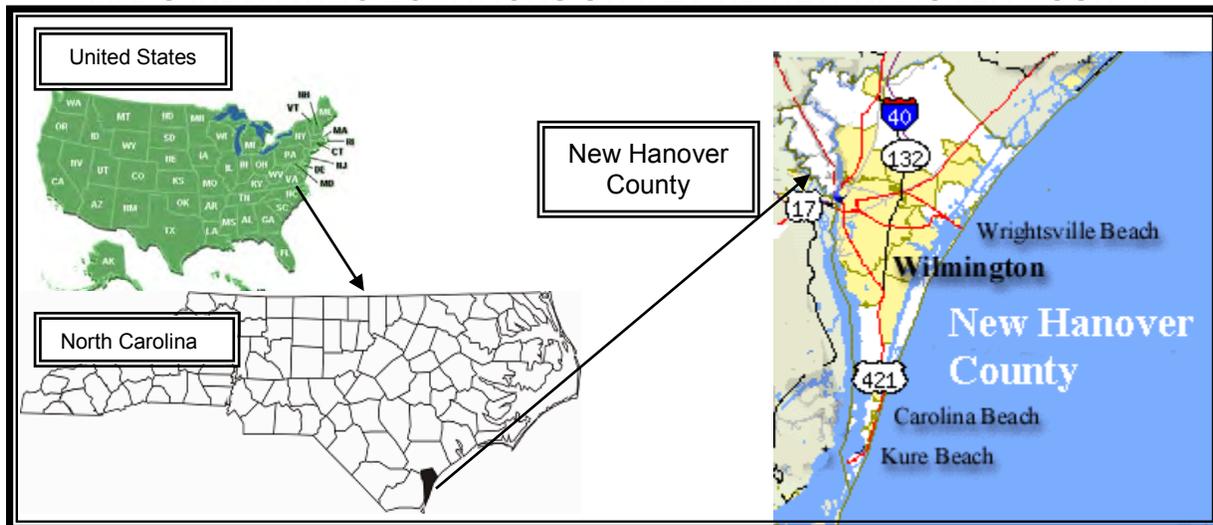
## NEW HANOVER COUNTY PROFILE

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### GENERAL DESCRIPTION

New Hanover, a coastal county in southeastern North Carolina, is home to four incorporated municipalities: Wilmington, Carolina Beach, Kure Beach and Wrightsville Beach. The County's beaches provide miles of unspoiled natural beauty and are the area's most popular tourist attractions. The surrounding terrain is low lying, with an average elevation of less than 40 feet. The highest elevation is approximately 75 feet above sea level. The maps in the illustration below provide visual placement of the County within the state of North Carolina and the United States and a detailed map of the County. New Hanover is the second smallest county but is one of the most densely populated counties in the State. The County's land area totals approximately 220 square miles. Of this total, over 21 square miles consist of water and wetlands. The projected population of New Hanover County for July 2011 is approximately 206,455, a 29% increase over the 2000 U. S. Census of 160,327.<sup>1</sup>

### MAPS INDICATING LOCATIONS STATE AND NEW HANOVER COUNTY<sup>2</sup>



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.

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<sup>1</sup> North Carolina Office of State Budget and Management

<sup>2</sup> North Carolina Department of Commerce

## **GOVERNMENT STRUCTURE**



**New Hanover County  
Historic Courthouse**

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

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

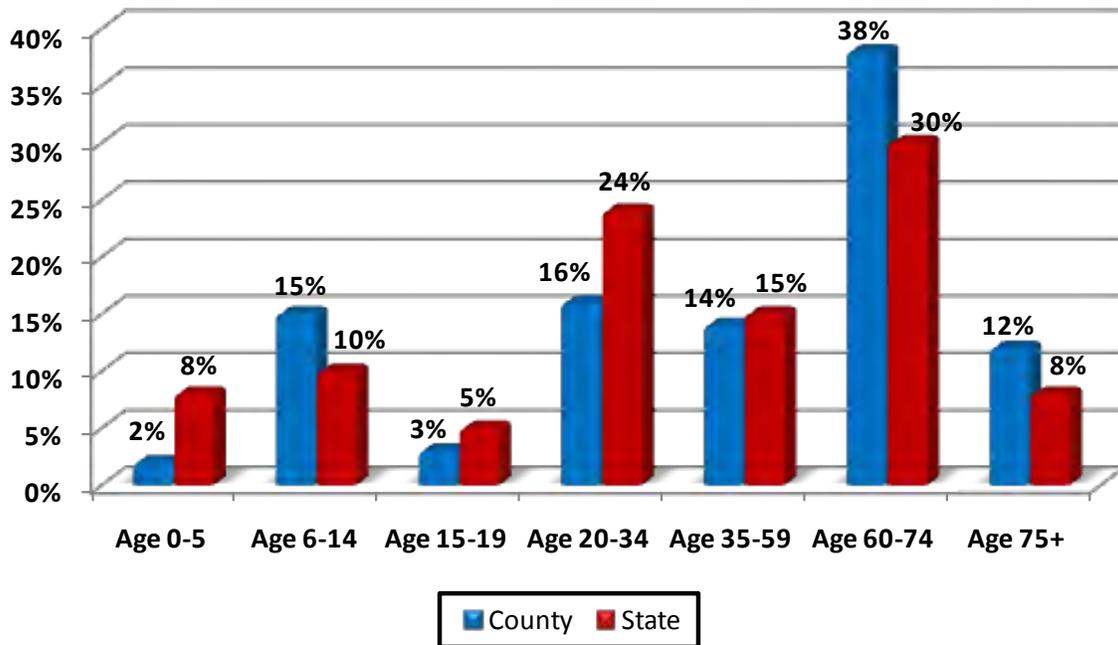
New Hanover County serves its citizens through approximately 27 departments with over 1,500 regular positions.

## **POPULATION CHARACTERISTICS AND PROJECTIONS**<sup>3</sup>

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.

<sup>3</sup> North Carolina Office of State Budget and Management

### 2010-2020 Projected % Change in Population by Age Groups



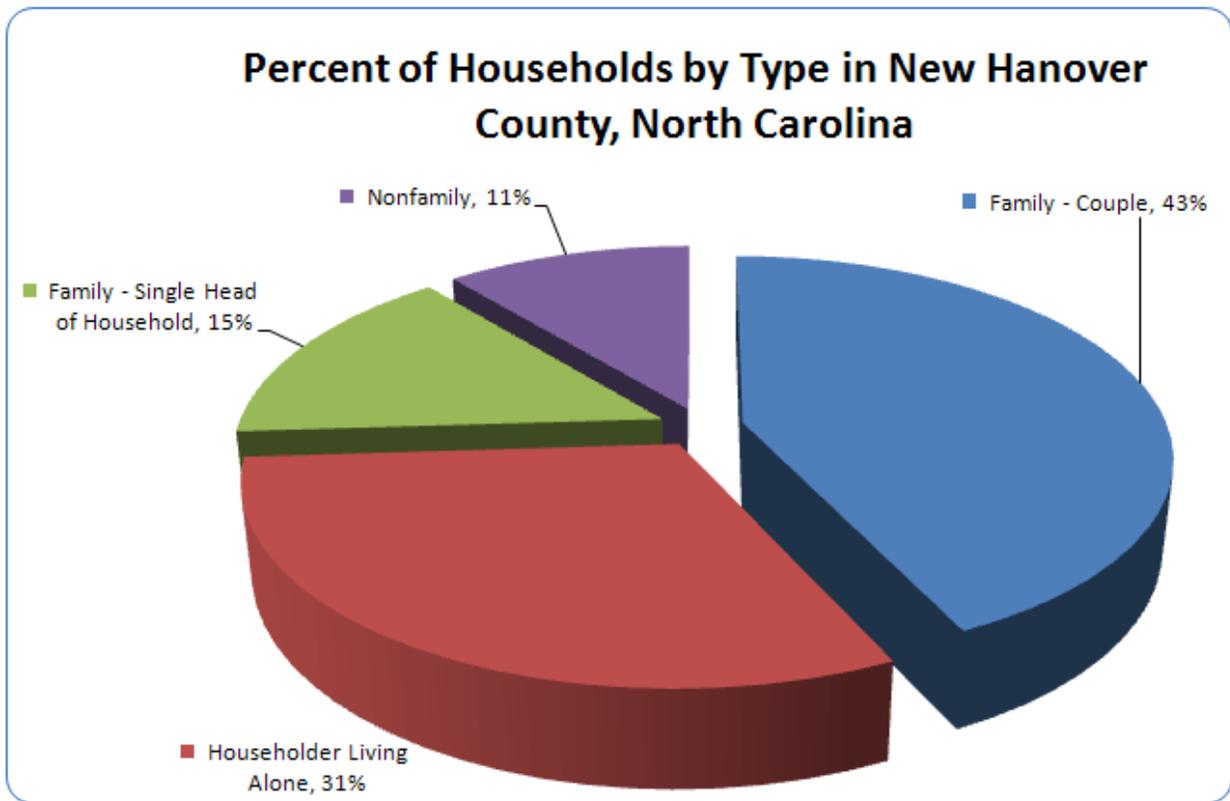
Anticipating future populations by age group assists agencies in developing long-term plans to meet future needs. The graph above provides a comparison of the County’s percentage of change in specific population age groups for the period 2010 to 2020 to the state’s percentage of change for each respective 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 CHARACTERISTICS**<sup>4</sup>

**Households and Families**

*In 2009, there were 85,000 households in New Hanover County. The average household size was 2.2 people.*

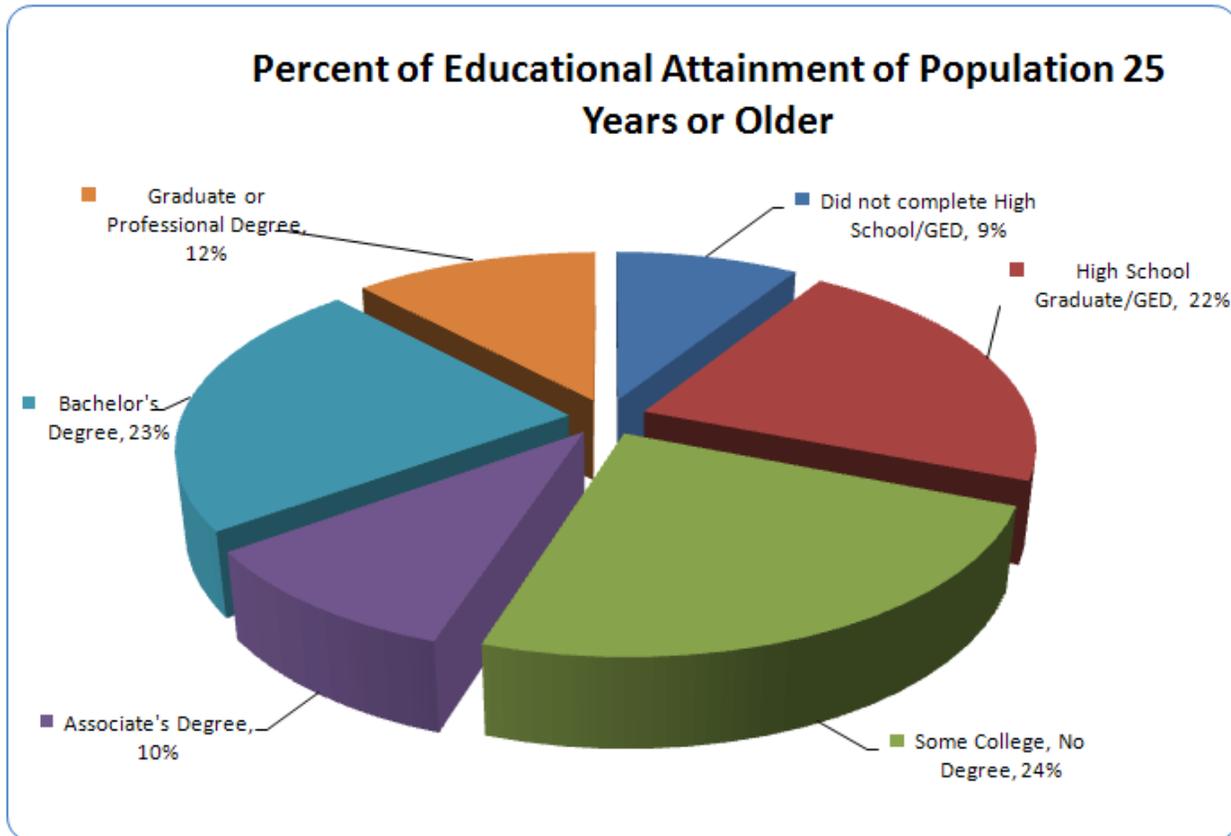
Families make up 58% of the households in New Hanover County. This figure includes married/couple families (43%) and single head of household (15%). Householder living alone was 31% and non-family households were 11%.



<sup>4</sup> American Community Survey, 2009 at American Fact Finder

### Educational Attainment<sup>5</sup>

In 2009, 91% of people 25 years and over had graduated from high school and 35% had a bachelor's degree or higher. 9% percent were not enrolled in school and had not graduated from high school or completed the GED.



### Travel to Work<sup>6</sup>

The mean commute time in 2009 was 19.8 minutes to get to work. The percentages of the method of transportation for 2009 were:

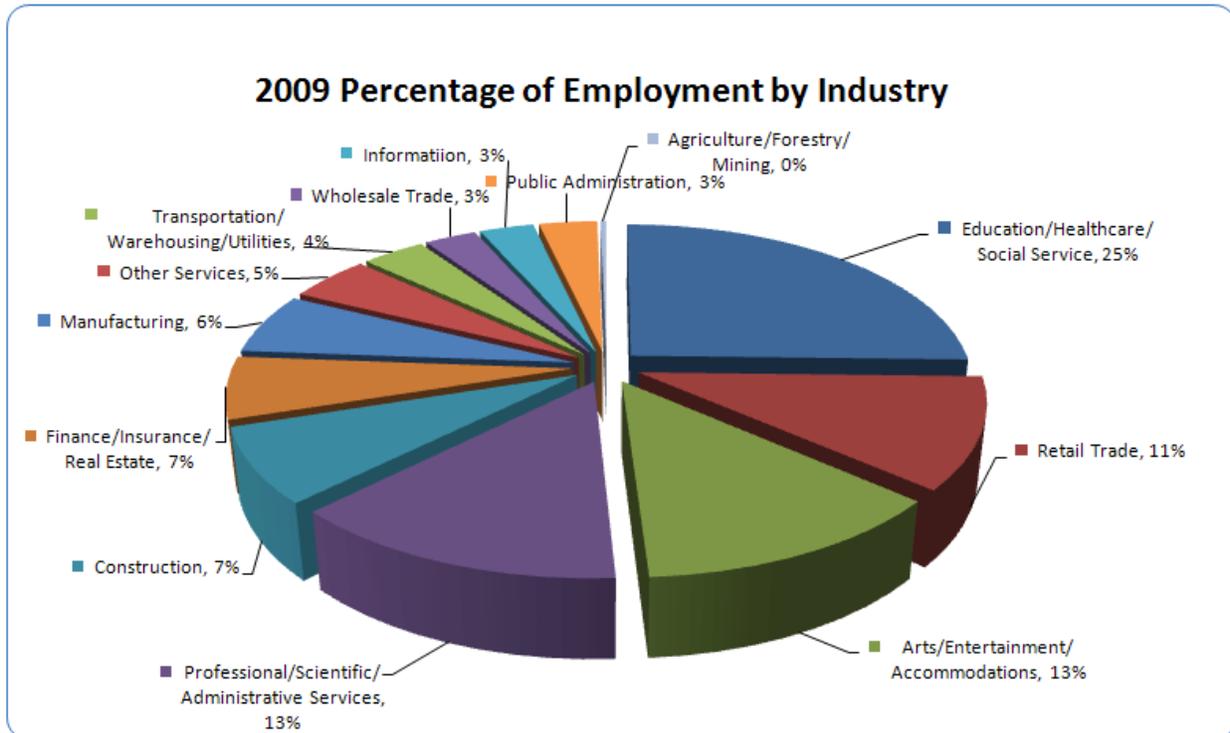
- 83% of workers drove to work alone in 2009
- 7% of workers carpoled
- 1% took public transportation
- 5% used other means
- 4% worked at home

<sup>5</sup> American Community Survey, 2009 at American Fact Finder

<sup>6</sup> American Community Survey, 2009 at American Fact Finder

**Employment by Industry in New Hanover County, North Carolina<sup>7</sup>**

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 Professional/Scientific/Administrative Services tie for second at 13% each.



**Cost of Living<sup>8</sup>**

The cost of living for New Hanover County, as measured to a national composite index average of 100.0 for 3<sup>rd</sup> quarter calendar year 2010, measures 98.5. 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
Groceries	103.2
Housing	89.3
Utilities	114.1
Transportation	96.9
Health Care	100.1
Miscellaneous	100.4

<sup>7</sup> American Community Survey, 2009 at American Fact Finder

<sup>8</sup> Wilmington Chamber of Commerce

## 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 Wilmington<sup>9</sup>



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.

<sup>9</sup> Port of Wilmington

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## NEW HANOVER COUNTY PROFILE CONTINUED

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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.<sup>10</sup> 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."<sup>11</sup>

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.<sup>12</sup> 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, the Port of Wilmington experienced a 16% growth in container volume for FY10-11.<sup>13</sup>

<sup>10</sup> North Carolina's Southeast

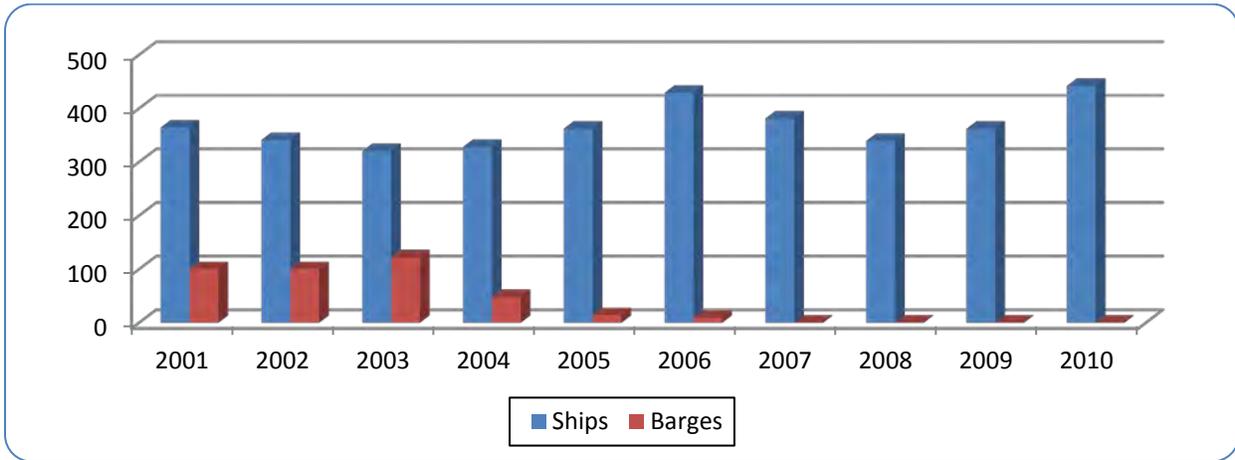
<sup>11</sup> Business North Carolina, June 2005, Jim Smith, UNC Economist

<sup>12</sup> Sea Power, 2008 Almanac

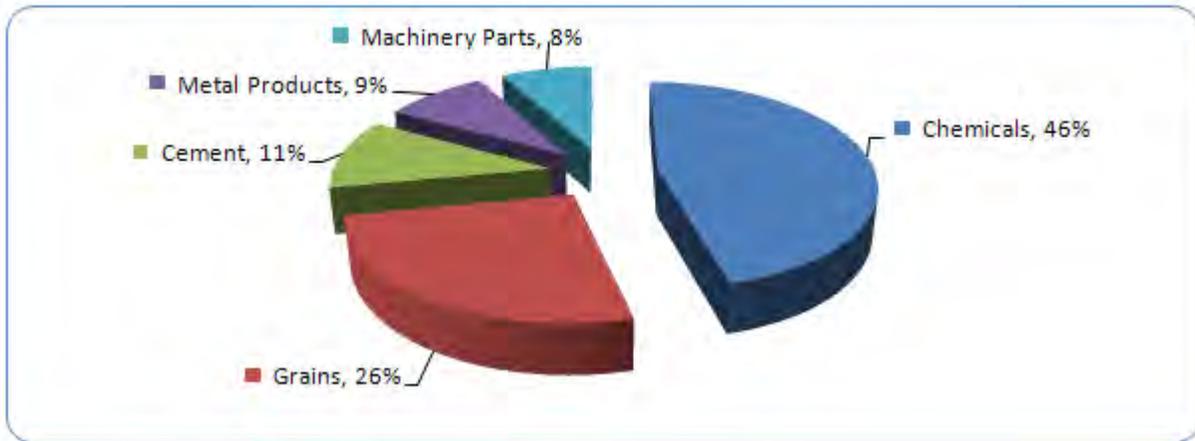
<sup>13</sup> Press Release, August 5, 2011, NC State Ports

**NEW HANOVER COUNTY PROFILE CONTINUED**

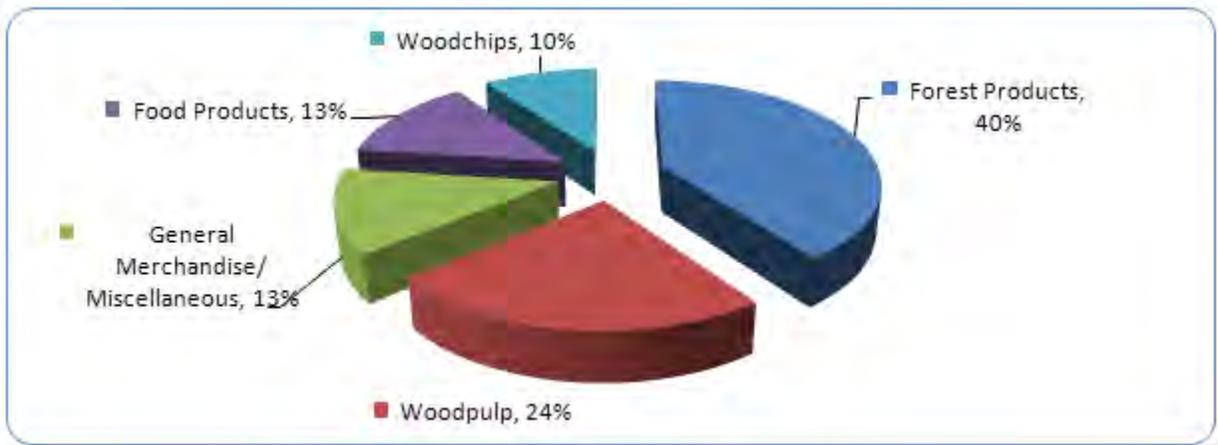
**10 YEAR VESSEL TREND<sup>14</sup>**



**2010 TOP 5 IMPORT COMMODITIES<sup>15</sup>**



**2010 TOP 5 EXPORT COMMODITIES<sup>16</sup>**

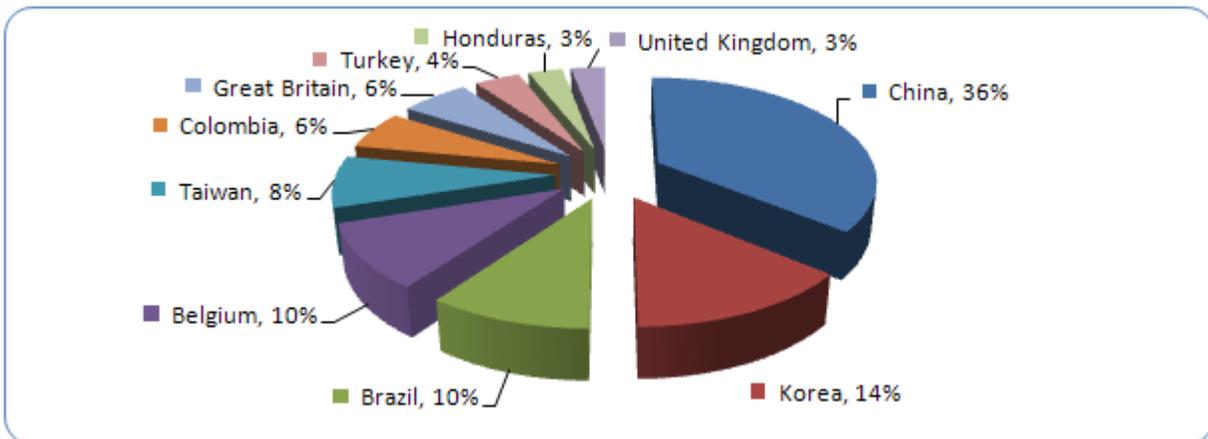


<sup>14</sup> Port of Wilmington 2010 Statistics, published by Port of Wilmington

<sup>15</sup> Port of Wilmington 2010 Statistics, published by Port of Wilmington

<sup>16</sup> Port of Wilmington 2010 Statistics, published by Port of Wilmington

2010 TOP 10 TOTAL TRADE PARTNERS<sup>17</sup>



**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.<sup>18</sup>

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.<sup>18</sup> 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.

<sup>17</sup> Port of Wilmington 2009 Statistics, published by Port of Wilmington

<sup>18</sup> The Virginia Pilot, Sunday, April 6, 2008

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## NEW HANOVER COUNTY PROFILE CONTINUED

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### Wilmington International Airport (ILM)<sup>19, 20</sup>

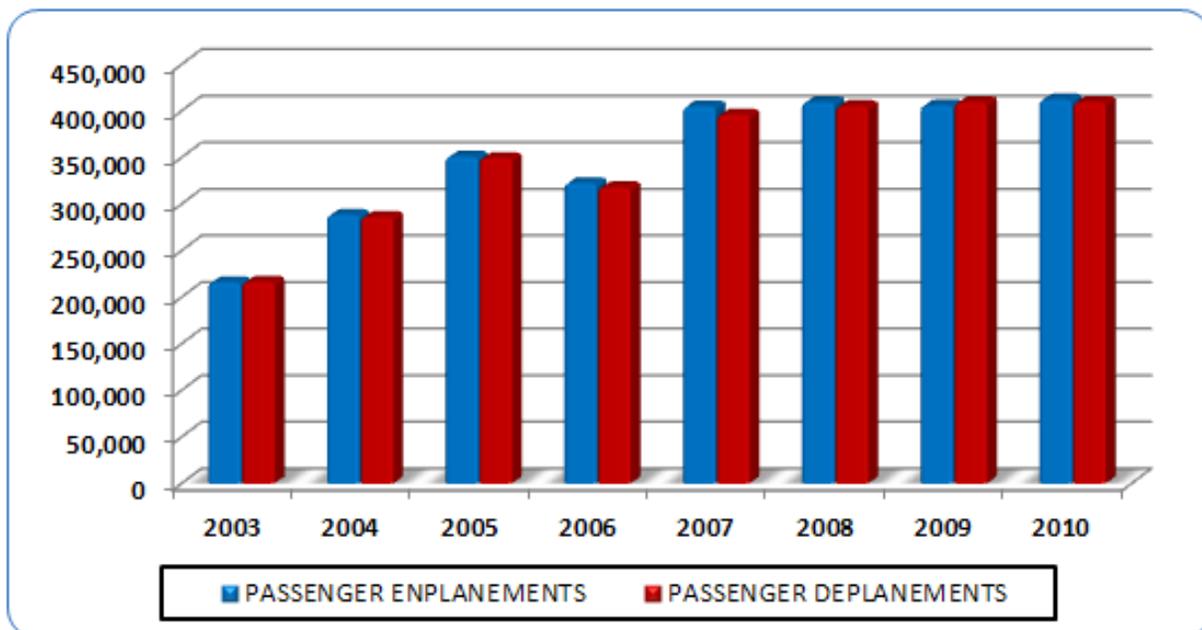
New Hanover County's Airport, located on 1,500 acres, accommodates private and commercial flights and is the state's fourth busiest airport. Commercial jet service is provided directly to and from Wilmington International Airport (ILM). ILM offers full, regional air service including connections via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

The airport is open 24 hours a day and the control tower is operated 18 hours a day. A federal inspection station provides entry, clearance and documentation for foreign flights by U.S. Customs, Department of Agriculture, and the Immigration & Naturalization Service (I.N.S.).

The airport provides a full-time, professional Public Safety Office staffed by fully trained and certified law enforcement officers, firefighters, and medical technicians utilizing state of the art equipment to provide efficient security and aircraft rescue/firefighting protection.

The Federal Aviation Administration (FAA) classifies ILM as a Nonhub Primary Airport (more than 10,000 passengers boarding, but less than 0.5% of the national passenger boardings). Statistics for the period of calendar years 2003 and 2010 are provided for Passenger Enplanements and Deplanements and for Cargo Enplanements and Deplanements from the Wilmington International Airport.

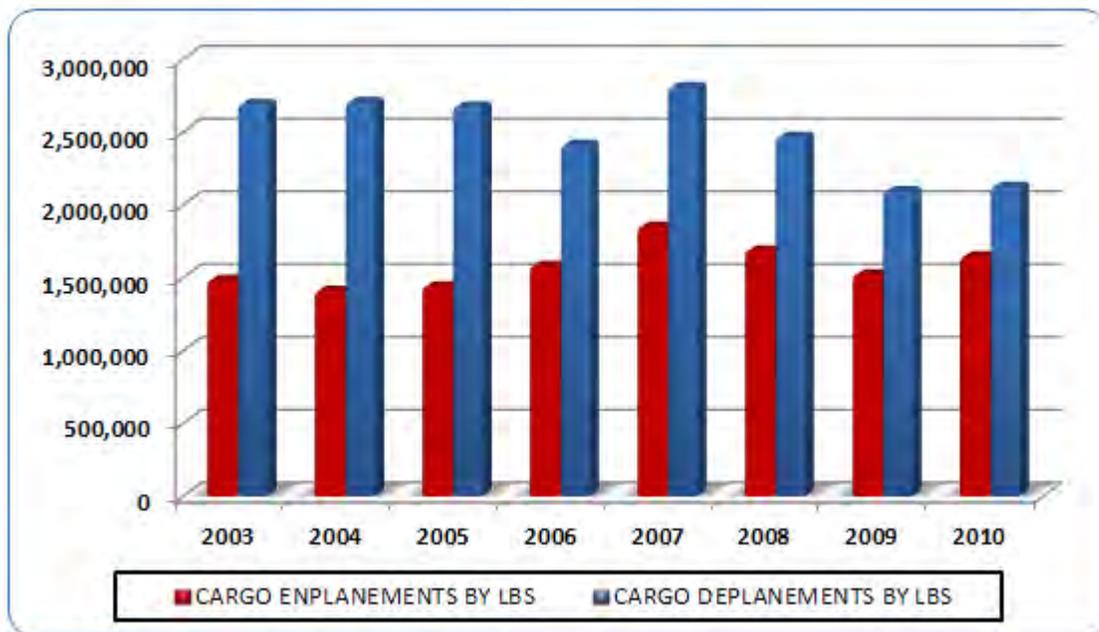
#### TOTAL PASSENGERS HANDLED FOR 8 YEAR PERIOD



<sup>19</sup> Provided by Wilmington International Airport

<sup>20</sup> Star News, "Wilmington International faring better than many small- to medium-sized airports", Gareth McGrath

**CARGO (FREIGHT/MAIL/EXPRESS IN LBS) FOR 8 YEAR PERIOD**



**New Hanover County Roads and Interstate Access**

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

**Public Transportation**

WAVE Transit operates transportation for the City of Wilmington, UNC-W campus and New Hanover County. It also offers a downtown trolley, paratransit services and dial-a-ride transportation.

**Passenger Ferry Service**

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



**State Ferry Arriving at Fort Fisher**

**GROWTH IN EMPLOYMENT AND INDUSTRY**

The population of the County has tripled over the last 15 years and large employers, such as PPD, Inc., have moved into the area. With the growing global economy, future emphasis is on knowledge-based industries, information services and technologies. The location of the University of North Carolina-Wilmington and Cape Fear Community College in New Hanover County is an additional positive factor for attracting knowledge-based information and technological industries. Currently the County is suffering from the national economic recession along with the rest of the country. The unemployment rate for calendar year 2010 period was 9.7%. In the last two years the County's unemployment rate has been the highest in 20 years.<sup>21</sup>

**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.<sup>22</sup>

**Building Permits<sup>23</sup>**

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:

	<b>New Residential Construction Permits</b>	<b>Construction Dollars Spent (Project Value)</b>	<b>New Commercial Construction Permits</b>	<b>Construction Dollars Spent (Project Value)</b>
<b>FY07-08</b>	724	\$180.9 M	381	\$224.5 M
<b>FY08-09</b>	430	\$107.4 M	200	\$159.3 M
<b>FY09-10</b>	436	\$ 96.8 M	129	\$ 98.0 M
<b>FY10-11</b>	300	\$ 74.1 M	71	\$ 73.8 M

Note: Figures presented do not include the construction dollars spent on renovations to existing buildings or for City, County and Community College projects. As in other areas of the nation, the County's construction sector has been severely affected by the economic recession. However, when including all permits for residential and commercial construction, permit activity increased by 21% and construction dollars spent increased 40%. It is anticipated that the County will continue to experience slow but steady growth in new construction activity and continued growth in the number of renovations to existing building for FY11-12.

<sup>21</sup> Employment Security Commission

<sup>22</sup> Wilmington Chamber of Commerce

<sup>23</sup> Statistics provided by New Hanover County Development Services Department

**Health Care<sup>24</sup>**

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

NHRMC 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 Concerns<sup>25</sup>**

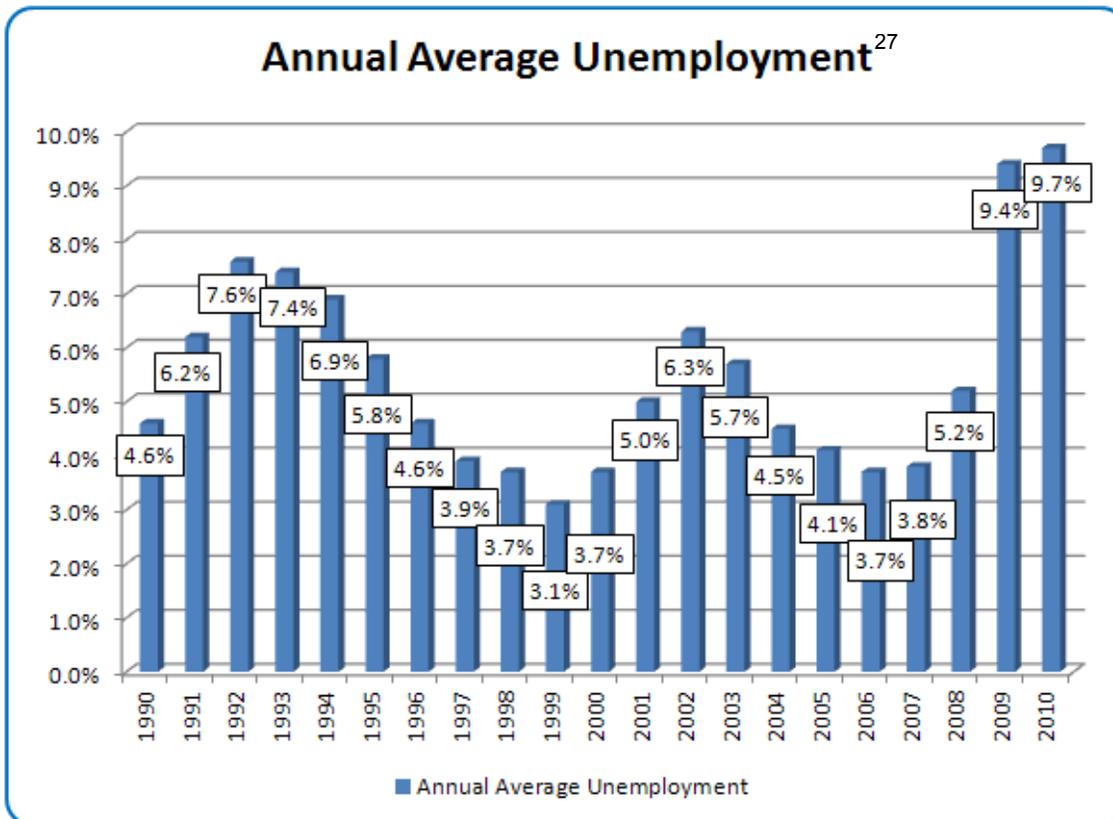
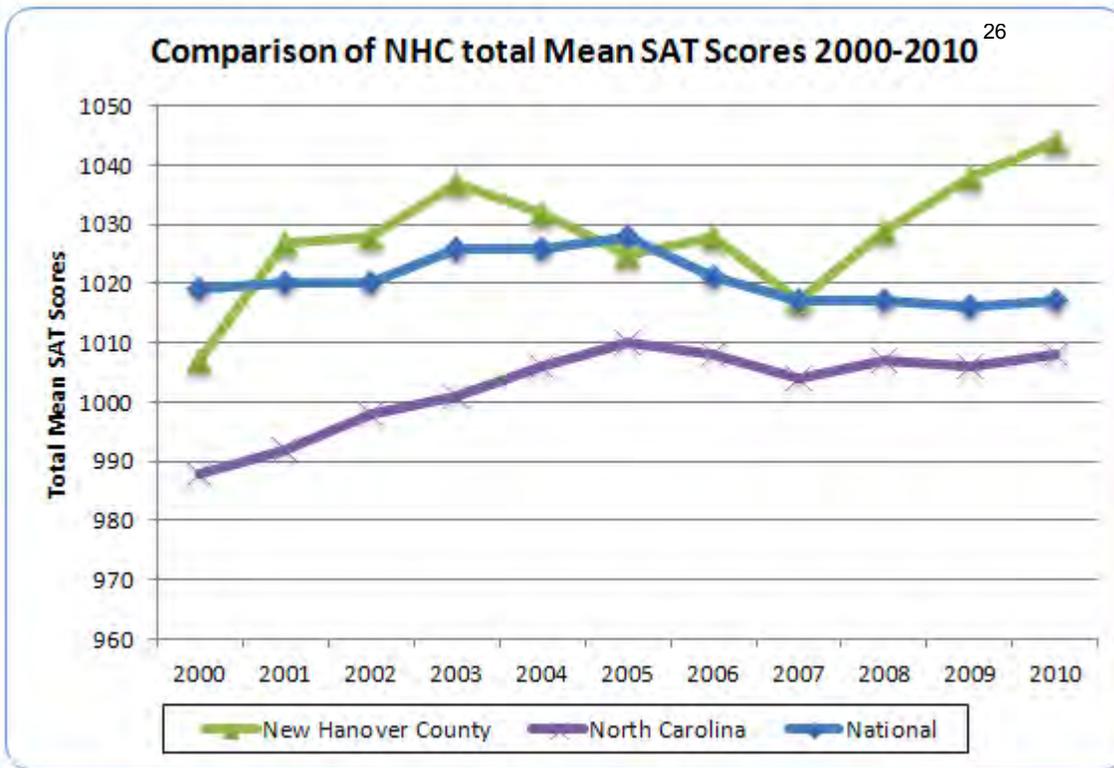
Although the school age population continues to grow, it is at a slower rate than in the past. As discussed previously, the decrease in the rate of growth in this population group requires long-range planning to realign educational resources as needed. In addition, the ratio of this age group to total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

<b>NHC PUBLIC EDUCATION UNITS</b>	
Pre-K	2
Elementary Schools	25
Middle Schools	7
High Schools	
Traditional	4
Non-Traditional	3
Community Colleges	1
Universities	1
<b>Total Public Education Units</b>	<b>43</b>

<sup>24</sup> NC Division of Health Service Regulation, Office of Emergency Medical Services

<sup>25</sup> Public Education Units provided by New Hanover County School District

NEW HANOVER COUNTY PROFILE CONTINUED



<sup>26</sup> Mean SAT Scores from [www.ncpublicschools.org](http://www.ncpublicschools.org)

<sup>27</sup> Employment Security Commission

## NEW HANOVER COUNTY PROFILE CONTINUED

### Top 10 Largest Employers in New Hanover County <sup>28</sup>

Rank	Company	Employees	Industry
1	New Hanover Health Network	4,738	Hospital/Health Services
2	New Hanover County School System	3,666	Education
3	Wal-Mart Stores, Inc.	2,592	Retail
4	GE Hitachi and GE Aviation	2,100	Nuclear Energy
5	University of NC at Wilmington	1,898	University
6	New Hanover County Government	1,571	Local Government
7	PPD, Inc.	1,500	Contract Research
8	Verizon Wireless Call Center	1,346	Wireless Communication
9	Corning, Inc.	1,000	Optical Fiber
10	City of Wilmington	981	Local Government

### 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 1,300 acres of recreational park areas available to the public.

<sup>28</sup> Wilmington Chamber of Commerce and New Hanover County

**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, 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 <sup>1</sup>	Per Capita Income <sup>2</sup>	Median Age <sup>1</sup>	School Enrollment ADM <sup>3</sup>	Unemployment Rate <sup>4</sup>
1992	127,246	18,285	34.6	19,382	8.1%
1993	130,746	19,153	34.9	19,679	7.9%
1994	134,912	19,887	35.4	20,253	6.8%
1995	139,500	21,705	35.7	20,649	6.4%
1996	143,234	22,819	36.1	20,929	4.5%
1997	147,761	25,068	36.5	21,351	4.3%
1998	148,370	26,166	36.9	21,520	3.7%
1999	148,822	26,479	37.3	21,468	3.1%
2000	160,327	28,000	36.3	21,425	3.8%
2001	163,828	28,969	38.1	21,430	4.6%
2002	166,017	29,408	36.7	21,854	6.6%
2003	169,050	29,607	37.0	22,882	6.4%
2004	174,302	30,466	36.3	22,296	4.9%
2005	179,553	32,607	37.0	23,208	4.6%
2006	185,222	33,705	36.0	23,848	3.9%
2007	189,922	35,461	38.0	23,781	3.8%
2008	192,279	36,629	37.1	23,757	5.0%
2009	195,085	36,662	36.9	24,095	9.7%
2010	202,667	N/A	N/A	23,934	9.8%

ANNUAL POPULATION GROWTH <sup>5</sup>						
YEAR	CITY OF WILMINGTON	CAROLINA BEACH	KURE BEACH	WRIGHTSVILLE BEACH	UNINCORPORATED COUNTY	TOTAL COUNTY
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 <sup>1</sup>	101,350	5,881	2,515	2,652	82,687	195,085
2010 <sup>1</sup>	106,476	5,706	2,012	2,477	85,996	202,667

<sup>1</sup> U.S. Census Bureau

<sup>2</sup> Federal Agency Data: Bureau of Economic Analysis

<sup>3</sup> New Hanover County Board of Education

<sup>4</sup> North Carolina Employment Security Commission

<sup>5</sup> Office of State and Budget Management

**NEW HANOVER COUNTY  
PROPERTY TAX INFORMATION<sup>1</sup>**

FY Ended June 30	Total Assessed Value <sup>2</sup>	% Change in Assessed Value	Total Levy <sup>3</sup>	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	<sup>4</sup> 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	<sup>4</sup> 32,725,385,227	67.83%	139,222,476	136,794,280	98.26%	0.420
2009	33,424,361,562	2.13%	151,208,013	149,085,287	98.60%	0.4525
2010	33,674,505,469	0.75%	152,793,146	150,719,243	98.64%	0.4525
2011	33,807,896,708	0.40%	158,470,085	155,703,691	98.25%	0.4655
2012	<sup>5</sup> 33,969,990,000	0.48%	158,130,303	155,283,958	98.20%	0.4655

**TEN LARGEST TAX PAYERS IN NEW HANOVER COUNTY<sup>6</sup>**

Rank	Company	Assessed Valuation	Tax Levy	Type of Industry
1	Progress Energy	\$268.9 M	\$1.3 M	Utility
2	General Electric Co.	\$247.9 M	\$1.2 M	Nuclear/Aircraft/Fuel/Energy
3	Corning, Inc.	\$208.8 M	\$1.0 M	Optical Fiber Manufacturer
4	Celanese Corporation	\$82.1 M	\$0.4 M	Airplane
5	Bell South Tel. Co.	\$70.0 M	\$0.3 M	Utility
6	Arteva Specialties DBA Kosa	\$61.5 M	\$0.3 M	Chemical Manufacturer
7	Centro Independence LLC (Mall)	\$50.4 M	\$0.2 M	Real Estate
8	Walmart	\$49.3 M	\$0.2 M	Retail
9	River Ventures	\$45.9 M	\$0.2 M	Real Estate
10	Global Nuclear Fuel Americas LLC	\$41.4 M	\$0.2 M	Chemical Manufacturer

<sup>1</sup> New Hanover County Special Fire District is not included above.

<sup>2</sup> Original tax levy per scroll with discoveries added less abatements. FY10-11 amount is actual year end, whereas projected estimates are used in the budget book.

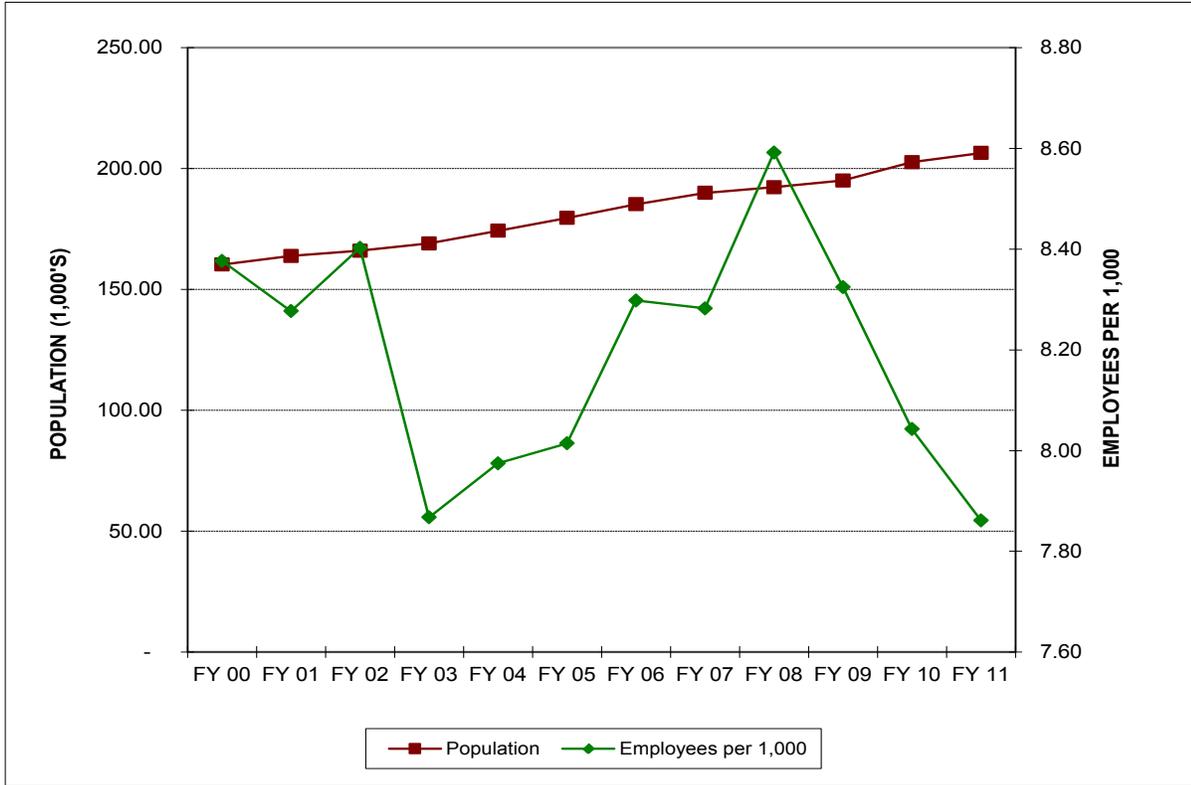
<sup>3</sup> Includes taxes, fee, penalties, and liens

<sup>4</sup> Revaluation Year

<sup>5</sup> Amounts provided are projections for FY12

<sup>6</sup> 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. From FY08-09 to present, the employees per 1,000 decreased significantly due to budget constraints. 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**

	FY09-10 ACTUAL		FY10-11 ADOPTED		FY11-12 ADOPTED		DIFFERENCE FY10-11 & FY11-12	
	POSITIONS	FTE	POSITIONS	FTE	POSITIONS	FTE	POSITIONS	FTE
<b>GENERAL FUND:</b>								
Administration - County Manager	7	7.00	7	7.00	7	7.00	0	0.00
Airlie Gardens <sup>1</sup>	19	19.00	0	0.00	0	0.00	0	0.00
Board of Elections	5	5.00	5	5.00	6	6.00	1	1.00
Budget	4	4.00	4	4.00	4	4.00	0	0.00
Courts	0	0.00	0	0.00	2	2.00	2	2.00
Development Services <sup>3</sup>	0	0.00	14	14.00	13	13.00	(1)	(1.00)
Emergency Management & 911 Comm	64	63.60	64	63.80	67	66.60	3	2.80
Engineering <sup>3</sup>	24	24.00	10	10.00	10	10.00	0	0.00
Finance	19	19.00	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 <sup>4</sup>	228	221.52	226	218.65	212	205.35	(14)	(13.30)
Human Resources & Community Relations	12	11.50	12	11.50	13	12.50	1	1.00
Information Technology	36	36.00	36	36.00	35	35.00	(1)	(1.00)
Inspections <sup>5</sup>	62	62.00	0	0.00	0	0.00	0	0.00
Juvenile Services <sup>7</sup>	6	5.12	0	0.00	0	0.00	0	0.00
Legal	10	9.55	11	10.75	11	10.75	0	0.00
Library	42	41.80	42	41.80	45	43.98	3	2.18
Museum	14	14.00	14	14.00	14	14.00	0	0.00
Parks <sup>1</sup>	42	42.00	0	0.00	0	0.00	0	0.00
Parks, Gardens, Senior Resource Center <sup>1</sup>	0	0.00	74	73.75	74	73.75	0	0.00
Planning <sup>5</sup>	8	8.00	0	0.00	0	0.00	0	0.00
Planning & Inspections <sup>5</sup>	0	0.00	70	70.00	67	67.00	(3)	(3.00)
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
Register of Deeds	20	20.00	20	20.00	20	20.00	0	0.00
Senior Resource Center <sup>1</sup>	14	13.75	0	0.00	0	0.00	0	0.00
Sheriff's Office <sup>6</sup>	385	385.00	384	384.00	395	395.00	11	11.00
Social Services	274	274.00	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 <sup>7</sup>	15	15.00	18	17.50	18	17.50	0	0.00
Veteran Services	2	2.00	2	2.00	2	2.00	0	0.00
<b>GENERAL FUND</b>	<b>1,446</b>	<b>1,436.84</b>	<b>1,440</b>	<b>1,430.75</b>	<b>1,442</b>	<b>1,432.43</b>	<b>2</b>	<b>1.68</b>
<b>ENVIRONMENTAL MANAGEMENT FUND</b>	<b>88</b>	<b>87.50</b>	<b>88</b>	<b>87.50</b>	<b>31</b>	<b>31.00</b>	<b>(57)</b>	<b>(56.50)</b>
<b>FIRE SERVICES FUND:</b>	<b>95</b>	<b>95.00</b>	<b>95</b>	<b>95.00</b>	<b>98</b>	<b>98.00</b>	<b>3</b>	<b>3.00</b>
<b>TOTALS:</b>	<b>1,629</b>	<b>1,619.34</b>	<b>1,623</b>	<b>1,613.25</b>	<b>1571</b>	<b>1,561.43</b>	<b>(52)</b>	<b>(51.82)</b>

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

<sup>2</sup> The Drug Court program was created July 1, 2011 because funding was eliminated in the FY11-12 State budget.

<sup>3</sup> Development Services became new Department October 2009. Positions moved from Engineering Department to Development Services.

<sup>4</sup> Health Department eliminated 15 positions and added 1 resulting in net reduction of 14.

<sup>5</sup> Planning Department and Inspections Department merged to create Planning and Inspections Department September 2009.

<sup>6</sup> Sheriff's Office added 13 positions funded by other sources and eliminated 2 grant funded positions.

<sup>7</sup> Psychological Services in Juvenile Services moved to Youth Empowerment Services for accounting purposes.

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

	FY09-10 ADOPTED POSITIONS FTE's		FY10-11 ADOPTED POSITIONS FTE's		FY11-12 ADOPTED POSITIONS FTE's	
<b>GENERAL FUND</b>						
<b>ADMINISTRATION:</b>						
County Manager	1	1.00	1	1.00	1	1.00
County Manager, Assistant	3	3.00	3	3.00	3	3.00
Executive Assistant to County Manager	1	1.00	1	1.00	1	1.00
Administrative Support Specialist	2	2.00	2	2.00	2	2.00
	<u>7</u>	<u>7.00</u>	<u>7</u>	<u>7.00</u>	<u>7</u>	<u>7.00</u>
<b>AIRLIE GARDENS: (merged with Parks, Gardens, Senior Res Ctr)</b>						
Airlie Director	1	1.00	n/a	n/a	n/a	n/a
Development Coordinator	1	1.00	n/a	n/a	n/a	n/a
Gardens Superintendent	1	1.00	n/a	n/a	n/a	n/a
Grounds Maintenance Worker	4	4.00	n/a	n/a	n/a	n/a
Grounds Curator	1	1.00	n/a	n/a	n/a	n/a
Landscape Technician	5	5.00	n/a	n/a	n/a	n/a
Program Manager	1	1.00	n/a	n/a	n/a	n/a
Program Coordinator	1	1.00	n/a	n/a	n/a	n/a
Ticket Agent	1	1.00	n/a	n/a	n/a	n/a
Program Assistant	2	2.00	n/a	n/a	n/a	n/a
Administrative Support Specialist	1	1.00	n/a	n/a	n/a	n/a
	<u>19</u>	<u>19.00</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
<b>BOARD OF ELECTIONS:</b>						
Elections Director	1	1.00	1	1.00	1	1.00
Elections Program Coordinator	1	1.00	1	1.00	n/a	n/a
Elections System Specialist	n/a	n/a	n/a	n/a	1	1.00
Elections Specialist	3	3.00	3	3.00	4	4.00
	<u>5</u>	<u>5.00</u>	<u>5</u>	<u>5.00</u>	<u>6</u>	<u>6.00</u>
<b>BUDGET:</b>						
Budget Director	1	1.00	1	1.00	1	1.00
Budget Analyst, Senior	1	1.00	1	1.00	1	1.00
Budget Analyst	1	1.00	1	1.00	1	1.00
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
	<u>4</u>	<u>4.00</u>	<u>4</u>	<u>4.00</u>	<u>4</u>	<u>4.00</u>
<b>COURTS (Drug Court Program):</b>						
Drug Court Coordinator	n/a	n/a	n/a	n/a	1	1.00
Drug Court Case Coordinator	n/a	n/a	n/a	n/a	1	1.00
	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>2</u>	<u>2.00</u>
<b>DEVELOPMENT SERVICES: (new department created 2009)</b>						
Development Services Director	n/a	n/a	1	1.00	1	1.00
Administrative Support Supervisor	n/a	n/a	n/a	n/a	1	1.00
Administrative Support Coordinator	n/a	n/a	1	1.00	n/a	n/a
Administrative Support Technician	n/a	n/a	12	12.00	11	11.00
	<u>n/a</u>	<u>n/a</u>	<u>14</u>	<u>14.00</u>	<u>13</u>	<u>13.00</u>
<b>EMERGENCY MANAGEMENT &amp; 911 COMMUNICATIONS:</b>						
<b>Emergency Management:</b>						
Emergency Management/911 Director	1	1.00	1	1.00	1	1.00
Emergency Management Specialist, Sr.	n/a	n/a	1	1.00	1	1.00
Emergency Management Specialist	2	2.00	1	1.00	1	1.00
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
<b>Public Safety Communications:</b>						
Public Safety Communications Director	n/a	n/a	n/a	n/a	n/a	n/a
911 Manager	1	1.00	1	1.00	1	1.00
911 Supervisor	4	4.00	4	4.00	4	4.00
911 Trainer	1	1.00	1	1.00	1	1.00
Telecommunicator, Senior	1	1.00	1	1.00	1	1.00
Telecommunicator	52	51.60	52	51.80	55	54.60
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
	<u>64</u>	<u>63.60</u>	<u>64</u>	<u>63.80</u>	<u>67</u>	<u>66.60</u>
<b>ENGINEERING &amp; PUBLIC SERVICES:</b>						
<b>Engineering:</b>						
Engineering Services/Economic Development Dir	n/a	n/a	n/a	n/a	n/a	n/a
Project Engineer, Chief	1	1.00	n/a	n/a	n/a	n/a
Project Engineer	1	1.00	1	1.00	1	1.00
Project Manager, Senior	1	1.00	1	1.00	1	1.00
County Engineer	n/a	n/a	1	1.00	1	1.00
Construction Project Coordinator	1	1.00	1	1.00	1	1.00
Engineering CAD Specialist	1	1.00	1	1.00	1	1.00
Engineering Specialist	2	2.00	2	2.00	2	2.00
Engineering Construction Inspector	1	1.00	1	1.00	1	1.00
Administrative Support Assistant	n/a	n/a	1	1.00	1	1.00
Customer Service Assistant	1	1.00	n/a	n/a	n/a	n/a

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

	FY09-10 ADOPTED		FY10-11 ADOPTED		FY11-12 ADOPTED	
	POSITIONS	FTE's	POSITIONS	FTE's	POSITIONS	FTE's
Administrative Support Specialist	n/a	n/a	1	1.00	1	1.00
Administrative Support Technician	1	1.00	n/a	n/a	n/a	n/a
<b>Public Services: (positions moved to Development Srv)</b>						
Code Enforcement Officer, Senior	1	1.00	n/a	n/a	n/a	n/a
Code Administration Services	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Technician	11	11.00	n/a	n/a	n/a	n/a
Administrative Support Assistant	1	1.00	n/a	n/a	n/a	n/a
	<b>24</b>	<b>24.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>
<b>FINANCE:</b>						
Finance Director	1	1.00	1	1.00	1	1.00
Finance Director, Assistant	1	1.00	1	1.00	1	1.00
Financial Analyst	2	2.00	2	2.00	2	2.00
Purchasing Supervisor	1	1.00	1	1.00	1	1.00
Property Auditor	1	1.00	1	1.00	1	1.00
Grants & Project Analyst	1	1.00	1	1.00	1	1.00
Investment Officer	1	1.00	1	1.00	1	1.00
Fiscal Support Supervisor	2	2.00	2	2.00	2	2.00
Fiscal Support Specialist	3	3.00	3	3.00	3	3.00
Fiscal Support Technician	5	5.00	5	5.00	5	5.00
Payroll Administration Specialist	1	1.00	1	1.00	1	1.00
	<b>19</b>	<b>19.00</b>	<b>19</b>	<b>19.00</b>	<b>19</b>	<b>19.00</b>
<b>GOVERNING BODY:</b>						
Commission Chairperson	1	1.00	1	1.00	1	1.00
Commissioners	4	4.00	4	4.00	4	4.00
Clerk to the Board	1	1.00	1	1.00	1	1.00
Clerk, Deputy	2	2.00	2	2.00	2	2.00
	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>	<b>8</b>	<b>8.00</b>
<b>HEALTH:</b>						
Accountant	n/a	n/a	2	2.00	2	2.00
Administrative Support Coordinator	1	1.00	1	1.00	1	1.00
Administrative Support Specialist	2	2.00	2	2.00	2	2.00
Administrative Support Supervisor	3	3.00	3	3.00	3	3.00
Administrative Support Technician	30	29.00	30	29.00	29	28.50
Animal Control Officer	7	7.00	7	7.00	7	7.00
Animal Control Service Manager	1	1.00	1	1.00	1	1.00
Animal Control Supervisor	1	1.00	1	1.00	1	1.00
Business Officer	1	1.00	n/a	n/a	n/a	n/a
Community Health Assistant	3	3.00	3	3.00	3	3.00
Dental Assistant	3	2.40	3	2.40	3	2.40
Dietitian	1	1.00	1	1.00	1	1.00
Environmental Health Specialist, Sr	1	1.00	1	1.00	1	1.00
Environmental Health Program Specialist	3	3.00	3	3.00	3	3.00
Environmental Health Specialist	12	12.00	12	12.00	11	11.00
Environmental Health Service Manager	1	1.00	1	1.00	1	1.00
Environmental Health Services Specialist, Sr	3	3.00	3	3.00	3	3.00
Emergency Management Specialist	1	1.00	1	1.00	n/a	n/a
Fiscal Support Technician	10	9.80	10	9.80	10	9.55
Fiscal Support Specialist	1	1.00	1	1.00	1	1.00
Fiscal Support Supervisor	2	2.00	1	1.00	1	1.00
Health Dept Support Services Manager	1	1.00	1	1.00	1	1.00
Health Director	1	1.00	1	1.00	1	1.00
Health Director, Assistant	1	1.00	1	1.00	1	1.00
Health Education, Supervisor	1	1.00	1	1.00	1	1.00
Health Educator	4	3.50	4	3.50	4	3.50
Health Planner	1	1.00	1	1.00	1	1.00
Human Resources Representative	1	1.00	1	1.00	1	1.00
Licensed Clinical Therapist	15	15.00	15	15.00	15	15.00
Licensed Clinical Therapist Supervisor	1	1.00	1	1.00	1	1.00
Licensed Practical Nurse	3	2.50	3	2.50	3	2.50
Medical Lab Assistant	3	3.00	3	3.00	3	3.00
Medical Lab Supervisor	1	1.00	1	1.00	1	1.00
Medical Lab Technologist	2	2.00	2	2.00	2	2.00
Nutritionist	4	4.00	5	4.50	5	4.50
Nutritionist Services Supervisor	1	1.00	1	1.00	1	1.00
Personal Health Services Manager	1	1.00	1	1.00	1	1.00
Physician	1	1.00	1	1.00	1	1.00
Physician Epidemiologist	1	1.00	1	1.00	n/a	n/a
Physician Extender	2	2.00	2	2.00	2	2.00
Program Assistant	7	7.00	5	5.00	5	5.00
Program Coordinator	1	0.50	2	1.25	2	1.50
Public Health Nurse	63	60.02	62	58.90	57	54.10
Public Health Nurse Epidemiologist	1	1.00	1	1.00	n/a	n/a
Public Health Nurse Supervisor	6	6.00	6	6.00	6	6.00
Shelter Attendant	3	3.00	3	3.00	3	3.00
Shelter Supervisor	1	1.00	1	1.00	1	1.00
Social Worker	11	10.80	10	9.80	6	5.80
Vector Control Operator	2	2.00	2	2.00	2	2.00
Vector Control Operator, Senior	1	1.00	1	1.00	1	1.00
	<b>228</b>	<b>221.52</b>	<b>226</b>	<b>218.65</b>	<b>212</b>	<b>205.35</b>

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

	FY09-10 ADOPTED POSITIONS FTE's		FY10-11 ADOPTED POSITIONS FTE's		FY11-12 ADOPTED POSITIONS FTE's	
<b>HUMAN RESOURCES:</b>						
Human Resources Director	1	1.00	1	1.00	1	1.00
Human Resources/Community Relations Manager	n/a	n/a	1	1.00	1	1.00
Human Resources Analyst, Senior	3	3.00	2	2.00	2	2.00
Human Resources Analyst	1	1.00	1	1.00	1	1.00
Public Affairs Specialist	1	1.00	n/a	n/a	n/a	n/a
Safety Officer	1	1.00	n/a	n/a	n/a	n/a
Human Resources Technician	2	2.00	2	2.00	2	2.00
Public Information Officer	1	1.00	1	1.00	1	1.00
TV Production Specialist	1	1.00	1	1.00	2	1.00
Information Systems Support Specialist	n/a	n/a	n/a	n/a	1	1.00
Community Affairs Specialist	n/a	n/a	2	2.00	1	2.00
Administrative Support Technician	1	0.50	1	0.50	1	0.50
	<b>12</b>	<b>11.50</b>	<b>12</b>	<b>11.50</b>	<b>13</b>	<b>12.50</b>
<b>INFORMATION TECHNOLOGY:</b>						
Information Technology Director	1	1.00	1	1.00	1	1.00
Information Technology Manager	1	1.00	1	1.00	n/a	n/a
Information Systems Service Coordinator			n/a	n/a	1	1.00
Information Technology Supervisor	4	4.00	4	4.00	4	4.00
GIS Analyst	1	1.00	1	1.00	n/a	n/a
Network Administrator	3	3.00	3	3.00	4	4.00
Programmer/Analyst	7	7.00	7	7.00	n/a	n/a
Systems Analyst, Sr.	1	1.00	1	1.00	1	1.00
Information Systems Support Specialist, Sr	2	2.00	2	2.00	1	1.00
Information Systems Support Specialist	12	12.00	12	12.00	7	7.00
Information Systems Support Analyst	n/a	n/a	n/a	n/a	12	12.00
Computer Operations Coordinator	1	1.00	1	1.00	1	1.00
Information Systems Technician	2	2.00	2	2.00	2	2.00
Information Tech Procurement & Admin Specialist	1	1.00	1	1.00	1	1.00
	<b>36</b>	<b>36.00</b>	<b>36</b>	<b>36.00</b>	<b>35</b>	<b>35.00</b>
<b>INSPECTIONS: (merged with Planning &amp; Inspections)</b>						
Inspections Director	n/a	n/a	n/a	n/a	n/a	n/a
Inspections Director, Assistant	1	1.00	n/a	n/a	n/a	n/a
Zoning Enforcement Official, Chief	1	1.00	n/a	n/a	n/a	n/a
Zoning Enforcement Official, Senior	1	1.00	n/a	n/a	n/a	n/a
Zoning Enforcement Official	5	5.00	n/a	n/a	n/a	n/a
Code Enforcement Official, Chief	5	5.00	n/a	n/a	n/a	n/a
Code Enforcement Official, Senior	9	9.00	n/a	n/a	n/a	n/a
Code Enforcement Official	36	36.00	n/a	n/a	n/a	n/a
Code Administration Services, Chief	n/a	n/a	n/a	n/a	n/a	n/a
Administrative Support Specialist	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Technician	3	3.00	n/a	n/a	n/a	n/a
	<b>62</b>	<b>62.00</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>JUVENILE SERVICES: (merged with Youth Empowerment)</b>						
Licensed Clinical Therapist Supervisor	1	1.00	n/a	n/a	n/a	n/a
Licensed Clinical Therapist	3	2.75	n/a	n/a	n/a	n/a
Fiscal Support Technician	1	0.75	n/a	n/a	n/a	n/a
Administrative Assistant	1	0.62	n/a	n/a	n/a	n/a
	<b>6</b>	<b>5.12</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>LEGAL:</b>						
County Attorney	1	1.00	1	1.00	1	1.00
County Attorney, Deputy	1	1.00	1	1.00	1	1.00
County Attorney, Assistant	1	1.00	1	1.00	1	1.00
Risk Management Specialist	1	1.00	1	1.00	1	1.00
Risk Management Coordinator	1	0.80	1	1.00	1	1.00
Paralegal	2	2.00	2	2.00	2	2.00
Safety Officer	n/a	n/a	1	1.00	1	1.00
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Administrative Support Technician	1	0.75	1	0.75	1	0.75
Administrative Support Assistant	1	1.00	1	1.00	1	1.00
	<b>10</b>	<b>9.55</b>	<b>11</b>	<b>10.75</b>	<b>11</b>	<b>10.75</b>
<b>LIBRARY:</b>						
Library Director	1	1.00	1	1.00	1	1.00
Library Director, Assistant	1	1.00	1	1.00	1	1.00
Librarian, Supervising	2	2.00	2	2.00	2	2.00
Librarian, Senior	6	6.00	5	5.00	5	5.00
Librarian	6	6.00	7	7.00	7	7.00
Library Associate	11	11.00	11	11.00	14	13.18
Library Assistant	12	12.00	12	12.00	12	12.00
Program Manager	1	0.80	1	0.80	1	0.80
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Administrative Support Technician	1	1.00	1	1.00	1	1.00
	<b>42</b>	<b>41.80</b>	<b>42</b>	<b>41.80</b>	<b>45</b>	<b>43.98</b>

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

	FY09-10 ADOPTED POSITIONS FTE's		FY10-11 ADOPTED POSITIONS FTE's		FY11-12 ADOPTED POSITIONS FTE's	
<b>MUSEUM:</b>						
Museum Director	1	1.00	1	1.00	1	1.00
Museum Education Coordinator	1	1.00	1	1.00	1	1.00
Museum Educator	2	2.00	2	2.00	2	2.00
Museum Historian	1	1.00	1	1.00	1	1.00
Museum Curator	1	1.00	1	1.00	1	1.00
Museum Exhibit Coordinator	1	1.00	1	1.00	1	1.00
Museum Exhibit Designer	1	1.00	1	1.00	1	1.00
Public Relations Specialist	1	1.00	1	1.00	1	1.00
Development Coordinator	1	1.00	1	1.00	1	1.00
Museum Registrar	1	1.00	1	1.00	1	1.00
Graphics Specialist	1	1.00	1	1.00	1	1.00
Program Assistant	1	1.00	1	1.00	1	1.00
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
	<b>14</b>	<b>14.00</b>	<b>14</b>	<b>14.00</b>	<b>14</b>	<b>14.00</b>
<b>PARKS: (merged with Parks, Gardens, Senior Resource Ctr)</b>						
Parks Director	1	1.00	n/a	n/a	n/a	n/a
Parks Superintendent	1	1.00	n/a	n/a	n/a	n/a
Program Coordinator	1	1.00	n/a	n/a	n/a	n/a
Grounds Maintenance Supervisor	3	3.00	n/a	n/a	n/a	n/a
Trades Supervisor	1	1.00	n/a	n/a	n/a	n/a
Trades Specialist	1	1.00	n/a	n/a	n/a	n/a
Trades Technician	4	4.00	n/a	n/a	n/a	n/a
Equipment Operator	1	1.00	n/a	n/a	n/a	n/a
Mechanic	1	1.00	n/a	n/a	n/a	n/a
Landscape Technician	1	1.00	n/a	n/a	n/a	n/a
Grounds Maintenance Worker	25	25.00	n/a	n/a	n/a	n/a
Administrative Support Specialist	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Assistant	1	1.00	n/a	n/a	n/a	n/a
	<b>42</b>	<b>42.00</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>PARKS, GARDENS, SENIOR RESOURCE CENTER:</b> <i>(new dept created 2009)</i>						
Parks/Gardens Director	n/a	n/a	1	1.00	1	1.00
Parks/Gardens Manager	n/a	n/a	1	1.00	1	1.00
Parks Superintendent	n/a	n/a	1	1.00	1	1.00
Parks/Gardens Operations Manager	n/a	n/a	1	1.00	1	1.00
Senior Resource Center Manager	n/a	n/a	1	1.00	1	1.00
Development Coordinator	n/a	n/a	1	1.00	1	1.00
Social Worker	n/a	n/a	3	3.00	3	3.00
Program Manager	n/a	n/a	4	4.00	4	4.00
Program Coordinator	n/a	n/a	7	6.75	7	6.75
Program Assistant	n/a	n/a	1	1.00	1	1.00
Gardens Curator	n/a	n/a	1	1.00	1	1.00
Ground Maintenance Supervisor	n/a	n/a	4	4.00	5	5.00
Landscape Technician	n/a	n/a	6	6.00	8	8.00
Ticket Agent	n/a	n/a	1	1.00	1	1.00
Equipment Operator	n/a	n/a	1	1.00	1	1.00
Mechanic	n/a	n/a	1	1.00	1	1.00
Trades Supervisor	n/a	n/a	1	1.00	1	1.00
Trades Specialist	n/a	n/a	1	1.00	1	1.00
Trades Technician	n/a	n/a	4	4.00	4	4.00
Transportation Coordinator	n/a	n/a	1	1.00	1	1.00
Grounds Maintenance Worker	n/a	n/a	28	28.00	25	25.00
Administrative Support Supervisor	n/a	n/a	1	1.00	1	1.00
Administrative Support Specialist	n/a	n/a	2	2.00	2	2.00
Administrative Support Assistant	<u>n/a</u>	<u>n/a</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	<b>n/a</b>	<b>n/a</b>	<b>74</b>	<b>73.75</b>	<b>74</b>	<b>73.75</b>
<b>PLANNING:</b>						
Planning Director	1	1.00	n/a	n/a	n/a	n/a
Planner, Senior	2	2.00	n/a	n/a	n/a	n/a
Planner, Community Development	1	1.00	n/a	n/a	n/a	n/a
Planner	1	1.00	n/a	n/a	n/a	n/a
Planning Specialist	1	1.00	n/a	n/a	n/a	n/a
GIS Technician	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Specialist	1	1.00	n/a	n/a	n/a	n/a
	<b>8</b>	<b>8.00</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>PLANNING &amp; INSPECTIONS: (new dept created 2009)</b>						
Planning / Inspections Director	n/a	n/a	1	1.00	1	1.00
Planning / Zoning Manager	n/a	n/a	1	1.00	2	2.00
Administrative Support Specialist	n/a	n/a	2	2.00	2	2.00
Administrative Support Technician	n/a	n/a	2	2.00	2	2.00
Code Enforcement Official, Senior	n/a	n/a	9	9.00	9	9.00
Code Enforcement Official, Chief	n/a	n/a	5	5.00	5	5.00
Code Enforcement Official	n/a	n/a	35	35.00	31	31.00
GIS Technician	n/a	n/a	1	1.00	1	1.00
Inspections Manager	n/a	n/a	1	1.00	1	1.00
Planner	n/a	n/a	2	2.00	2	2.00
Planner Community Development	n/a	n/a	1	1.00	1	1.00
Planner, Senior	n/a	n/a	1	1.00	1	1.00
Planner Subdivision Review	n/a	n/a	1	1.00	1	1.00

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

	FY09-10 ADOPTED POSITIONS FTE's		FY10-11 ADOPTED POSITIONS FTE's		FY11-12 ADOPTED POSITIONS FTE's	
Planning Specialist	n/a	n/a	1	1.00	1	1.00
Planning / Inspections Training Coordinator	n/a	n/a	1	1.00	1	1.00
Zoning Compliance, Senior	n/a	n/a	1	1.00	1	1.00
Zoning Compliance, Chief	n/a	n/a	1	1.00	1	1.00
Zoning Compliance Official	<u>n/a</u>	<u>n/a</u>	<u>4</u>	<u>4.00</u>	<u>4</u>	<u>4.00</u>
	<b>n/a</b>	<b>n/a</b>	<b>70</b>	<b>70.00</b>	<b>67</b>	<b>67.00</b>
<b>PRETRIAL RELEASE:</b>						
Pretrial Release Coordinator, Sr.	1	1.00	1	1.00	1	1.00
Pretrial Release Coordinator	2	2.00	2	2.00	2	2.00
Pretrial Release Specialist	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>
<b>PROPERTY MANAGEMENT:</b>						
Property Management Director	1	1.00	1	1.00	1	1.00
Property Management Manager	1	1.00	1	1.00	1	1.00
Trades Supervisor	2	2.00	2	2.00	2	2.00
Trades Specialist	13	13.00	13	13.00	13	13.00
Trades Technician	8	8.00	8	8.00	8	8.00
Equipment Shop Superintendent	1	1.00	1	1.00	1	1.00
Equipment Shop Supervisor	1	1.00	1	1.00	1	1.00
Materials Control Specialist	1	1.00	1	1.00	1	1.00
Materials Control Technician	1	1.00	1	1.00	1	1.00
Mechanic	4	4.00	4	4.00	4	4.00
Custodial Superintendent	1	1.00	1	1.00	1	1.00
Custodial Supervisor	2	2.00	2	2.00	2	2.00
Custodial Crew Leader	5	5.00	5	5.00	5	5.00
Custodian	24	24.00	25	25.00	25	25.00
Maintenance Supervisor	1	1.00	1	1.00	1	1.00
Maintenance Assistant	2	2.00	2	2.00	2	2.00
Parking Lot Attendant	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Administrative Support Assistant	1	1.00	1	1.00	1	1.00
Fiscal Support Technician	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	<b>72</b>	<b>72.00</b>	<b>72</b>	<b>72.00</b>	<b>72</b>	<b>72.00</b>
<b>REGISTER OF DEEDS:</b>						
Register of Deeds	1	1.00	1	1.00	1	1.00
Register of Deeds, Deputy	16	16.00	16	16.00	16	16.00
Register of Deeds, Assistant	2	2.00	2	2.00	2	2.00
Administrative Support Specialist	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	<b>20</b>	<b>20.00</b>	<b>20</b>	<b>20.00</b>	<b>20</b>	<b>20.00</b>
<b>SENIOR RESOURCE CENTER:</b> <i>(merged with Parks, Gardens &amp; Senior Resource Ctr)</i>						
Aging Services Director	1	1.00	n/a	n/a	n/a	n/a
Program Manager	3	3.00	n/a	n/a	n/a	n/a
Program Coordinator	4	3.75	n/a	n/a	n/a	n/a
Program Assistant	n/a	n/a	n/a	n/a	n/a	n/a
Social Worker	3	3.00	n/a	n/a	n/a	n/a
Transportation Coordinator	1	1.00	n/a	n/a	n/a	n/a
Administrative Support Specialist	<u>2</u>	<u>2.00</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
	<b>14</b>	<b>13.75</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>SHERIFF:</b>						
Sheriff	1	1.00	1	1.00	1	1.00
Deputy Sheriff, Chief	2	2.00	1	1.00	1	1.00
Deputy Sheriff, Colonel	n/a	n/a	1	1.00	1	1.00
Deputy Sheriff, Major	2	2.00	2	2.00	2	2.00
Deputy Sheriff, Captain	6	6.00	6	6.00	6	6.00
Deputy Sheriff, Lieutenant	27	27.00	27	27.00	24	24.00
Deputy Sheriff, Sergeant	36	36.00	36	36.00	36	36.00
Deputy Sheriff, Detective	34	34.00	39	39.00	45	45.00
Deputy Sheriff, Corporal	22	22.00	23	23.00	23	23.00
Deputy Sheriff	162	162.00	157	157.00	165	165.00
Detention Officer, Sergeant	2	2.00	2	2.00	2	2.00
Detention Officer, Corporal	2	2.00	2	2.00	2	2.00
Detention Officer	58	58.00	58	58.00	58	58.00
Gang Prevention & Intervention Case Manager	3	3.00	2	2.00	2	2.00
Licensed Clinical Therapist	n/a	n/a	1	1.00	1	1.00
Gang Prevention & Intervention Counselor	1	1.00	n/a	n/a	n/a	n/a
Business Officer	2	2.00	1	1.00	1	1.00
Administrative Support Specialist	1	1.00	2	2.00	2	2.00
Administrative Support Technician	17	17.00	16	16.00	17	17.00
Administrative Support Coordinator	1	1.00	2	2.00	1	1.00
Administrative Support Assistant	3	3.00	2	2.00	2	2.00
Fiscal Support Specialist	1	1.00	1	1.00	1	1.00
Custodial Crew Leader	1	1.00	1	1.00	1	1.00
Human Resources Representative	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	<b>385</b>	<b>385.00</b>	<b>384</b>	<b>384.00</b>	<b>395</b>	<b>395.00</b>

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

	FY09-10 ADOPTED POSITIONS FTE's		FY10-11 ADOPTED POSITIONS FTE's		FY11-12 ADOPTED POSITIONS FTE's	
<b>SOCIAL SERVICES:</b>						
Social Services Director	1	1.00	1	1.00	1	1.00
Social Services Director, Assistant	2	2.00	2	2.00	2	2.00
Social Services Manager	3	3.00	3	3.00	3	3.00
Social Services Supervisor	16	16.00	16	16.00	16	16.00
Social Services Planning/Business Manager	n/a	n/a	1	1.00	n/a	n/a
Social Services Business Analyst	n/a	n/a	n/a	n/a	1	1.00
Business Officer	2	2.00	2	2.00	2	2.00
Business Specialist	1	1.00	1	1.00	1	1.00
Attorney, Senior	1	1.00	1	1.00	1	1.00
Attorney	2	2.00	2	2.00	2	2.00
Paralegal	3	3.00	3	3.00	3	3.00
Human Services Planner	1	1.00	n/a	n/a	n/a	n/a
Social Worker	101	101.00	101	101.00	100	100.00
Information Systems Technician	1	1.00	1	1.00	1	1.00
Economic Services Manager	2	2.00	2	2.00	2	2.00
Economic Services Supervisor	10	10.00	10	10.00	10	10.00
Economic Services Caseworker	86	86.00	87	87.00	92	92.00
Administrative Support Coordinator	1	1.00	1	1.00	1	1.00
Administrative Support Supervisor	3	3.00	3	3.00	2	2.00
Administrative Support Specialist	2	2.00	2	2.00	2	2.00
Administrative Support Technician	13	13.00	11	11.00	9	9.00
Administrative Support Assistant	5	5.00	4	4.00	4	4.00
Program Assistant	1	1.00	1	1.00	1	1.00
Fiscal Support Specialist	3	3.00	3	3.00	3	3.00
Fiscal Support Technician	3	3.00	3	3.00	3	3.00
Fiscal Support Assistant	1	1.00	1	1.00	1	1.00
Community Service Coordinator	1	1.00	1	1.00	1	1.00
Community Services Assistant	7	7.00	7	7.00	7	7.00
Transportation Coordinator	2	2.00	4	4.00	3	3.00
	<b>274</b>	<b>274.00</b>	<b>274</b>	<b>274.00</b>	<b>274</b>	<b>274.00</b>
<b>TAX:</b>						
Tax Administrator	1	1.00	1	1.00	1	1.00
Tax Administrator, Assistant	1	1.00	1	1.00	1	1.00
Tax Business Analyst	1	1.00	1	1.00	1	1.00
Collector of Revenue	1	1.00	1	1.00	1	1.00
Collector, Deputy	2	2.00	2	2.00	4	2.00
Appraisal Supervisor	1	1.00	1	1.00	1	1.00
Appraiser	10	10.00	10	10.00	10	10.00
Revaluation Coordinator	1	1.00	1	1.00	1	1.00
Tax Listing Supervisor	1	1.00	1	1.00	1	1.00
Tax Mapping Supervisor	1	1.00	1	1.00	1	1.00
Tax Mapper, Senior	1	1.00	1	1.00	1	1.00
Tax Mapper	3	3.00	3	3.00	3	3.00
Administrative Support Coordinator	1	1.00	1	1.00	1	1.00
Administrative Support Technician	7	7.00	9	9.00	9	9.00
Fiscal Support Supervisor	2	2.00	2	2.00	2	2.00
Fiscal Support Specialist	2	2.00	2	2.00	1	2.00
Fiscal Support Technician	13	13.00	12	12.00	11	12.00
Fiscal Support Assistant	1	1.00	n/a	n/a	n/a	n/a
	<b>50</b>	<b>50.00</b>	<b>50</b>	<b>50.00</b>	<b>50</b>	<b>50.00</b>
<b>YOUTH EMPOWERMENT SERVICES:</b>						
YES Director	1	1.00	1	1.00	1	1.00
YES Clinical Manager	n/a	n/a	n/a	n/a	n/a	n/a
Licensed Clinical Therapist	n/a	n/a	3	3.00	3	3.00
Licensed Clinical Therapist Supervisor	n/a	n/a	1	1.00	1	1.00
YES Education Coordinator	1	1.00	1	1.00	1	1.00
YES Treatment Supervisor	1	1.00	1	1.00	1	1.00
YES Family Therapist	1	1.00	1	1.00	1	1.00
YES Intervention Specialist	7	7.00	4	4.00	4	4.00
Program Coordinator	n/a	n/a	1	1.00	1	1.00
Program Assistant	2	2.00	1	1.00	1	1.00
Support Services Coordinator	1	1.00	1	1.00	1	1.00
Fiscal Support Technician	n/a	n/a	1	1.00	1	0.75
Administrative Support Technician	1	1.00	2	1.50	2	1.75
	<b>15</b>	<b>15.00</b>	<b>18</b>	<b>17.50</b>	<b>18</b>	<b>17.50</b>
<b>VETERAN SERVICES:</b>						
Veteran Services Officer	1	1.00	1	1.00	1	1.00
Veteran Services Specialist	1	1.00	1	1.00	1	1.00
	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>	<b>2</b>	<b>2.00</b>
<b>GENERAL FUND TOTAL</b>	<b>1446</b>	<b>1436.84</b>	<b>1440</b>	<b>1,430.75</b>	<b>1442</b>	<b>1,432.43</b>

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

	FY09-10 ADOPTED POSITIONS FTE's		FY10-11 ADOPTED POSITIONS FTE's		FY11-12 ADOPTED POSITIONS FTE's	
<b>ENVIRONMENTAL MANAGEMENT FUND</b>						
<b>ADMINISTRATION:</b>						
Environmental Management Director	1	1.00	1	1.00	1	1.00
Environmental Program Manager	1	1.00	1	1.00	1	1.00
Plant Shift Supervisor	n/a	n/a	n/a	n/a	1	1.00
Environmental Program Assistant	1	1.00	1	1.00	n/a	n/a
Safety Officer	1	1.00	1	1.00	n/a	n/a
Environmental Specialist	1	1.00	1	1.00	n/a	n/a
Environmental Technician	1	1.00	1	1.00	n/a	n/a
Keep America Beautiful Program Coordinator	1	0.50	1	0.50	n/a	n/a
Administrative Support Specialist	2	2.00	2	2.00	1	1.00
Fiscal Support Assistant	<u>3</u>	<u>3.00</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
	<b>12</b>	<b>11.50</b>	<b>9</b>	<b>8.50</b>	<b>4</b>	<b>4.00</b>
<b>RECYCLING:</b>						
Solid Waste Planner	1	1.00	1	1.00	1	1.00
Recycling Operations Supervisor	1	1.00	1	1.00	n/a	n/a
Equipment Operator	4	4.00	4	4.00	6	6.00
Maintenance Assistant	<u>5</u>	<u>5.00</u>	<u>5</u>	<u>5.00</u>	<u>n/a</u>	<u>n/a</u>
	<b>11</b>	<b>11.00</b>	<b>11</b>	<b>11.00</b>	<b>7</b>	<b>7.00</b>
<b>LANDFILL:</b>						
Landfill Manager	1	1.00	1	1.00	1	1.00
Landfill Supervisor	n/a	n/a	n/a	n/a	1	1.00
Environmental Specialist	n/a	n/a	n/a	n/a	1	1.00
Environmental Technician	n/a	n/a	n/a	n/a	1	1.00
Equipment Operator	8	8.00	8	8.00	7	7.00
Maintenance Assistant	6	6.00	6	6.00	6	6.00
Fiscal Support Assistant	<u>n/a</u>	<u>n/a</u>	<u>3</u>	<u>3.00</u>	<u>3</u>	<u>3.00</u>
	<b>15</b>	<b>15.00</b>	<b>18</b>	<b>18.00</b>	<b>20</b>	<b>20.00</b>
<b>WASTEC FACILITY:</b>						
Plant Manager	1	1.00	1	1.00	n/a	n/a
Plant Maintenance Manager	1	1.00	1	1.00	n/a	n/a
Plant Maintenance Mechanic Supervisor	1	1.00	1	1.00	n/a	n/a
Plant Maintenance Mechanic	9	9.00	9	9.00	n/a	n/a
Plant Operations Manager	1	1.00	1	1.00	n/a	n/a
Plant Shift Supervisor	5	5.00	5	5.00	n/a	n/a
Control Room Operator	5	5.00	5	5.00	n/a	n/a
Instrumentation Control Specialist	3	3.00	3	3.00	n/a	n/a
Mechanic	1	1.00	1	1.00	n/a	n/a
Materials Control Specialist	1	1.00	1	1.00	n/a	n/a
Materials Control Technician	1	1.00	1	1.00	n/a	n/a
Pollution Control Specialist	5	5.00	5	5.00	n/a	n/a
Equipment Operator	8	8.00	8	8.00	n/a	n/a
Boiler Technician	5	5.00	5	5.00	n/a	n/a
Tipping Floor Attendant	1	1.00	1	1.00	n/a	n/a
Maintenance Assistant	<u>2</u>	<u>2.00</u>	<u>2</u>	<u>2.00</u>	<u>n/a</u>	<u>n/a</u>
	<b>50</b>	<b>50.00</b>	<b>50</b>	<b>50.00</b>	<b>n/a</b>	<b>n/a</b>
<b>ENVIRONMENTAL MANAGEMENT FUND TOTAL</b>	<b>88</b>	<b>87.50</b>	<b>88</b>	<b>87.50</b>	<b>31</b>	<b>31.00</b>
<b>SPECIAL FIRE SERVICE DISTRICT FUND</b>						
<b>ADMINISTRATION:</b>						
Fire Chief	1	1.00	1	1.00	1	1.00
Fire Chief, Deputy	3	3.00	3	3.00	3	3.00
Fire Training Coordinator	2	2.00	2	2.00	2	2.00
Fire Marshal, Deputy	4	4.00	3	3.00	3	3.00
Program Coordinator	n/a	n/a	1	1.00	1	1.00
Administrative Support Specialist	1	1.00	1	1.00	1	1.00
Administrative Support Technician	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>	<u>1</u>	<u>1.00</u>
	<b>12</b>	<b>12.00</b>	<b>12</b>	<b>12.00</b>	<b>12</b>	<b>12.00</b>
<b>OPERATIONS:</b>						
Fire Captain	2	2.00	2	2.00	2	2.00
Fire Lieutenant	24	24.00	24	24.00	27	27.00
Fire Battalion Chief	3	3.00	3	3.00	3	3.00
Fire Fighter	<u>54</u>	<u>54.00</u>	<u>54</u>	<u>54.00</u>	<u>54</u>	<u>54.00</u>
	<b>83</b>	<b>83.00</b>	<b>83</b>	<b>83.00</b>	<b>86</b>	<b>86.00</b>
<b>SPECIAL FIRE SERVICE DISTRICT FUND TOTAL</b>	<b>95</b>	<b>95.00</b>	<b>95</b>	<b>95.00</b>	<b>98</b>	<b>98.00</b>
<b>TOTAL ALL FUNDS</b>	<b>1629</b>	<b>1619.34</b>	<b>1623</b>	<b>1613.25</b>	<b>1571</b>	<b>1561.43</b>

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

	<b>FY09-10 ACTUAL</b>	<b>FY10-11 ADOPTED</b>	<b>FY11-12 REQUESTED</b>	<b>FY11-12 RECOMMENDED</b>	<b>FY11-12 ADOPTED</b>
<b>HUMAN SERVICES:</b>					
A D R Center, Inc. (Teen Court)	\$ 12,150	\$ 12,150	\$ 15,000	\$ 12,150	\$ 12,150
American Red Cross (Cape Fear Chapter)	0	0	10,000	0	0
Arid Serenity Association, Inc.	0	0	115,000	0	0
Blue Ribbon Commission (Youth Violence)	5,000	5,000	10,000	5,000	5,000
Cape Fear Literacy Council	4,050	4,050	7,500	4,050	4,050
Carousel Center	16,200	16,200	20,000	16,200	16,200
Coastal Horizons/Crisis Line/Open House	26,811	26,811	40,000	26,811	26,811
Coastal Horizons/Rape Crisis Center	8,937	8,937	20,000	8,937	8,937
Communities in Schools of Cape Fear	0	0	25,000	0	0
Community Boys & Girls Club of Wilmington	0	0	50,000	0	0
Domestic Violence Shelter & Services, Inc.	14,300	14,300	14,300	14,300	14,300
Elderhaus, Inc.	44,613	44,613	63,000	44,613	44,613
Food Bank of Central & Eastern NC	4,050	4,050	10,000	4,050	4,050
Girls, Inc.	0	0	62,600	0	0
Good Shepherd Center	8,100	8,100	50,000	8,100	8,100
Kids Making It, Inc.	0	0	25,000	0	0
Smart Start of New Hanover County	0	0	5,000	0	0
Ten Year Plan to End Chronic Homelessness	25,000	25,000	25,000	25,000	25,000
The Queen's Court Outreach Program	0	0	5,000	0	0
Wilmington CareNet Counseling Center	0	0	5,000	0	0
<b>TOTAL HUMAN SERVICES:</b>	<b>\$ 169,211</b>	<b>\$ 169,211</b>	<b>\$ 577,400</b>	<b>\$ 169,211</b>	<b>\$ 169,211</b>
<b>CULTURAL AND RECREATIONAL:</b>					
Arts Council for New Hanover County	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0
Cameron Art Museum	50,000	0	50,000	0	0
Children's Museum	5,000	5,000	5,000	5,000	5,000
Cucalorus Film Foundation	0	0	6,000	0	0
Legion Stadium Committee **	203,868	198,451	193,182	193,182	193,182
<b>TOTAL CULTURAL AND RECREATIONAL:</b>	<b>\$ 258,868</b>	<b>\$ 203,451</b>	<b>\$ 279,182</b>	<b>\$ 198,182</b>	<b>\$ 198,182</b>
<b>ECONOMIC AND PHYSICAL DEVELOPMENT:</b>					
Cape Fear Council of Government	\$ 25,788	\$ 25,788	\$ 25,788	\$ 25,788	\$ 25,788
Cape Fear Public Transportation Authority (WAVE)	132,939	132,939	282,939	132,939	132,939
Cape Fear Resource Conservation & Develop.	2,430	2,430	9,000	2,430	2,430
Wilmington Industrial/Committee of 100 **	134,160	134,160	134,160	134,160	134,160
Highway 17 Association	0	0	10,000	0	0
Keep America Beautiful of NHC ***	0	0	25,000	0	0
New Hanover Port, Waterway & Beach Comm.	4,500	0	2,500 *	2,500 *	2,500 *
New Hanover Soil & Water Conservation District	45,500	45,500	60,000	45,500	45,500
North Carolina Beach, Inlet & Waterway	2,000	2,000	2,000	2,000	2,000
NC- 20	0	0	10,000	0	0
Southeastern Economic Development	15,876	17,676	20,267	20,267	20,267
Wilmington Downtown, Inc.	21,086	21,086	50,000	21,086	50,000
Wilmington Regional Film Commission **	109,585	109,585	109,585	109,585	109,585
<b>TOTAL ECONOMIC AND PHYSICAL DEV:</b>	<b>\$ 493,864</b>	<b>\$ 491,164</b>	<b>\$ 741,239</b>	<b>\$ 496,255</b>	<b>\$ 525,169</b>
<b>TOTAL</b>	<b>\$ 921,943</b>	<b>\$ 863,826</b>	<b>\$ 1,597,821</b>	<b>\$ 863,648</b>	<b>\$ 892,562</b>

\* New Hanover Port, Waterway & Beach Commission will be funded from Room Occupancy Tax fund.

\*\* Multi-year Contracts

\*\*\* Service was previously funded through the Environmental Management/Recycling Division. Program will be partially funded by the Airlie Foundation and absorbed into Parks, Gardens and Senior Resource Center.

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

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

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## BUDGET STRUCTURE CONTINUED

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### 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.

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## BUDGET STRUCTURE CONTINUED

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- **Capital Project Funds** account for all resources used for acquisition, construction or renovation of major capital facilities of the County. Each defined capital project has a fund established based on the adopted project ordinance. These funds are not included in the budget ordinance.

### **Proprietary Funds**

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

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

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

### **Fiduciary Funds**

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

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## BUDGET STRUCTURE CONTINUED

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- **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 1<sup>st</sup> 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	<b>Not Applicable</b>	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
<b>COMPARISON OF FUNDS AND IF INCLUDED IN BUDGET ORDINANCE/BUDGET DOCUMENT AND CAFR:</b>		
<b>Governmental Type Fund:</b>		
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	<b>No/Yes</b>	Included
<b>Proprietary Type Fund:</b>		
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
<b>Trust &amp; Agency Type Fund:</b>		
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
<b>BLENDED COMPONENT UNITS AND HOW/IF ADDRESSED IN BUDGET AND CAFR:</b>		
New Hanover County Parks Foundation	<i>No/No</i>	Included
Airlie Gardens Foundation	<i>No/No</i>	Included
<b>DISCRETELY PRESENTED COMPONENT UNITS AND HOW/IF ADDRESSED IN BUDGET AND CAFR:</b>		
New Hanover County Airport Authority	<i>No/No</i>	Included
New Hanover County Regional Medical Center	<i>No/No</i>	Included
New Hanover County ABC Board	<i>No/No</i>	Included
New Hanover County Tourism Development Authority	<i>No/No</i>	Included
Reporting Differences between Budget Document and Comprehensive Annual Financial Report	Annual Adopted Budget Document	CAFR
<b>FINANCIAL DATA PRESENTED IN RESPECTIVE REPORTS:</b>		
Change in Net Assets from FY10 to FY11 based on actual	<i>NO</i>	YES
Change in Fund Balance based on FY12 Adopted Budget/FY11 Estimated/FY10 Actual	YES	<i>NO</i>
Depreciation Expense Used in reporting	<i>NO</i>	YES
<b>Financial Data Provided in the following formats:</b>		
Countywide	YES	YES
By Fund Type	YES	YES
By Fund	YES	YES
By Major and Minor Funds	YES	YES
By Function within Fund (if applicable)	YES	<i>NO</i>
By Departments within Function	YES	<i>NO</i>
<b>TIME PERIOD FORMAT USED FOR INFORMATION:</b>		
FY11 Actual (only)	<i>NO</i>	YES
FY11 Original Budget/FY11 Final Revised Budget/FY11 Actual/FY11 Variance	<i>NO</i>	YES
FY10 Actual/FY11 Adopted/FY12 Requested/FY12 Recommended/FY12 Adopted	YES	<i>NO</i>
<b>CAPITAL PROJECTS:</b>		
Narrative of Project	YES	<i>NO</i>
Financial Data by Project in Summation	YES	YES
Status of Project	YES	<i>NO</i>

## BUDGET STRUCTURE CONTINUED

FUNDS APPROPRIATED ANNUALLY & INCLUDED IN BUDGET ORDINANCE	FUND TYPE <sup>1</sup>	BUDGET FUNCTIONS						
		General Government	Human Services	Public Safety	Education	Cultural & Recreational	Economic & Physical Development	Transfers, Debt & Other
<b>Major Funds</b>								
<b>General Fund</b>	<b>G</b>							
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				■				
<b>Public Schools Fund</b>	<b>SR</b>				■			
<b>Room Occupancy Tax Fund</b>	<b>SR</b>						■	
<b>Environmental Management Fund</b>	<b>E</b>			■				
<b>Non-Major Funds</b>								
<b>Emergency Telephone System Fund</b>	<b>SR</b>			■				
<b>Revolving Loan Program</b>	<b>SR</b>	■						
<b>Fire Service District Fund</b>	<b>SR</b>			■				

<sup>1</sup> G-General, E-Enterprise, SR-Special Revenue

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## FUND BALANCE

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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.

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

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

The County has established as its goal to have no less than 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%. Despite strong economic headwinds, New Hanover County continues to maintain a strong financial condition. The estimated available fund balance on June 30, 2011 is expected to exceed both goals.

### **Significant Changes in Fund Balance**

#### **General Fund**

During FY09-10 and FY10-11, New Hanover County took proactive steps to reduce expenditures and intentionally worked to rebuild fund balance to 16.67% of expenditures. Using a combination of targeted budget cuts, service reductions, mandatory furloughs, deferred purchases and holding positions vacant, New Hanover County was able to add \$4.2 million to fund balance in FY09-10. These same strategies coupled with higher than anticipated sales tax revenue receipts (due to additional months to levy Article 46 and a larger benefit from the switch of Article 42 to point of sale) enabled the County to add an additional \$8.5 million (or a 12.1% increase) to the General Fund balance in FY10-11.

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## FUND BALANCE

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However, continued austerity measures are not sustainable, even for the current (reduced) service levels. Additionally, given the one-time nature of the sales tax revenue increase, significant additions to fund balance are not anticipated for FY11-12.

### **New Hanover County Public Schools Fund (NHCPs)**

During the FY09-10 budget process, the New Hanover County Schools were asked to participate in budget reductions and use fund balance to meet any remaining needs. Although the schools did cut expenses, NHCPs ultimately required \$1.1 million (or a 25.1% reduction) of fund balance.

Given the economic climate and continuing cuts in Federal and State funding of schools, it is anticipated that the County will continue to budget available fund balance for the foreseeable future.

### **Fire Service District Fund**

During FY10-11, the proposed recommendation to consolidate all of the Volunteer Fire Service Departments under the New Hanover County Fire Service District was approved post-budget adoption. Savings realized from the consolidation and higher than projected sales tax receipts resulted in \$0.7 million increase (or 18.8% increase) to the Fire Service District fund balance.

Due to staffing and equipment replacement needs, increases in fund balance are not anticipated in the near-term. The Fire Service District continues to evaluate long-term facility needs in the wake of the recent consolidation. If and when specific needs are identified, fund balance may be tapped to fund new construction.

### **Emergency Telephone System Fund: Article 3**

During FY09-10, the actual revenues received from the State were \$0.6 million higher than had been budgeted, which increased fund balance by the same. Given the modest size of the ETF- Article 3 Fund, this effectively increased the fund balance by 33.7%.

In FY10-11 the General Assembly allowed NHC a one-time opportunity to use half of the Article-3 fund balance for any safety related purpose it desired. Normally, these funds are restricted to a very narrow set of expenditures. New Hanover elected to utilize the full allowable amount, thus reducing fund balance by \$1.3 million (or 57.9% decrease).

Large future increases or decreases in fund balance are not anticipated at this time.

### **Environmental Management Fund**

As development and construction activity fell during FY09-10, so too did trash tonnage. Long deferred maintenance of the County waste-to-energy facility and poor operating performance resulted in significant operating outages and lower electric sales. Operating losses due to the waste-to-energy facility were further exacerbated by the need to construct a new Landfill cell (6D) during FY09-10. In all, fund balance dropped that year by \$1.9 million.

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## FUND BALANCE

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Although there were signs that construction and development was stabilizing, trash volumes fell further during FY10-11. Faced with a poorly operating facility in need of extensive rehabilitation, the Board of County Commissioners made the difficult decision to close the waste-to-energy facility and layoff its employees in an effort to stem further losses. Despite these actions, Environmental Management fund used an additional \$1.3 million of fund balance.

The FY11-12 budget includes funding for landfill and recycling operations, critical landfill cell closures and partial repayment of the inter-fund loans made by the General Fund to Environmental Management necessitated by multiple years of operating losses. It is the Board's intent to repay the General Fund over the next several years and then begin to re-build Environmental Management fund balance at that time.

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

	GENERAL FUND			PUBLIC SCHOOLS FUND		
	FY09-10	FY10-11	FY11-12	FY09-10	FY10-11	FY11-12
	ACTUAL	ESTIMATED	ADOPTED	ACTUAL	ESTIMATED	ADOPTED
<b>Revenues:</b>						
Ad Valorem Taxes	\$ 153,149,665	\$ 157,919,322	\$ 156,967,697			
Sales Taxes	38,202,206	43,353,000	46,541,536			
Other Taxes	3,069,631	2,939,912	3,033,332			
Intergovernmental	45,378,112	38,858,802	37,471,061		\$ 138,660	\$ 263,453
Special Assessments	171,989	145,897	125,968			
Charges for Services	8,822,208	8,467,587	8,472,180			
Interest on Investments	314,172	247,138	145,000	\$ 27,628	\$ 14,953	
Miscellaneous	1,099,496	6,065,274	4,944,706			
<b>Total Estimated Financial Sources</b>	<b>\$ 250,207,479</b>	<b>\$ 257,996,932</b>	<b>\$ 257,701,480</b>	<b>\$ 27,628</b>	<b>\$ 153,613</b>	<b>\$ 263,453</b>
<b>Expenditures:</b>						
General Government	\$ 29,485,936	\$ 29,689,807	\$ 31,470,314			
Human Services	53,253,360	52,306,243	55,242,386			
Public Safety	45,144,306	45,273,942	45,972,761			
Economic & Physical Devl	1,250,925	898,183	899,730			
Cultural & Recreational	9,635,673	9,725,764	10,255,878			
Contingencies			735,000			
Education - Community College	5,841,767	5,841,767	6,191,767			
Education - Schools Operating				\$ 83,085,883	\$ 84,385,687	\$ 84,874,086
Debt Service	24,204,768	24,590,485	28,650,587			
<b>Total Expenditures</b>	<b>\$ 168,816,735</b>	<b>\$ 168,326,191</b>	<b>\$ 179,418,423</b>	<b>\$ 83,085,883</b>	<b>\$ 84,385,687</b>	<b>\$ 84,874,086</b>
<b>Adjustments:<sup>1</sup></b>						
Other Adjustments						
Adjustment for Rounding						
<b>Total Adjustments</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Financing Source (uses):</b>						
Long-Term Debt Issued	\$ 969,952					
Transfers From Other Funds	1,852,954	\$ 3,551,995	\$ 1,574,149	\$ 81,953,692	\$ 84,123,110	\$ 83,110,633
Transfers to Other Funds	(80,888,692)	(84,711,024)	(82,857,206)			
Appropriated Fund Balance			3,000,000			1,500,000
Proceeds of Refunding Bonds	95,920,466					
Premium Refunding Bonds	10,854,679					
Proceeds to Refunded Bond Escrow	(105,943,977)					
<b>Total Other Financing Source(uses)</b>	<b>\$ (77,234,618)</b>	<b>\$ (81,159,029)</b>	<b>\$ (78,283,057)</b>	<b>\$ 81,953,692</b>	<b>\$ 84,123,110</b>	<b>\$ 84,610,633</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 4,156,126</b>	<b>\$ 8,511,712</b>	<b>\$ 0</b>	<b>\$ (1,104,563)</b>	<b>\$ (108,964)</b>	<b>\$ 0</b>
Fund Balance - July 1	\$ 66,021,988	\$ 70,178,114	\$ 78,689,826	\$ 4,396,697	\$ 3,292,134	\$ 3,183,170
Fund Balance - June 30	<b>\$ 70,178,114</b>	<b>\$ 78,689,826</b>	<b>\$ 78,689,826</b>	<b>\$ 3,292,134</b>	<b>\$ 3,183,170</b>	<b>\$ 3,183,170</b>
Percent Change in Fund Balance	6.30%	12.13%	0.00%	-25.12%	-3.31%	0.00%

<sup>1</sup> 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		
FY09-10 ACTUAL	FY10-11 ESTIMATED	FY11-12 ADOPTED	FY09-10 ACTUAL	FY10-11 ESTIMATED	FY11-12 ADOPTED
			\$ 153,149,665	\$ 157,919,322	\$ 156,967,697
			38,202,206	43,353,000	46,541,536
\$ 3,338,308	\$ 3,630,297	\$ 3,409,730	6,407,939	6,570,209	6,443,062
			45,378,112	38,997,462	37,734,514
478,403	403,610	284,898	650,392	549,507	410,866
			8,822,208	8,467,587	8,472,180
185,384	117,150		527,184	379,241	145,000
			1,099,496	6,065,274	4,944,706
<u>\$ 4,002,095</u>	<u>\$ 4,151,057</u>	<u>\$ 3,694,628</u>	<u>\$ 254,237,202</u>	<u>\$ 262,301,602</u>	<u>\$ 261,659,561</u>
			\$ 29,485,936	\$ 29,689,807	\$ 31,470,314
			53,253,360	52,306,243	55,242,386
			45,144,306	45,273,942	45,972,761
\$ 4,464,093	\$ 1,539,309	\$ 3,694,628	5,715,018	2,437,492	4,594,358
			9,635,673	9,725,764	10,255,878
					735,000
			5,841,767	5,841,767	6,191,767
			83,085,883	84,385,687	84,874,086
			24,204,768	24,590,485	28,650,587
<u>\$ 4,464,093</u>	<u>\$ 1,539,309</u>	<u>\$ 3,694,628</u>	<u>\$ 256,366,711</u>	<u>\$ 254,251,187</u>	<u>\$ 267,987,137</u>
<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
			\$ 969,952		
			83,806,646	\$ 87,675,105	\$ 84,684,782
\$ (356,671)			(81,245,363)	(84,711,024)	(82,857,206)
					4,500,000
			95,920,466		
			10,854,679		
			(105,943,977)		
<u>\$ (356,671)</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 4,362,403</u>	<u>\$ 2,964,081</u>	<u>\$ 6,327,576</u>
\$ (818,669)	\$ 2,611,748	\$ 0	\$ 2,232,894	\$ 11,014,496	\$ 0
\$ 35,729,670	\$ 34,911,001	\$ 37,522,749	\$ 106,148,355	\$ 108,381,249	\$ 119,395,745
<u>\$ 34,911,001</u>	<u>\$ 37,522,749</u>	<u>\$ 37,522,749</u>	<u>\$ 108,381,249</u>	<u>\$ 119,395,745</u>	<u>\$ 119,395,745</u>
-2.29%	7.48%	0.00%	2.10%	10.16%	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 <sup>2</sup>		
	FY09-10 ACTUAL	FY10-11 ESTIMATED	FY11-12 ADOPTED	FY09-10 ACTUAL	FY10-11 ESTIMATED	FY11-12 ADOPTED
Revenues:						
Ad Valorem Taxes	\$ 7,544,501	\$ 7,594,915	\$ 8,429,197			
Sales Taxes	1,574,055	1,861,531	1,951,573			
Other Taxes				\$ 967,276	\$ 886,670	\$ 535,090
Intergovernmental	210,785	251,486	166,134			
Special Assessments						
Charges for Services	107,173	80,131	77,800			
Interest on Investments	20,454	12,485	6,100	11,016	6,189	
Miscellaneous	379	24,148				
Total Estimated Financial Sources	<u>\$9,457,347</u>	<u>\$ 9,824,696</u>	<u>\$ 10,630,804</u>	<u>\$ 978,292</u>	<u>\$ 892,859</u>	<u>\$ 535,090</u>
Expenditures:						
General Government						
Human Services						
Public Safety	\$ 8,971,971	\$ 10,112,431	\$ 10,630,804			
Economic & Physical Devl						
Cultural & Recreational						
Education						
Stormwater Drainage						
Debt Service						
Total Expenditures	<u>\$ 8,971,971</u>	<u>\$ 10,112,431</u>	<u>\$ 10,630,804</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Adjustments: <sup>1</sup>						
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		\$ 943,319				
Transfers From Other Funds		\$ 20,258				
Transfers to Other Funds	\$ (645,541)			\$ (399,362)	\$ (2,224,565)	\$ (535,090)
Appropriated Fund Balance						
Proceeds of Refunding Bonds						
Premium Refunding Bonds						
Proceeds to Refunded Bond Escrow						
Total Other Financing Source(uses)	<u>\$ (645,541)</u>	<u>\$ 963,577</u>	<u>\$ 0</u>	<u>\$ (399,362)</u>	<u>\$ (2,224,565)</u>	<u>\$ (535,090)</u>
Net Increase (Decrease) in Fund Balance	\$ (160,165)	\$ 675,842	\$ 0	\$ 578,930	\$ (1,331,706)	\$ 0
Fund Balance - July 1	\$ 3,763,606	\$ 3,603,441	\$ 4,279,283	\$ 1,719,578	\$ 2,298,508	\$ 966,802
Fund Balance - June 30	<u>\$ 3,603,441</u>	<u>\$ 4,279,283</u>	<u>\$ 4,279,283</u>	<u>\$ 2,298,508</u>	<u>\$ 966,802</u>	<u>\$ 966,802</u>
Percent Change in Fund Balance	-4.26%	18.76%	0.00%	33.67%	-57.94%	0.00%

<sup>1</sup> Adjustments for non-budgeted funds not included in the budget document.

<sup>2</sup> 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		
FY09-10 ACTUAL	FY10-11 ESTIMATED	FY11-12 ADOPTED
\$ 7,544,501	\$ 7,594,915	\$ 8,429,197
1,574,055	1,861,531	1,951,573
967,276	886,670	535,090
210,785	251,486	166,134
107,173	80,131	77,800
31,470	18,674	6,100
379	24,148	
<u>\$ 10,435,639</u>	<u>\$ 10,717,555</u>	<u>\$ 11,165,894</u>
\$ 8,971,971	\$ 10,112,431	\$ 10,630,804
<u>\$ 8,971,971</u>	<u>\$ 10,112,431</u>	<u>\$ 10,630,804</u>
<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
	\$ 943,319	
	20,258	
\$ (1,044,903)	(2,224,565)	\$ (535,090)
<u>\$ (1,044,903)</u>	<u>\$ (1,260,988)</u>	<u>\$ (535,090)</u>
\$ 418,765	\$ (655,864)	\$ 0
\$ 5,483,184	\$ 5,901,949	\$ 5,246,085
<u>\$ 5,901,949</u>	<u>\$ 5,246,085</u>	<u>\$ 5,246,085</u>
7.64%	-11.11%	0.00%

**NEW HANOVER COUNTY**  
**STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE**  
**ENTERPRISE FUND (Non-GAAP Basis<sup>1</sup>) AND TOTAL FOR ALL BUDGETED**  
**FUNDS**

	ENTERPRISE FUND			TOTAL FOR ALL BUDGETED FUNDS		
	ENVIRONMENTAL MANAGEMENT					
	FY09-10 ACTUAL	FY10-11 ESTIMATED	FY11-12 ADOPTED	FY09-10 ACTUAL	FY10-11 ESTIMATED	FY11-12 ADOPTED
Revenues:						
Ad Valorem Taxes				\$ 160,694,166	\$ 165,514,237	\$ 165,396,894
Sales Taxes				39,776,261	45,214,531	48,493,109
Other Taxes				7,375,215	7,456,879	6,978,152
Intergovernmental	\$ 368,072	\$ 314,852	\$ 220,000	45,956,969	39,563,800	38,120,648
Special Assessments				650,392	549,507	410,866
Charges for Services	12,187,502	11,475,857	11,800,000	21,116,883	20,023,575	20,349,980
Interest on Investments				558,654	397,915	151,100
Miscellaneous	361,258	810,081	300,000	1,461,133	6,899,503	5,244,706
Total Estimated Financial Sources	<u>\$ 12,916,832</u>	<u>\$ 12,600,790</u>	<u>\$ 12,320,000</u>	<u>\$ 277,589,673</u>	<u>\$ 285,619,947</u>	<u>\$ 285,145,455</u>
Expenditures:						
General Government				\$ 29,485,936	\$ 29,689,807	\$ 31,470,314
Human Services				53,253,360	52,306,243	55,242,386
Public Safety	\$ 12,672,560	\$ 13,687,376	\$ 9,471,449	66,788,837	69,073,749	66,075,014
Economic & Physical Devl				5,715,018	2,437,492	4,594,358
Cultural & Recreational				9,635,673	9,725,764	10,255,878
Contingencies				0	0	735,000
Education				88,927,650	90,227,454	91,065,853
Stormwater Drainage				0	0	0
Debt Service				24,204,768	24,590,485	28,650,587
Total Expenditures	<u>\$ 12,672,560</u>	<u>\$ 13,687,376</u>	<u>\$ 9,471,449</u>	<u>\$ 278,011,242</u>	<u>\$ 278,050,994</u>	<u>\$ 288,089,390</u>
Adjustments: <sup>2</sup>						
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	\$ 665,755			\$ 1,635,707	\$ 943,319	
Transfers From Other Funds		\$ 461,061		83,806,646	88,156,424	\$ 84,684,782
Transfers to Other Funds	(2,183,879)	(678,051)	\$ (2,848,551)	(84,474,145)	(87,613,640)	(86,240,847)
Appropriated Fund Balance				0	0	4,500,000
Proceeds of Refunding Bonds				95,920,466	0	0
Premium on Debt Issued	57,506			10,912,185	0	0
Proceeds to Refunded Bond Escrow	(717,439)			(106,661,416)	0	0
Total Other Financing Source(uses)	<u>\$ (2,178,057)</u>	<u>\$ (216,990)</u>	<u>\$ (2,848,551)</u>	<u>\$ 1,139,443</u>	<u>\$ 1,486,103</u>	<u>\$ 2,943,935</u>
Net Increase (Decrease) in Fund Balance	\$ (1,933,785)	\$ (1,303,576)	\$ 0	\$ 717,874	\$ 9,055,056	\$ 0
Fund Balance - July 1	NM	NM	NM	\$ 111,631,539	\$ 112,349,413	\$ 121,404,469
Fund Balance - June 30	NM	NM	NM	<u>\$ 112,349,413</u>	<u>\$ 121,404,469</u>	<u>\$ 121,404,469</u>
Percent Change in Fund Balance	NM	NM	NM	0.64%	8.06%	0.00%

<sup>1</sup> The Environmental Management Enterprise Fund is budgeted on a modified accrual basis, but reported in the financial statements using the full accrual basis for Generally Accepted Accounting Principles (GAAP) purposes. For comparability, Environmental Management is shown in this schedule using the modified accrual basis. The values for the Environmental Management fund will differ from those reported in the change of net assets due to accounting adjustments that are required to bring it from a modified accrual basis to the full accrual basis required by GAAP.

<sup>2</sup> Adjustments for non-budgeted funds not included in the budget document.

**NEW HANOVER COUNTY**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN NET ASSETS**  
**ENTERPRISE FUNDS (GAPP Basis – Full Accrual) <sup>1</sup>**

	ENVIRONMENTAL MANAGEMENT	
	FY09-10 ACTUAL	FY10-11 ESTIMATED
Operating Revenues:		
Charges for Service	\$ 12,187,502	\$ 11,475,857
Other	361,258	810,081
Total Operating Revenues	<u>\$ 12,548,760</u>	<u>\$ 12,285,938</u>
Operating Expenses:		
Personnel	\$ 4,408,218	\$ 4,150,691
System Maintenance	5,687,310	6,501,235
Landfill Closure & Postclosure Costs	-	629,000
Depreciation	2,237,098	2,250,000
Total Operating Expenses	<u>\$ 12,332,626</u>	<u>\$ 13,530,926</u>
Operating Income	\$ 216,134	\$ (1,244,988)
Non-Operating Revenues (expenses):		
Interest Earned on Investments	\$ 24	
Intergovernmental Revenue	368,072	314,852
Interest Expense on Debt	(124,453)	(138,150)
Amortization of Bond Issuance Costs	(18,271)	(18,300)
Sale of Capital Assets	-	
Net Non-Operating (expenses)	<u>\$ 225,372</u>	<u>\$ 158,402</u>
Income (loss) Before Operating Transfers and Capital Contributions	\$ 441,506	\$ (1,086,586)
Contributed Capital		
Donated Capital Assets		
Transfer From Other Funds		461,061
Transfers To Other Funds	(2,183,879)	(678,051)
Change in Net Assets	<u>\$ (1,742,373)</u>	<u>\$ (1,303,576)</u>
Total Net Assets (deficit) Beginning of Year	\$ 8,090,908	\$ 6,348,535
Total Net Assets End of Year	<u>\$ 6,348,535</u>	<u>\$ 5,044,959</u>
Percent Change in Net Assets	-21.53%	-20.53%

<sup>1</sup> Reasonable estimates for FY10-11 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 ANALYSIS<sup>1</sup>**

<i>FUND</i>	<b>FY08-09 ACTUAL</b>	<b>FY09-10 ACTUAL</b>	<b>FY 10-11 ADOPTED</b>	<b>FY 11-12 ADOPTED</b>
<b>GENERAL FUND</b>				
Budget Before Transfers	\$ 301,635,122	\$ 247,071,304	\$ 252,200,674	\$ 260,701,480
Transfers In:				
From Environmental Management Fund	75,051	678,051	678,051	348,551
From Fire Services	48,541	645,541	645,541	690,508
From Emergency Telephone System Fund- Art. 3	214,460	399,362	395,583	535,090
From Other Funds (Non-Budgeted Funds)	<u>369,856</u>	<u>280,000</u>	<u>0</u>	<u>0</u>
<b>TOTAL BUDGET</b>	<b>\$ 302,343,030</b>	<b>\$ 249,074,259</b>	<b>\$ 253,919,849</b>	<b>\$ 262,275,629</b>
Transfers Out:				
To Storm Water Drainage Fund	(95,000)	0	0	0
To New Hanover County Schools Fund	(84,108,332)	(80,888,692)	(82,330,771)	(81,774,086)
To Other Funds (Non-Budgeted Funds)	<u>0</u>	<u>(558,511)</u>	<u>(587,914)</u>	<u>(1,083,120)</u>
<b>Total Transfers Out</b>	<b>(84,203,332)</b>	<b>(81,447,203)</b>	<b>(82,918,685)</b>	<b>(82,857,206)</b>
<b>NET GENERAL FUND</b>	<b>\$ 218,139,698</b>	<b>\$ 167,627,055</b>	<b>\$ 171,001,164</b>	<b>\$ 179,418,423</b>
<b>NEW HANOVER COUNTY SCHOOLS FUND</b>				
Budget Before Transfers	\$ 1,106,091	\$ 1,132,191	\$ 2,200,000	\$ 1,763,453
Transfers In:				
From General Fund - One-Half Cent Sales Tax	7,242,286	8,134,118	6,877,114	9,266,597
From General Fund Portion	76,136,844	72,754,574	75,453,657	72,507,489
From General Fund - Medicaid Hold Harmless (ADM)	729,202	0	0	0
From Other Funds (Non-Budgeted Funds)	<u>1,074,027</u>	<u>1,065,000</u>	<u>0</u>	<u>1,336,547</u>
<b>TOTAL BUDGET</b>	<b>\$ 86,288,450</b>	<b>\$ 83,085,883</b>	<b>\$ 84,530,771</b>	<b>\$ 84,874,086</b>
Transfers Out:				
To General Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Transfers Out</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET NEW HANOVER COUNTY SCHOOLS FUND</b>	<b>\$ 86,288,450</b>	<b>\$ 83,085,883</b>	<b>\$ 84,530,771</b>	<b>\$ 84,874,086</b>
<b>EMERGENCY TELEPHONE SYSTEM FUND- ART. 3</b>				
Budget Before Transfers	\$ 214,460	\$ 399,362	\$ 395,583	\$ 535,090
Transfers In:				
From Other Funds (Non-Budgeted Funds)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL BUDGET</b>	<b>\$ 214,460</b>	<b>\$ 399,362</b>	<b>\$ 395,583</b>	<b>\$ 535,090</b>
Transfers Out:				
To General Fund	<u>(214,460)</u>	<u>(399,362)</u>	<u>(395,583)</u>	<u>(535,090)</u>
<b>Total Transfers Out</b>	<b>(214,460)</b>	<b>(399,362)</b>	<b>(395,583)</b>	<b>(535,090)</b>
<b>NET EMERG. TELEPHONE SYSTEM FUND-ART. 3</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>REVOLVING LOAN PROGRAM</b>				
Budget Before Transfers	\$ 16,390	\$ 48,242	\$ 0	\$ 0
Transfers In:				
From Other Funds (Non-Budgeted Funds)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL BUDGET</b>	<b>\$ 16,390</b>	<b>\$ 48,242</b>	<b>\$ 0</b>	<b>\$ 0</b>
Transfers Out:				
To Other Funds (Non-Budgeted Funds)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Transfers Out</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET REVOLVING LOAN PROGRAM FUND</b>	<b>\$ 16,390</b>	<b>\$ 48,242</b>	<b>\$ 0</b>	<b>\$ 0</b>

<sup>1</sup> 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 ANALYSIS<sup>1</sup>**

<i>FUND</i>	FY08-09 ACTUAL	FY09-10 ACTUAL	FY 10-11 ADOPTED	FY 11-12 ADOPTED
<b>ROOM OCCUPANCY TAX FUND</b>				
Budget Before Transfers	\$ 1,215,766	\$ 4,820,763	\$ 3,719,801	\$ 3,694,628
Transfers In:				
From Other Funds (Non-Budgeted Funds)	0	0	0	0
<b>TOTAL BUDGET</b>	<b>\$ 1,215,766</b>	<b>\$ 4,820,763</b>	<b>\$ 3,719,801</b>	<b>\$ 3,694,628</b>
Transfers Out:				
To Other Funds (Non-Budgeted Funds)	0	(356,671)	0	0
<b>Total Transfers Out</b>	<b>0</b>	<b>(356,671)</b>	<b>0</b>	<b>0</b>
<b>NET ROOM OCCUPANCY TAX FUND</b>	<b>\$ 1,215,766</b>	<b>\$ 4,464,092</b>	<b>\$ 3,719,801</b>	<b>\$ 3,694,628</b>
<b>SPECIAL FIRE SERVICE DISTRICT FUND</b>				
Budget Before Transfers	\$ 8,896,945	\$ 9,617,512	\$ 10,276,085	\$ 10,630,804
Transfers In:				
From Other Funds (Non-Budgeted Funds)	0	0	0	0
<b>TOTAL BUDGET</b>	<b>\$ 8,896,945</b>	<b>\$ 9,617,512</b>	<b>\$ 10,276,085</b>	<b>\$ 10,630,804</b>
Transfers Out:				
To General Fund	(48,541)	(645,541)	(645,541)	(690,508)
To Other Funds (Non-Budgeted Funds)	0	0	0	0
<b>Total Transfers Out</b>	<b>(48,541)</b>	<b>(645,541)</b>	<b>(645,541)</b>	<b>(690,508)</b>
<b>NET SPECIAL FIRE SERVICE DISTRICT FUND</b>	<b>\$ 8,848,404</b>	<b>\$ 8,971,971</b>	<b>\$ 9,630,544</b>	<b>\$ 9,940,296</b>
<b>ENVIRONMENTAL MANAGEMENT FUND</b>				
Budget Before Transfers	\$ 12,075,588	\$ 14,850,597	\$ 12,685,806	\$ 12,320,000
Transfers In:				
From General Fund	0	0	0	0
From Other Funds (Non-Budgeted Funds)	0	0	124,569	0
<b>TOTAL BUDGET</b>	<b>\$ 12,075,588</b>	<b>\$ 14,850,597</b>	<b>\$ 12,810,375</b>	<b>\$ 12,320,000</b>
Transfers Out:				
To General Fund	(75,051)	(678,051)	(678,051)	(348,551)
To Other Funds (Non-Budgeted Funds)	0	(1,505,828)	0	(2,500,000)
<b>Total Transfers Out</b>	<b>(75,051)</b>	<b>(2,183,879)</b>	<b>(678,051)</b>	<b>(2,848,551)</b>
<b>NET ENVIRONMENTAL MANAGEMENT FUND</b>	<b>\$ 12,000,537</b>	<b>\$ 12,666,718</b>	<b>\$ 12,132,324</b>	<b>\$ 9,471,449</b>
<b>STORM FUND DRAINAGE FUND</b>				
Budget Before Transfers	\$ (12,004)	\$ 0	\$ 0	\$ 0
Transfers In:				
From General Fund	95,000	0	0	0
From Water & Sewer Fund	0	0	0	0
<b>TOTAL BUDGET</b>	<b>\$ 82,996</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
Transfers Out:				
To Other Funds (Non-Budgeted Funds)	0	0	0	0
<b>Total Transfers Out</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET STORM WATER DRAINAGE FUND</b>	<b>\$ 82,996</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

<sup>1</sup> 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 ANALYSIS<sup>1</sup>**

<i>FUND</i>	FY08-09 ACTUAL	FY09-10 ACTUAL	FY 10-11 ADOPTED	FY 11-12 ADOPTED
<b>NON-BUDGETED FUNDS</b>				
Budget Before Transfers	\$ 0	\$ (2,421,010)	\$ (587,914)	\$ (3,583,120)
Transfers In: (Non-Budgeted Funds)	0	2,421,010	587,914	3,583,120
<b>TOTAL BUDGET</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
Transfers Out: (Non-Budgeted Funds)	(1,443,883)	(1,345,000)	(124,569)	(1,336,547)
<b>NET NON-BUDGETED FUNDS</b>	<b>\$ (1,443,883)</b>	<b>\$ (1,345,000)</b>	<b>\$ (124,569)</b>	<b>\$ (1,336,547)</b>
 <b>SUMMARY - ALL FUNDS</b>				
Budget Before Transfers	\$ 325,148,359	275,518,960	280,890,035	286,062,335
Transfers In:	85,985,267	86,377,656	84,762,429	88,267,902
<b>TOTAL BUDGET</b>	<b>\$ 411,133,626</b>	<b>\$ 361,896,617</b>	<b>\$ 365,652,464</b>	<b>\$ 374,330,237</b>
Transfers Out:	(85,985,267)	(86,377,656)	(84,762,429)	(88,267,902)
<b>NET BUDGET OPERATING TRANSFERS</b>	<b>\$ 325,148,359</b>	<b>\$ 275,518,960</b>	<b>\$ 280,890,035</b>	<b>\$ 286,062,335</b>

<sup>1</sup> 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.

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## PLANNING PROCESSES

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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 improvements within the organization and on services provided in the community. A strategic planning session was held in May 2011 with participation from Board of Health members, department employees, managers and County management. The strategic focus areas identified were to:

1) offer primary care; 2) increase marketing and community education; 3) foster community collaboration; 4) grow revenues and funding; 5) enhance laws; 6) enhance programs and improve facilities; 7) implement technology; and 8) improve employee morale. Participants reviewed and discussed shared values and agreed upon the following highest priority values: accountability, teamwork, learning, integrity and service-orientation. The department continues to focus on exceptional customer service through an extensive process of surveying clients via mail, phone and in-person. Each division within the department has designated months to administer surveys to clients, with results used to plan for and implement service improvements. The New Hanover County Health Department was one of the first local health departments in North Carolina to become accredited in 2004, and was then re-accredited in 2008. Preparations are currently underway for the next re-accreditation review to be conducted in 2012 by the North Carolina Local Health Department Accreditation Board.

### Library

In June of 2010, the Library completed work on its Strategic Plan, "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 developed a strategy map that identified 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.

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## PLANNING PROCESSES CONTINUED

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### **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 was also able to secure LSTA funding to improve self-service applications.

Plans are now underway to align the Library's plans with a number of Strategic Objectives outlined in the new 2011 New Hanover County Strategic Plan. These objectives are: support programs to improve educational performance; provide health and wellness education, programs and services; enhance and add recreational, cultural, and enrichment amenities; develop appropriate public/private partnerships; and leverage technology and information to maximize performance. Critical steps to meeting these objectives include: improving collections and circulation services to address the changing needs of the public, placing a greater emphasis on early childhood education in children's programming, continuing improvements in self-service applications, and upgrading electronic information and delivery systems.

### **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.

### **Planning and Inspections**

The Planning and Inspections Department anticipates continued work towards completion of at least three major initiatives during FY11-12. The first involves creation of a Comprehensive Plan for the County. The department will work with the City of Wilmington on this plan which will provide a road map for future growth and development of the area. The planning process is a two year process with much of the research, data collection and public outreach being conducted in this fiscal year.

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## PLANNING PROCESSES CONTINUED

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### **Planning and Inspections (continued)**

Together with the City of Wilmington and the Metropolitan Planning Organization, the department plans to develop Countywide Greenway Plan. The plan will consider blueways, trails and conservation greenways throughout the planning area. Funding will allow staff to work with a consultant on the creation of the plan which we would anticipate being adopted by the end of the fiscal year.

Cross training continues to be a major objective to achieve the most efficient and flexible operation possible. We continue to provide opportunities for staff to become proficient in various sections of the department. For work where certification is required we are identifying the most common tasks where more than one trade is required and cross training so that one inspector will be able to complete the entire inspection.

### **Register of Deeds**

The Register of Deeds office is in the process of implementing a new recording software that will enhance all areas of recording, searching and certification of all County public records to include vital records and military discharge documents. The updated Register of Deeds Online Public Records webpage will allow local users to login and manage print fees without a staff members assistance and provide greater efficiency for end users both internal and external. The newly updated NC Secretary of State Minimum Indexing standards are set to take effect January 1, 2012 and are intended to simplify the indexing requirements to create a consistent set of records state wide regardless of county specific recording rules.

### **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

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## PLANNING PROCESSES CONTINUED

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### **Social Services (continued)**

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.

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## GLOSSARY

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### 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.

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## GLOSSARY CONTINUED

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**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.

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## GLOSSARY CONTINUED

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**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.

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## GLOSSARY CONTINUED

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**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.

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## GLOSSARY CONTINUED

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**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.

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## GLOSSARY CONTINUED

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**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

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## GLOSSARY CONTINUED

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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.

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## GLOSSARY CONTINUED

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**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.

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## GLOSSARY CONTINUED

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### 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.

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## GLOSSARY CONTINUED

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**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.

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## GLOSSARY CONTINUED

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**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)*

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## ACRONYMS

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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

<b>ABC:</b>	Alcohol Beverage Control
<b>ACH:</b>	Automatic Clearing House
<b>ACS:</b>	Animal Control Services
<b>ADC:</b>	Assessment of Desired Competencies
<b>ADM:</b>	Average Daily Membership (Schools)
<b>AFDC:</b>	Aid to Families with Dependent Children
<b>ALE:</b>	Alcohol Law Enforcement

### B

<b>BCOL:</b>	Bradley Creek Outfall Line
<b>BEAS:</b>	Building Express Application Submittal
<b>BMP:</b>	Best Management Practices
<b>BOCC:</b>	Board of County Commissioners

### C

<b>C-TPAT:</b>	Customs-Trade Partnership Against Terrorism Program
<b>CAD:</b>	Computer Aided Design
<b>CAFR:</b>	Comprehensive Annual Financial Report
<b>CAMA:</b>	Coastal Area Management Act
<b>CAS:</b>	Code Administration Services
<b>CASA:</b>	Clinic Assessment Software Application
<b>CC4C:</b>	Care Coordination for Children
<b>CDBG:</b>	Community Development Block Grant
<b>CDBG-ER:</b>	Community Development Block Grant – Economic Recovery
<b>CERT:</b>	Cell Extraction Response Team
<b>CFCC:</b>	Cape Fear Community College
<b>CFPUA:</b>	Cape Fear Public Utility Authority
<b>CIP:</b>	Capital Improvement Program
<b>CIT:</b>	Crisis Intervention Training
<b>CLIA:</b>	Clinical Laboratory Improvement Amendments
<b>COLA:</b>	Commission of Laboratory Accreditation
<b>COOP:</b>	Continuity of Operations Plan
<b>COPS:</b>	Certificates of Participation
<b>COW:</b>	City of Wilmington
<b>CPS:</b>	Child Protection Services
<b>CRS:</b>	Community Rating System
<b>CSI:</b>	Crime Scene Investigation
<b>CTF:</b>	Client Tracking Form

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## ACRONYMS CONTINUED

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**CWMTF:** Clean Water Management Trust Fund  
**CY:** Calendar Year

### D

**DARE:** Drug Abuse Resistance Education  
**DJJDP:** Department of Juvenile Justice Delinquency Prevention  
**DOD:** Department of Defense  
**DPPR:** Domestic Preparedness and Readiness Region  
**DSC:** Development Services Center  
**DSS:** Department of Social Services

### E

**EAP:** Employee Assistance Program  
**EDC:** Executive Development Center  
**EDZD:** Exceptional Design Zoning District  
**EEE:** Eastern Equine Encephalitis  
**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  
**ETF:** Emergency Telephone System Fund  
**ERT:** Emergency Response Team

### F

**FAA:** Federal Aviation Administration  
**FBI:** Federal Bureau of Investigation  
**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  
**GED:** General Equivalency Diploma  
**GF:** General Fund  
**GFOA:** Government Finance Officers Association  
**GIS:** Geographic Information Systems  
**GMTS:** Governmental Moneys Transfer System  
**GPS:** Global Positioning System

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## ACRONYMS CONTINUED

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**GREAT:** Gang Resistance Education and Training

### H

**HIPAA:** Health Insurance Portability and Accountability Act

**HIPPA:** Health Information Privacy Protection Act

**HIS:** Health Information System

**HIV:** Human Immunodeficiency Virus

**HPA:** Health Programs Administrator

**HR&CR:** Human Resources & Community Relations

**HUD:** Housing and Urban Development

**HVAC:** Heating, Ventilation and Air Conditioning

### I

**IAS:** Integrated Assessment Software

**IDEA:** Inspection Department Express Access

**ILM:** Wilmington International Airport

**INS:** Immigration & Naturalization Service

**IT:** Information Technology

### J

**JCPC:** Juvenile Crime Prevention Council

### K

**KPIS:** Key Performance Indicators

### L

**LBR:** Leading by Results

**LED:** Light-Emitting Diode

**LGERS:** Local Governmental Employees' Retirement System

**LID:** Low Impact Development

### M

**M:** Million

**M&O:** Maintenance and Operational

**MRF:** Material Recovery Facility

### N

**N/A:** Not Applicable

**NC:** North Carolina

**NCCMT:** North Carolina Cash Management Trust

**NCDOT:** North Carolina Department of Transportation

**NCIP:** North Carolina International Port

**NEI:** North East Interceptor

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## ACRONYMS CONTINUED

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**NHC:** New Hanover County  
**NHCPS:** New Hanover County Public Schools  
**NHCTV:** New Hanover County Television  
**NHRMC:** New Hanover Regional Medical Center

**NIMS:** National Incident Management System

### O

**OPEB:** Other Post Employment Benefits

### P

**PARTF:** Parks and Recreation Trust Fund  
**PARTS:** Preventive Maintenance and Repair System  
**PCM** Pregnancy Care Management  
**PEG:** Public, Education or Government Channel  
**PSC:** Private Sector Cost

### Q

*(reserved for future use)*

**QSCB:** Qualified School Construction Bonds

### R

**RFP:** Request for Proposal  
**RSVP:** Retired Senior Volunteer Program

### S

**SAFE:** Sheriff's Alcohol Field Enforcement  
**SARA:** Superfund Amendments and Reauthorization Act  
**SART:** Sexual Assault Response Team  
**SDA:** Succession Development Analysis  
**SDR:** Succession Development Ratio  
**SEMH:** Southeastern Center for Mental Health  
**SLI:** Sick Leave Index  
**SRC:** Senior Resource Center  
**SRT:** Specialized Response Team  
**SSHP:** Scattered Site Housing Program  
**SSHR:** Scattered Site Housing Rehabilitation  
**STAR:** Short Turn Around Review  
**SWOT:** Strengths, Weaknesses, Opportunities and Threats Analysis (Strategic Plan)

### T

**TANF:** Temporary Assistance to Needy Families  
**TB:** Tuberculosis  
**TDA:** Tourism Development Authority

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## ACRONYMS CONTINUED

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**TERT:** Telecommunicator Emergency Response Team  
**TDCI:** Training Delivery Cost Index  
**TEU:** Twenty Foot Equivalent Unit  
**TILT:** Time-in-Lieu-of-Temperature

### U

**UNCW:** University of North Carolina at Wilmington

### V

**VA:** Veterans Administration  
**VFD:** Variable Frequency Drives  
**VIP:** Volunteer Incentive Program (Fire Services)  
**VITA:** Volunteer Income Tax Assistance  
**VOC:** Volatile Organic Compounds  
**VoIP:** Voice-Over Internet Protocol  
**VRAS:** Vital Records Automated System  
**VSO:** Veteran Services Officer  
**VSS:** Veteran Services Specialist

### W

**WAY:** Wellness and You  
**WASTEC:** Waste-to-Energy Conversion Facility  
**WCCD:** Wilmington Convention Center  
**WDI:** Wilmington Downtown, Inc.  
**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)*

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**NEW HANOVER COUNTY, NORTH CAROLINA  
FISCAL YEAR 2011-2012 BUDGET ORDINANCE**

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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, 2011, and ending June 30, 2012, in accordance with the Chart of Accounts heretofore established for New Hanover County:

**GENERAL FUND**

<u>Function</u>	<u>Appropriation</u>
General Government	\$31,470,314
Human Services	55,242,386
Public Safety	45,972,761
Economic & Physical Development	899,730
Cultural & Recreational	10,255,878
Education (Cape Fear Community College)	6,191,767
Debt Service	28,650,587
Transfers to Other Funds	82,857,206
Contingency	<u>735,000</u>
Total Appropriation - General Fund	<u>\$262,275,629</u>

Section 2: It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2011, and ending June 30, 2012:

<u>Revenue Source</u>	<u>Amount</u>
Ad Valorem Taxes	\$156,967,697
Sales Taxes	46,541,536
Room Occupancy Taxes	36,000
Other Taxes	2,997,332
Charges for Services	8,472,180
Interest on Investments	145,000
Intergovernmental Revenue - State	3,426,048
Intergovernmental Revenue - Federal	28,263,872
Intergovernmental Revenue - Other	5,781,141
Special Assessments	125,968
Miscellaneous Revenue	4,944,706
Transfer In From Other Funds	1,574,149
Appropriated Fund Balance	<u>3,000,000</u>
Total Estimated Revenues - General Fund	<u>\$262,275,629</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. 115C-429(b) for the fiscal year beginning July 1, 2011, and ending June 30, 2012. Allocations made to the New Hanover County School Board through G.S. 115C-429(b) bind the Board of Education to the following directions and limitations in regards to these funds:

- 1) The Budget Resolution adopted by the New Hanover County Board of Education shall conform to the specific allocations by purpose and function 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 the Current Operating Expenditures appropriations allocated to a purpose or function by 25% or more.

<u>Category</u>	<u>Appropriation</u>
<b>Instructional Services:</b>	
Regular Instruction	\$10,888,696
Special Populations	6,050,983
Alternative Programs	1,090,127
School Leadership	6,771,529
Co-Curricular	1,809,943
School Based Support	<u>3,307,602</u>
	\$29,918,880
<b>System-Wide Support Services:</b>	
Support and Development	\$1,057,955
Special Population Support and Development	427,509
Alternative Program Support and Development	286,085
Technology Support	2,629,379
Operational Support	19,762,841
Financial and Human Resources	4,140,972
Accountability	207,392
System-Wide Pupil Support	349,240
Policy, Leadership and Public Relations	<u>1,599,159</u>
	\$30,460,532
<b>Ancillary:</b>	
Nutrition Services	<u>\$96,150</u>
	\$96,150
<b>Non-Programmed Charges:</b>	
Payments to Charter Schools	\$1,320,878
Scholarships	<u>12,000</u>
	1,332,878
 Total Current Operating Expense	 <u>\$61,808,440</u>
<b>Capital Outlay:</b>	
System-Wide Support Services	<u>\$750,000</u>
Total Capital Outlay	<u>\$750,000</u>
 School Debt Service	 <u>22,315,646</u>
Total Appropriation – New Hanover County Schools Fund	<u>\$84,874,086</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, 2011, and ending June 30, 2012:

<u>Revenue Source</u>	<u>Amount</u>
Transfer In From General Fund	\$81,774,086
Transfer In From Capital Project	1,336,547
Intergovernmental Revenue - Federal	263,453
Appropriated Fund Balance	<u>1,500,000</u>
Total Revenues – New Hanover County Schools Fund	<u>\$84,874,086</u>

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

**EMERGENCY TELEPHONE SYSTEM FUND – ARTICLE 3**

Section 5: The following amount is hereby appropriated in the Emergency Telephone System Fund for the fiscal year beginning July 1, 2011, and ending June 30, 2012, for the purpose of maintaining an Emergency 911 System in New Hanover County:

Total Appropriation – Emergency Telephone System Fund – Article 3 \$535,090

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, 2011, and ending June 30, 2012:

<u>Revenue Source</u>	<u>Amount</u>
Other Taxes	<u>\$535,090</u>
Total Revenue – Emergency Telephone System Fund – Article 3	<u>\$535,090</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, 2011, and ending June 30, 2012:

Total Appropriation – Room Occupancy Tax Fund \$3,694,628

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, 2011, and ending June 30, 2012:

<u>Revenue Source</u>	<u>Amount</u>
Room Occupancy Taxes	\$3,409,730
Special Assessments	<u>284,898</u>
Total Revenues – Room Occupancy Tax Fund	<u>\$3,694,628</u>

**ENVIRONMENTAL MANAGEMENT FUND**

Section 9: The following amount is hereby appropriated in the Environmental Management Fund for the fiscal year beginning July 1, 2011, and ending June 30, 2012:

Total Appropriation – Environmental Management Fund \$12,320,000

Section 10: It is estimated that the following revenues will be available in the Environmental Management Fund for the fiscal year beginning July 1, 2011, and ending June 30, 2012:

<u>Revenue Source</u>	<u>Amount</u>
Intergovernmental Revenue - State	\$220,000
Charges for Services	11,800,000
Miscellaneous Revenues	<u>300,000</u>
Total Revenues – Environmental Management Fund	<u>\$12,320,000</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, 2011, and ending June 30, 2012, in accordance with the Chart of Accounts heretofore established for New Hanover County:

Total Appropriation – Special Fire District Fund \$10,630,804

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, 2011, and ending June 30, 2012:

<u>Revenue Source</u>	<u>Amount</u>
Ad Valorem Taxes	\$8,429,197
Sales Taxes	1,951,573
Charges for Service	77,800
Intergovernmental Revenues - Federal	166,134
Interest on Investments	<u>6,100</u>
Total Revenues – Special Fire District Fund	<u>\$10,630,804</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, 2011, and ending June 30, 2012, 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	\$259,275,629	\$3,000,000	\$262,275,629
New Hanover County Schools Fund	83,374,086	1,500,000	84,874,086
Emergency Telephone System-Article 3	535,090	0	535,090
Room Occupancy Tax Fund	3,694,628	0	3,694,628
Environmental Management Fund	12,320,000	0	12,320,000
Special Fire District Fund	<u>10,630,804</u>	<u>0</u>	<u>10,630,804</u>
Total Budget	<u>\$369,830,237</u>	<u>\$4,500,000</u>	<u>\$374,330,237</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, 2011, 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 \$33,969,990,000 and an estimated collection rate of 98%. The estimated rate of collection is based on the fiscal 2010–2011 collection rate of 98.5%.

Section 15: There is hereby levied a tax at the rate of six and seventy-five hundredths cents (\$.0675) per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2011, 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 \$12,729,700,000 and an estimated collection rate of 98%. The estimated rate of collection is based on the fiscal year 2010-2011 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, 2011, and (2) grants unexpended by New Hanover County as of June 30, 2011, 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.

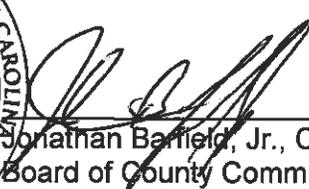
Section 19: At June 30, 2011, the estimated outstanding Interfund Loan balance owed to the General Fund by the Environmental Management Fund is \$5,500,000. This amount represents principal amount only. Principal is required to be repaid. No interest will be charged.

Section 20: This ordinance and the budget document shall be the basis for the financial plan for New Hanover County for the 2011-2012 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 20th day of June 2011.



  
Jonathan Barfield, Jr., Chairman  
Board of County Commissioners

  
Sheila L. Schult, Clerk to the Board

